

# Bylaw Passage Communications



Gold Medallion Award

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ASBA BYLAW PASSAGE COMMUNICATIONS | GOLD MEDALLION AWARD ENTRY  
COMMUNICATION STAFF (3)  
COMPREHENSIVE, STRATEGIC, YEAR-ROUND COMMUNICATION PROGRAM**

## **Synopsis**

The Arizona School Boards Association is a private, non-profit, non-partisan organization that provides training, leadership and essential services to public school governing boards statewide. More than 240 governing boards, representing nearly 1 million Arizona students, are members of ASBA. The association is governed by a board of directors, comprised of school board members from throughout the state, and through direct member action.

As part of this initiative, ASBA provides opportunities for members to get involved in leading for increased equity and opportunity by joining the Hispanic-Native American Indian Caucus (HNAIC), Black Alliance and Rural Alliance. Membership in all three are open at no cost to all school board members interested in doing more to meet and address the specific educational needs of students of color in their communities.

In 1996, a group of Arizona school board members gathered together to form the Hispanic-Native American Indian Caucus (HNAIC). Their goal was to ensure that the needs of Hispanic and Native students were known and addressed at the state level.

The founders believed that representation on the ASBA Board of Directors was necessary to help achieve that goal, and through a change to the bylaws a single seat was added. It was progress, but it created a structural gap in representation that has lasted for 25 years. The seat alternates in two-year periods from a Hispanic representative to a Native American representative.

In 2021, the ASBA Board of Directors believed a change was long overdue and voted unanimously to support a bylaw change to create a seat on the ASBA Board of Directors so that Hispanic and Native American interests can be represented simultaneously on the board. This would also provide flexibility for the group to split into two separate groups, Hispanic and Native, if they choose to in the future with each group still maintaining its place on the board.

The ASBA Communications Department created a communication plan focused on increasing member engagement and awareness to generate a majority “yes” vote on the bylaw initiative. This campaign led to ASBA’s success in securing the bylaw passage.

Below is a high-level summary of the campaign demonstrating how it followed the four-step process of research, planning, implementation and evaluation. Additional summaries of each function are included in the additional support material.

### Summary of Research

To help determine strategies, tactics and publics to achieve the goal, a variety of pertinent data was used. This included disaggregated data on member engagement in key association and governance activities to include bylaw voting, anecdotal observations shared by general members, caucus members and the ASBA Board of Directors, biennial survey results, current membership of the HNAIC and superintendent vacancies in Arizona.

Type	Conducted by	Formal or Informal	Primary or Secondary	Source & Audience	Rationale
Member engagement data (2017-2020)	ASBA Associate Executive Director	Formal	Primary	School board members by district enrollment and county	Analysis of engagement by members annually in the areas of governance participation and program participation.
Member forum (2021)	ASBA Associate Executive Director, HNAIC officers	Informal	Primary	School board members and superintendents that belong to the Hispanic Native Indian Caucus	Direct connection with HNAIC members to listen, identify and discuss key issues.
HNAIC membership list (2021)	ASBA Associate Executive Director	Formal	Primary	School board members and superintendents that belong to the Hispanic Native Indian Caucus	Analysis of current HNAIC members. Used to identify and target potential and unengaged members.
ASBA biennial membership survey (2020)	ASBA Associate Executive Director, Communications Department	Formal	Primary	School board members and superintendents	Biennial climate survey determines member satisfaction with the association.
ASBA bylaw votes (2019-20)	ASBA Associate Executive Director, Communications Department	Formal	Primary	Member districts that submitted a bylaw vote	Analysis of member districts that voted and how they voted for the last bylaw passage in 2019.

ASBA superintendent searches (2020-21)	ASBA Policy Consultant, Communications Department	Formal	Primary	Superintendents that were placed in a school district using ASBA search service	Assessment of ASBA search services utilized by member districts to identify superintendents new to their role.
ASA superintendent report (2020-21)	Arizona School Administrators Association	Formal	Secondary	Superintendents new to role in school district	Report of number of new superintendents in a school district.

## Planning

Based on the research gathered by ASBA, a plan was designed to reach each key audience and integrate tactics for each strategy into our daily work which aligned with our overall goal in the strategic plan. The communications department used Sharepoint and Microsoft Planner tools to map and schedule each activity, aligned with the strategy, tactic and audience.

