



# 2022-2025 Strategic Plan

Approved by the North Dakota Association for Lifelong Learning Board  
April 7, 2022

## I. Introduction

### Strategic Planning Process

The North Dakota Association for Lifelong Learning (NDALL) held a strategic planning meeting on April 7, 2022. Facilitated by Clearwater Communications, the NDALL Board identified accomplishments and trends and then approved a new strategic plan, which will be reviewed annually.

#### Accomplishments

- Managing limited resources well.
- Organizing quality conferences.
- Retaining a steady membership.

#### Adult and Alternative Education Trends

- Increased need for mental health services for students and staff.
- Increased need to consider reentry transitions and pathways.

#### 2021-2022 Board of Directors

Michelle Pfaff, NDALL President, Youth Correctional Center, Mandan

Bridget Hanlan, NDALL Past President, Devils Lake Adult Learning Center

Lori Gibson, NDALL Vice President, Bismarck Adult Learning Center

Aubrey McNary, NDALL Secretary/Treasurer, Grand Forks Adult Learning Center

Brian Aufforth, NDALL Communication/Membership Chair, Souris River High School

Audrey Larson, NDALL Awards/Scholarship Chair, Del Easton Alternative High School, Williston

Sara Mitzel, NDALL DPI Liaison, ND Department of Public Instruction Adult Education

Joe Kolosky, NDALL DPI Liaison, ND Department of Public Instruction Alternative Education

## II. NDALL's Foundation – Achieving the Vision

### Beginnings

The North Dakota Association for Lifelong Learning (NDALL) was formed in 2005 for the purpose of promoting and encouraging lifelong learning for all North Dakota citizens. Prior to the establishment of NDALL, the organization was known as the North Dakota Association of Adult Basic & Secondary Education (NDABSE). NDABSE held the first annual fall training seminar at Lake Metigoshe in August 1993. An ad hoc committee was established to explore the feasibility of surveying the membership and drafting a set of bylaws for the grassroots organization. In the spring of 1994, association by-laws were approved through a mail vote. During the summer of 1994, volunteers in each of the eight regions were asked to hold a regional election of a representative to serve on the executive board. In May of 1995, NDABSE officially incorporated as a nonprofit organization in North Dakota.

NDABSE continued as the official association of adult educators until May of 2005 when 21st Century Learning Centers (CLC), Evenstart, and Title III were asked to join the fall conference and discussion began about expanding the organization and changing the name. The name change to NDALL became official at the fall conference meeting in 2005. In the spring of 2010, CLC officially withdrew from the NDALL to join another organization, and the by-laws were re-written to accommodate only adult educators. NDALL expanded to include alternative education in 2012. NDALL began contracting with Clearwater Communications for part-time administrative and conference planning services in 2012.

## III. NDALL's Call to Action – 2022-2025 Strategic Plan

### Mission

To support adult and alternative education, its educators, students and partners.

### Vision

NDALL promotes and advances adult and alternative education throughout North Dakota.

### Goals

- Goal One – Knowledge Sharing & Networking: Provide, promote and coordinate professional development opportunities in collaboration with local, state and regional partners.
- Goal Two – Member Promotion & Communication: Promote best practices in college, career and choice readiness and English language proficiency and encourage the exchange of ideas and information.
- Goal Three – Public Awareness: Promote adult and alternative education.
- Goal Four – Organization Development: Build membership and sustainable revenue streams.



### Goal One – Knowledge Sharing & Networking

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Provide, promote and coordinate professional development opportunities in collaboration with local, state and regional partners.

#### Objectives and Strategies

- A. Host an annual state conference.
  1. Continue to expand educational tracks.
  2. Identify ways to increase engagement between members beyond organized educational sessions.
  3. Offer CEUs or additional credit for professional development.
  4. Increase evaluation efforts to better determine the effectiveness of the event.
- B. Share the benefits of NDALL's membership in regional and national associations with members.
  1. Promote Mountain Plains Adult Education Association (MPAEA) membership.
  2. Promote Commission on Adult Basic Education (COABE) membership.
  3. Promote National Alternative Education Association opportunities.
- C. Support the convening of alternative high schools at least once annually.
- D. Hold semi-annual virtual roundtables.

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## **Goal Two – Member Promotion & Communication**

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Promote best practices in college, career and choice readiness and English language proficiency and encourage the exchange of ideas and information.

### **Objectives and Strategies**

- A. Recognize successful adult and alternative education professionals, students, and advocates through an annual awards program.
- B. Support the advancement of adult and alternative education professionals through an annual scholarship program.
- C. Establish an effective and efficient communication plan to share information with members.
  - 1. Maintain an informative, relevant website with up-to-date resources.
  - 2. Distribute the NDALL eNewsletter monthly August-May.

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## **Goal Three – Public Awareness**

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Promote adult and alternative education.

### **Objectives and Strategies**

- A. Promote the impact of adult and alternative education to decision makers, community partners and the public.
  - 1. Consider creating a presence for NDALL on social media.
  - 2. Offer to present at relevant state, regional and national conferences.
- B. Share information about adult and alternative education with state legislators.
  - 1. Develop a data piece to highlight the statewide reach and success of adult and alternative education.
  - 2. Explore opportunities to present to Education Committees during the interim or session.

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## **Goal Four – Organization Development**

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Build membership and sustainable revenue streams.

### **Objectives and Strategies**

- A. Implement an annual membership recruitment and retention plan that clearly articulates member benefits.
- B. Increase organizational funding from multiple sources.
  - 1. Explore foundation funding.
  - 2. Assess membership dues and conference fees regularly.
  - 3. Identify potential partners and agency collaborations.
  - 4. Consider fee for service options to coordinate and cross-promote professional development for member organizations.

## **IV. NDALL's Structure – Framework for Success**

NDALL has a board of directors, committees, and contract staff to implement initiatives that further the organization's mission, vision, and goals.

### **NDALL Board of Directors**

The board of directors is the governing body of the association subject only to the limitations set out in the articles of incorporation and the bylaws. Board members include President, Past President, Vice President, Secretary/Treasurer, Communication/Membership Chair, and Awards/Scholarship Chair. The North Dakota Adult Education State Director and a DPI Representative for Alternative Education also serve as ex officio board members.

### **NDALL Committees**

Committees outlined in the NDALL bylaws include Communication/Membership, Conference and Awards/Scholarship.

### **NDALL Staff**

The NDALL board contracts for part-time administrator and conference planner services through Clearwater Communications, a Bismarck-based association management and public relations firm.

### **NDALL Operations and Budget**

NDALL has an infinite set of choices on which to spend its finite resources (staff time, volunteer time and funding). Recognizing NDALL cannot do everything, a system exists for identifying priorities, structuring programs and directing resources. In general terms, the planning and budgeting process involves strategic planning, organizational planning and strategic allocation of resources.

The NDALL Board of Directors develops the strategic plan, which frames the strategic direction and long-term goals of the organization. Derived directly from the strategic plan, the annual work plan and budget are drafted each year by the NDALL Board and staff and then presented to the membership for review and final approval.