## Problem Statement

ASBA depends on the 2021 bylaw passage to determine if it will create an additional seat on the ASBA Board of Directors so that Hispanic and Native American interests can be represented simultaneously on the board. This will also provide flexibility for the group to split into two separate groups, thus its success relies on engaging school boards that historically have not participated in the voting process or may not understand the significance of the bylaw passage.

## Goal

ASBA member districts will recognize the importance of adding an additional seat to the Board of Directors and support the bylaw passage in 2021.

## Key Publics

- HNAIC members and ASBA Board of Directors
- School board members (general membership of ASBA)
- New superintendents
- ASAP members
- School board presidents (member districts of ASBA)
- School board members and superintendents in rural and remote areas (member districts with fewer than 1,000 students)

## Campaign Objectives

### Short-term

By Oct. 2021, 100 percent of ASBA's Board of Directors and HNAIC members will have the facts needed to contact their school districts in every county in support of the bylaw passage.

By Dec. 2021, 66 percent of ASBA's 223 member districts will submit a bylaw vote in affirmative of bylaw passage, an increase of 9.1 percent affirmative votes from the 2019 bylaw proposal that was unsuccessful.

By Nov. 2021, 100 percent of ASAP members will notify ASBA if member districts will be participating in the bylaw vote.

By Nov. 2021, the number of new district superintendents will know and understand details of bylaw passage and will increase from 194 to 223 (total superintendents).

By Nov. 2021, 100 percent of school board presidents will receive the facts and add it as an agenda item to a future school board meeting for discussion.

By Nov. 2021, 50 percent of 113 districts with fewer than 1,000 students will submit a bylaw vote to ASBA.

### **Long-term**

By Dec. 31, 2022, 47 additional ASBA members will join the HNAIC, increasing membership by 33 percent.

### **Key Messages**

- *Your vote matters.* Bylaws are like our constitutions. They require member boards, our owners, to vote to approve any changes to the bylaws. They supplement the rules already defined by the state corporation code. All ASBA district member boards are strongly encouraged to exercise their ASBA membership rights and participate in voting.
- *“There is room at the table.”* Help us pull up a chair. Your ASBA Board of Directors believes a change is long overdue. We hope you’ll mark the 25<sup>th</sup> anniversary of the HNAIC by voting yes on a change to the ASBA bylaws to create a seat on the ASBA Board of Directors so that a Hispanic AND a Native American representative can serve at the same time.
- *“Your ASBA Board of Directors recommends a YES vote.”* A change to the bylaws requires an affirmative (YES) vote of two-thirds of all ASBA member district boards, making your boards participation incredibly important. (Online video messaging)

### **Timeline**

#### **Phase 1: May – August 2021**

**May 2021:** Internal discussion with ASBA leadership, Board of Directors and HNAIC and research review

**June 2021:** Campaign design and initial planning and begin internal communications with HNAIC members and Black Alliance members on support, details, messaging and timeline

**July - August 2021:** Begin implementation by creating a dedicated webpage, planning on digital tools/graphics and recording of video testimonials for “Vote Yes on HNAIC” messaging. Launch “There is room at the table” messaging with HNAIC and Black Alliance members informing them of the effort.

#### **Phase 2: September – December 2021**

**September 2021:** Voting opens. Launch “Your Vote Matters” messaging with administrative professionals (ASAP members) and superintendents. Initiate “There is room at the table” messaging with all membership stressing the importance that all districts vote and the history of HNAIC and roll out “Vote Yes” online video testimonials on social media. Evaluate current strategies and tactics.

**October 2021:** Continue current strategies and tactics to encourage bylaw discussion on each school board agenda, following first evaluation.

**November 2021:** Outreach to all districts that haven’t voted.

**December 2021:** Continuous updates on status of voting submissions. Voting closes, results are announced and post-campaign evaluation of outcomes.

**Phase 3: January – December 2022**

**January – February 2022:** Thank you for voting and passing bylaw passage messaging deployed. Added a second seat to the ASBA Board of Directors. Design/develop annual member survey questions

**March – April 2022:** Launch annual member survey. Evaluation of results from member survey presented to ASBA leadership and board of directors.

**May – December 2022:** Initial conversations on splitting HNAIC into two groups in May, launched survey to HNAIC members to evaluate consensus of membership in August with evaluation of results, mini campaign deployed to increase HNAIC membership, voting takes place during HNAIC annual business meeting plus “The Big Event” in December.

The Coms team evaluated each strategy to determine how it will be specifically used for the campaign. They mapped frequency and tactics to target each audience:

**Communication Strategies & Tactics**

<b>Strategy</b>	<b>Tactic</b>	<b>Frequency</b>	<b>Key Public</b>	<b>Responsible</b>
<b>Empower key communicators</b>	Talking points and resources	Ongoing	Board of Directors, HNAIC and Black Alliance Chairs	Associate Executive Director (Tracey)
	Emails from HNAIC and Black Alliance to members advocating support of bylaw passage	One-time	HNAIC and Black Alliance members	AED (Tracey)
	Emails or phone calls from Board of Directors inquiring voting participation	Ongoing	Member districts with fewer than 1,000 students	AED (Tracey)
<b>Connection through video</b>	“Vote Yes” videos of board of directors supporting bylaw passage	Weekly	School board members, board presidents, superintendents, ASAP members, member districts with fewer than 1,000 students	Communications team (Heidi and Brooke)
	Explainer of bylaw process video	One-time		
<b>Enhanced digital presence to support passage</b>	Central landing webpage with all bylaw materials and resources and link to bylaw submission form	Ongoing – all content driven and linked here	School board members, board presidents, superintendents, ASAP members, member districts with fewer than 1,000 students	Communications team (Heidi and Brooke)
<b>Use information to demonstrate understanding of passage</b>	“Voting Process” webinar	One-time	Superintendents and ASAP members	AED (Tracey) and Heidi
	“Your Questions Answered” webinar	One-time	School board members, board presidents, member districts with fewer than 1,000 students,	AED (Tracey) and administrative personnel
	Official letter announcement, model agenda from the ASBA Board of Directors in support of bylaw passage	One-time	Superintendents and Board Presidents	AED (Tracey) and administrative personnel

	ASAP poster with ASBA events and important deadlines	Annually	ASAP members	Heidi
<b>ASBA internal platforms for direct messaging</b>	Email messages (sent to specific publics with personalized messaging)	Weekly	School board members, board presidents, superintendents, ASAP members	Heidi
	ASBA Connect e-newsletter	By-weekly	School board members and community subscribers	Heidi
	ASAP Listserv	Weekly	ASAP members	Tracey
<b>ASBA external platforms for direct messaging</b>	Text messages	Bi-weekly	School board members	Heidi
<b>Meetings for face-to-face and virtual connection</b>	Information session at Law Conference (in-person) and at 14 County Meetings (virtual)	One-time	School board members, board presidents, superintendents, member districts with fewer than 1,000 students	AED (Tracey) and HNAIC chair
	Script mention during Law Conference and in conference guidebook	One-time		Heidi
<b>Social media</b>	Facebook (boosted), Twitter and Instagram	Daily	School board members, ASAP members, superintendents and other followers	Communications team (Heidi and Brooke)
<b>Outreach to districts</b>	Personal emails/phone calls to districts that haven't submitted a vote by November	Ongoing	ASAP members, superintendents	AED (Tracey) and Heidi
<b>Special Events</b>	Host special event "The Big Event" to increase HNAIC membership during the Annual Conference.	One-time	School board members, member districts with fewer than 1,000 students	Communications team (Heidi and Jade)

### **Budget**

The total budget spent on this campaign was \$29, 938.84 which included costs for direct mail, print, digital advertising and communications staff time which included video time. *(A detailed budget with full descriptions and audience reach is included in the support material.)*

### **Implementation**

During the implementation phase, the comms team used the Microsoft Planner tool to map and follow a process for implementing each activity, aligned with the strategy, tactic and audience. *(Samples included in support material.)*

### **Evaluation**

The ASBA bylaw amendment passed in December. There were 173 districts that voted. Passage required a YES from two-thirds of ASBA's 223 district member boards and 149 YES votes were required

for passage. ASBA received 154 YES votes and 19 NO votes. This bylaw change also provides the flexibility for the HNAIC to split into two distinct groups in the future if its members so choose and allows those groups to change their names and be recognized under the new names. *(Full summary of results included in support material.)*

## **Results**

ASBA met all objectives but one as evidence by the outcomes below:

By Oct. 2021, 100 percent of ASBA's Board of Directors and HNAIC members will have the facts needed to contact their school boards in every county in support of the bylaw passage.

**Result:** ASBA provided facts and resources to all 24 board of directors (five executive officers that make up the Executive Committee, 17 County Directors, each chair of the ASBA Hispanic-Native American Indian Caucus and the ASBA Black Caucus). The AED met with all board of directors via phone or zoom to ensure all questions were answered.

By Dec. 2021, 66 percent of ASBA's 223 member districts will submit a bylaw vote in affirmative of bylaw passage, an increase of 9.1 percent affirmative votes from the 2019 bylaw proposal that was unsuccessful.

**Result:** ASBA received 154 YES votes and required 149 of those votes to pass the bylaw amendment which surpassed member participation from the 2019 bylaw proposal that was unsuccessful.

By Nov. 2021, the number of district superintendents will know and understand details of bylaw passage will increase from 194 to 223.

**Result:** Every superintendent was provided with resources and detailed information including the 31 new vacancies filled in Arizona, totaling 223 districts across the state.

By Nov. 2021, 100 percent of ASAP members will notify ASBA if member districts will be participating in the bylaw vote.

**Result:** ASBA made contact with every ASAP member from 223 districts to confirm if their school board would be participating in the bylaw vote.

By Nov. 2021, 100 percent of school board presidents will receive the facts and add it as an agenda item to a future school board meeting for discussion.

**Result:** ASBA provided facts to every school board president in all 223 school districts but only 179 added it as an agenda item to discuss at a school board meeting. Using these results as baseline data, ASBA is able to identify there is outreach needed with 44 districts that didn't participate which is a step in the right direction.

By November 2022, 50 percent of 113 districts with fewer than 1,000 students will submit a bylaw vote to ASBA.

**Result:** ASBA received 74 bylaw votes from 113 districts fewer than 1,000 students which indicated a 65 percent participation rate.

By Dec. 31, 2022, the HNAIC membership will increase by 47 new members, 33 percent.

**Result:** ASBA increased HNAIC membership by 55 new members, a 35.8 percent increase. In 2021 the HNAIC membership had 142 members and by December 2022 it increased to 197 members.



## **Additional Support Material**

### **Publics, Objectives & Strategies**

#### **HNAIC members and ASBA Board of Directors**

##### *Objective:*

- A. By Oct. 2021, 100 percent of ASBA's Board of Directors and HNAIC members will have the facts needed to contact school boards in every county in support of the bylaw passage.

##### *Strategies:*

- The communications team will enlist and empower the HNAIC members and Board of Directors to serve as opinion leaders and ambassadors for the association to accelerate involvement and advocacy for the bylaw change.
- Messaging will be reinforced with direct outreach to districts plus a strong digital presence to further empower this public as key influencers and supporters of this initiative.

This strategy will position HNAIC members and Board of Directors, who are respected and well known across the state by peer members, as advocates and position the bylaw change as a positive and needed change initiated by the members for members. Messaging needs to be concise enough to be able to explain to other member colleagues how the process works, yet clear enough that members understand the significance of participating and supporting the passage.

This audience is seen as the most trusted source for members since they represent the membership as leaders for the association and represent all members across the state. This also means members trust other members that have been elected and serve on school boards just like them which makes this public the perfect "influencer". It's important that members understand this decision is a member-driven decision. This is imperative for members to understand so that they are not wrongfully misguided by opposition from external sources or factors which may associate this initiative as a liberal decision constructed by the administration of the association.

The research from the ASBA biennial membership survey was very helpful in securing the confirmation for Board of Directors and HNAIC members to move forward with this initiative knowing members support the Alliances and Caucus and the equity work done by the association.

After internal discussions from Board of Directors and HNAIC members in the member forum, a key takeaway was they wanted to lead the discussion and be adequately equipped with resources to distribute when contacting member colleagues regarding the support of the passage. The member engagement data was very helpful in driving this strategy. The data was disaggregated by district enrollment and county, helping ASBA identify what areas needed the most outreach by county directors and board of directors.

Since this is a state-wide initiative, some county directors are not able to meet in-person since some counties are very large. This means in-person meetings are limited and outreach must be done using strong communication tools and digital resources which will be necessary to ensure effective messages will resonate with members.

#### **School board members (general membership of ASBA)**

##### *Objective:*

- A. By Dec. 2021, 66 percent of ASBA's 223 member districts will submit a bylaw vote in affirmative of bylaw passage, an increase of 9.1 percent affirmative votes from the 2019 bylaw proposal that was unsuccessful.

### *Strategies:*

- The communications team will accelerate involvement using face-to-face and virtual opportunities and an enhanced digital and web presence to effectively help members understand the bylaw voting process, details and timeline
- This strategy will include connection through storytelling to focus on the urgency, significance of representation and historical impact the bylaw passage will make, if passed.

Buy-in is important to have from this audience. The members are the heart of the association, and they support the Alliances and Caucus according to the most recent biennial survey results. With that in mind, ASBA wanted to tell a story about how far the HNAIC has come in over 25 years to represent the needs of Hispanic and Native students.

The comms department wanted to make a connection using video testimonials telling the HNAIC story using Board of Directors and HNAIC leaders who shared personal stories for those that were original members when the HNAIC formed back in 1996 and for others, they shared the impact the passage would make for their districts and students.

The comms department has strong internal and external platforms for direct messaging members along with a robust digital, web and social media presence. By incorporating connections using video testimonials, members will be exposed to these stories through various platforms. This strategy is effective when the testimonials are shared numerous times in ways through consistent messaging which ultimately reaches this audience in one way or another.

ASBA also hosts events and conferences for members to connect and engage with one another and receive professional development. Using face-to-face and virtual events with close to 600-800 members who are in attendance will draw significant attention to the bylaw passage and process.

All messaging will link back to the built-out bylaw webpage that will serve as the primary source for facts, new videos and current messages.

### **Superintendents**

#### *Objective:*

- A. By Nov. 2021, the number of new district superintendents that will know and understand details of bylaw passage will increase from 194 to 223 (total superintendents.)

#### *Strategies:*

- The communications team will educate superintendents on the bylaw amendment details, voting process and timeline.
- This strategy will use information to demonstrate the understanding of passage with digital and web presence to position superintendents as informed leaders.

It's important to connect with all superintendents on the bylaw process since many board members have an established relationship with their superintendent and usually approach them with questions before reaching out to ASBA. This strategy will position superintendents as district leaders and help them gain a better understanding of bylaw details to help explain to their board if questions arise.

Superintendent turnover rates are roughly 14 percent to 16 percent annually (AASA, undated) so including superintendents new to their role who have no experience with this process is very beneficial. ASBA also conducts search services for districts who have a superintendent vacancy. Using the secondary data from ASA along with the assessment of searches conducted by ASBA, the percentage of superintendents who are brand new to their position and district can be identified in order to ensure they are not overlooked. ASBA wants to ensure this audience is well informed and understands the process, important dates and can answer potential questions which alleviates waiting time from ASBA on inquiries

or clarity. This is important since members add this to an agenda on a future school board meeting before the deadline. This can take up to a few weeks since some boards only meet once a month.

The comms department created specific digital opportunities for this audience to gain comprehension of the bylaw process along with direct contact with ASBA leaders. This is an additional benefit for the association by creating an informed audience that can educate board members who have direct contact or an established relationship with them. All messaging will link back to the built-out bylaw webpage that will serve as the primary source for facts, new videos and current messages.

### **ASAP members**

#### *Objective:*

- A. By Nov. 2021, 100 percent of ASAP members will notify ASBA if member districts will be participating in the bylaw vote.

#### *Strategies:*

- The communications team will highlight the details, voting process and timeline for all board administrative professionals in charge of the bylaw submission process.
- A mix of internal platforms and print collateral with clear messaging and important dates will help this audience understand their specific role in the bylaw process.

The ASAP professional group was developed in consultation with governing board administrative assistants from throughout the state. ASAP members are the administrative professionals to the superintendent and/or the school board in every district. They are the audience who are in constant contact with board members, superintendents and ASBA. They are the conveyors for all three groups and the link that connects them together. They are the ones tasked to ask a question, inquire further explanation or keep ASBA informed on updates and changes to the school board and district business.

This strategy will position ASAP members as the guiding force to help the board president and superintendent understand how to submit the bylaw vote by the deadline. There are several steps to the bylaw process. This audience oversees the administrative side of the process, and in most cases, they are the ones that actually submit the vote to ASBA.

ASAP was developed as a communication network that enables sharing of timely and relevant information and best practices. This audience plays a crucial role to help notify ASBA if the board plans on submitting a vote. Using internal platforms for direct messaging specifically the listserv created only for ASAP members, ASBA is able to engage directly with this audience instantaneously.

All messaging will link back to the built-out bylaw webpage that will serve as the primary source for facts, new videos and current messages.

### **School board presidents**

#### *Objective:*

- A. By Nov. 2021, 100 percent of school board presidents will receive the facts and add it as an agenda item to a future school board meeting for discussion.

#### *Strategies:*

- The communications team will explain and justify the significance and purpose of board participation with school board presidents.
- This strategy will position board presidents as insiders with their school boards and encourage board discussion and voting participation.
- Direct outreach will target this audience by ASBA Board of Directors and County Directors to engage this group in the process.

The board president is a “leader among leaders.” Board presidents are selected during the organizational meeting of school boards annually. Board presidents must have excellent communication skills to effectively execute the job. The communication from the board president to the rest of the board must be balanced and adhere to Open Meeting Law. It would not be appropriate for the board president to communicate more with some members of the board than others. Board presidents should also encourage equal communication between the superintendent and the rest of the board.

Ensuring all board members can be successful in the culture of the board is an essential task for the board president as well. Serving as a role model for the rest of the board is also an important component of being board president. This audience needs a base of knowledge in certain areas of law, governance and procedure which also includes how to add the bylaw to a school agenda and discuss the item during a public board meeting. They must know their board’s rules of order and meeting flow. Also critical is understanding the role of the board as looking at “big picture” issues like bylaw participation rather than trying to be involved in the day-to-day operations of the school district.

By initiating direct outreach with every board president is vital to ensure they understand the details of the bylaw process, timeline and work with the superintendent to ensure it is added to a school board meeting agenda before the deadline and to guide the school board to exercise their ASBA membership rights and participate in voting.

This will be done by providing factual print and digital communications sent directly to board presidents. Using direct outreach, ASBA will also be able to collect baseline data identifying which board presidents were unsuccessful or chose to not participate in the bylaw process. All messaging will link back to the built-out bylaw webpage that will serve as the primary source for facts, new videos and current messages.

### **School board members and superintendents in rural and remote areas (member districts with fewer than 1,000 students)**

#### *Objective:*

- A. By November 2021, 50 percent of 113 districts with fewer than 1,000 students will submit a bylaw vote to ASBA.

#### *Strategies:*

- B. The communications team will convince and justify to member districts (with fewer than 1,000 students) that the association represents and advocates for the diverse needs of its membership.
- C. Using outreach from the Board of Directors, County Directors and/or HNAIC leadership, a personal connection will be made to this audience (in-person or by phone and email) along with making connection through video and strong digital support.

#### *Objective:*

- D. By Dec. 31, 2022, the HNAIC membership will increase by 47 new members, 33 percent.

#### *Strategies:*

- This strategy is an overarching approach to increase inclusivity and encourage smaller and rural districts to feel more engaged in governance and program participation and join the HNAIC as members.

This audience includes board members in small and rural areas that represent Indigenous and Hispanic communities and haven’t engaged in the voting process in several years according to the most recent member engagement data. This strategy will need to go beyond the high saturation of messages across multiple internal and external platforms with this public. This strategy will need a more personal approach to create a connection with members that don’t regularly engage with ASBA.

People often connect with one another by affinity or commonality. The Comms team knows this and will use the current board of directors, county directors, HNAIC chairs and ASBA employees who are reflective and represent the same culture and backgrounds of this public to initiate contact with the board

of these districts. By doing this the goal is to connect with many of these disengaged board members (by in-person, phone or email) thus encouraging board participation.

The goal is to ensure these boards are made aware of the bylaw process, how this public will benefit with equitable representation on the board of directors and help get questions answered or correct any misinformation if necessary.

All messaging will link back to the built-out bylaw webpage that will serve as the primary source for facts, new videos and current messages.

Since many of these members of the most disengaged districts are Hispanic and Native American and serve students representing these two cultures, they may not be aware of the HNAIC and the benefits of being a member to this caucus. They will also be provided with messaging and in-person opportunities to become members of the HNAIC and get more involved with the work of the caucus, ending with a culminating in-person event held during the Annual Conference to celebrate all members. ASBA understands this may take time to increase membership to the caucus and will take a long-term approach to helping more members get involved.

## Implementation

During the implementation phase, the comms team used the Microsoft Planner tool to map and follow a process for implementing each activity, aligned with the strategy, tactic and audience.

Date	Activity	Audience
	<b>May - August 2021</b>	
1-Jun	Zoom meeting	Board of Directors/HNAIC Chairs
2-Jun	Research review	Comms staff
3-Jun	Research review	Comms staff
4-Jun	Research review	Comms staff
5-Jun	Research review	Comms staff
6-Jun	Campaign design - creation of communication plan	Comms staff
7-Jun	Campaign design - creation of communication plan	Comms staff
8-Jun	Campaign design - creation of communication plan	Comms staff
21-Jun	Review communication plan	Comms staff
23-Jun	Create messaging and talking points	All
24-Jun	Assign counties and disengaged districts	Board of Directors/HNAIC Chairs
28-Jun	Zoom meeting	Board of Directors/HNAIC Chairs
1-Jul	Create dedicated webpage	All
5-Jul	Script video questions	Board of Directors/HNAIC Chairs
8-Jul	Record videos	Board of Directors/HNAIC Chairs
12-Jul	Record videos	Board of Directors/HNAIC Chairs
13-Jul	Record videos	Board of Directors/HNAIC Chairs
15-Jun	Edit videos	All
16-Jun	View and approve videos	All
17-Jun	Create graphics in Canvas	All
18-Jun	Create content calendar for messages and social media	All
18-Jun	Create webinar events and add to website	All
21-Jun	Create PowerPoint slides for webinars	Superintendents/ASAP/Board Presidents

22-Jun	Approve dedicated webpage and resources	All
27-Jul	Email to HNAIC members	HNAIC members
27-Jul	Email to Black Alliance members	Black Alliance members
28-Jul	Letter	Board Presidents/Superintendents
29-Jul	Email message and social media post	All
4-Aug	Connect e-newsletter and social media post	Board Members
9-Aug	ASAP poster	ASAP members
18-Aug	Connect e-newsletter and social media post	Board Members
<b>September - December 2021</b>		
1-Sep	Voting process webinar	Superintendents/ASAP
9-Sep	Info session at Law Conference/script mention/guidebook	Board Members
19-Sep	Text message and social media post	Board Members
21-Sep	Official letter emailed	All
21-Sep	Voting opens	All
28-Sep	Email reminder with video	Board Members
28-Sep	Post video on social media	All
30-Sep	"Your Questions Answered" webinar	Board Presidents/ Board Members
6-Oct	Connect e-newsletter and social media post	Board Members
12-Oct	Email reminder with video	Board Members
18-29 Oct	Outreach to districts that haven't voted	ASAP members/Superintendents/School board members and superintendents in rural and remote areas
20-Oct	Connect e-newsletter and social media post	Board Members
26-Oct	Outreach to districts that haven't voted	ASAP members/Superintendents/School board members and superintendents in rural and remote areas
2-Nov	Outreach to districts that haven't voted	ASAP members/Superintendents/School board members and superintendents in rural and remote areas
3-Nov	Connect e-newsletter and social media post	Board Members
9-Nov	Email all members with a list of districts that have voted	All
15-23 Nov	Outreach to districts that haven't voted	ASAP members/Superintendents/School board members and superintendents in rural and remote areas
17-Nov	Connect e-newsletter and social media post	Board Members
18-Nov	Email all members with a list of districts that have voted	All
13-Dec	Voting closes	All
16-Dec	Results announced at ASBA Annual Membership Meeting	Board Members
17-Dec	Email announcement and social media post	All
<b>January - December 2022</b>		
15-Jan	Journal Magazine article announcement	All
20-Jan	Develop annual member survey questions	Board Members/Superintendents
1-Mar	Launch annual member survey with email and text	Board Members/Superintendents
15-Mar	Reminder email to complete survey	Board Members/Superintendents

8-Apr	Evaluation of results from member survey presented	ASBA Board of Directors
2-Aug	Launch survey to HNAIC members on splitting into two groups	HNAIC members
4-Oct	Email invitation to Big Event with request to promote to member colleagues	HNAIC members/Black Alliance members/Rural Alliance members
12-Oct	Email invitation to Big Event with video	Board Members
26-Oct	Connect e-newsletter and social media post	Board Members
2-Nov	Design and order promotional buttons and flyers	Board Members
10-Nov	Connect e-newsletter and social media post	Board Members
28-Nov	Email invitation to Big Event with video	New school board members starting in 2023
14-Dec	Script mention and video at New Board Member Orientation	New school board members starting in 2023
14-Dec	The Big Event	HNAIC members/Black Alliance members/Rural Alliance members and new school board members starting in 2023
16-Dec	HNAIC voting takes place during annual business meeting	HNAIC members

## Budget

Description and Audience	Reach	Cost
<b>Direct Mail</b>		
Official letter mailed to every school board president and superintendent announcing amendment to bylaws by Board of Directors.	225 board presidents and 225 superintendents	\$950.66
<b>Print</b>		
Design time for ASAP poster with ASBA events and important deadlines	225 ASAP members and 225 superintendents	\$105.00
Law Conference guidebook with a feature on bylaw passage	750 attendees	\$3,997.18
<b>Digital Advertising</b>		
Social Media (Facebook boost)	Facebook followers	\$80.00
<b>Other</b>		
Communications staff time (including video time)		\$24,806
<b>Total</b>		<b>\$29,938.84</b>

## Summary of Evaluation Results

To culminate the communications plan on social media, Facebook, Twitter and Instagram posts were shared celebrating the bylaw amendment passage and impact it would make for members. An email was sent to all members with the bylaw passage announcement and an article featured in the ASBA member Annual Journal Magazine. A special email was sent to all HNAIC members thanking them for their support and effort to pass the bylaw amendment.

Using the membership data collected ASBA was able to identify a trend that indicated 110 of the large and urban districts historically have submitted a bylaw vote. Out of the 223 districts in Arizona, ASBA identified it needed 56 of the 113 districts (fewer than 1,000 students) to submit a vote. If 166 total districts submitted a vote, knowing 149 YES votes were needed to pass, this would provide ASBA with a small (17 votes) margin of NO votes and yet still successfully pass.

Biennial member survey results from 2020 indicated members strongly agree they supported the Caucus and Alliances by 54.63 percent and 2022 results with 53.13 percent (slight decrease).

Survey results also indicated members strongly agree ASBA recognizes, values and respects the diversity of school leaders and students by 63.44 percent in 2020 and 57.76 percent in 2022 and members also strongly agree by 54.63 percent that ASBA is a leader in supporting the school board's role in educational equity in 2020 and 51.88 percent in 2022.

ASBA used 2020-member survey results as a resource confirming most members would strongly agree to support the bylaw passage. The results in 2022 continued to reaffirm membership support but did indicate a slight decrease in all three areas, most likely due to the divisive political environment at the national level and negative attention by local and national ultra conservative media outlets on school boards and the equity work of the association.

ASBA deployed 19 tactics and out of those tactics, 10 were brand new to this campaign, which demonstrated success and high participation rate. By really focusing on key publics and using specific tactics for each group, ASBA was able to monitor and adjust, if needed during the campaign versus waiting for the end results.

The most successful tactic was making personal phone calls or emails to districts that hadn't submitted a vote to really help monitor if our numbers were going to be attainable by the voting deadline. This tactic helped ASBA identify there were 44 districts that didn't participate in the vote and collect informal feedback on why these districts did not participate in the bylaw process. This also provides baseline data to continue and improve member outreach with these school boards.

## **Post Campaign Results**

The HNAIC held a vote to split the HNAIC into two groups, Hispanic and Native American during HNAIC annual business meeting in December 2022. The majority of members voted to stay together and not split into two groups. Since the bylaw amendment was passed this also provides flexibility for the group to split into two separate groups (at any time), Hispanic and Native, if they choose to by taking a vote in the future with each group still maintaining its place on the board and allows those groups to change their names and be recognized under the new names.

The HNAIC, Black Caucus and Rural Alliance continue to collaborate and work together to promote membership for all three groups. "The Big Event," was the first of its kind held at an ASBA conference with 80 members representing districts from across the entire state. The event initiated 55 new members to the HNAIC. For the next steps, all three groups would like to host a member-only event every year at the Annual Conference to bring awareness to the work of the caucuses and alliance. The more members these groups have, the more supporters and advocates they will have when a new initiative is introduced that will require member approval.

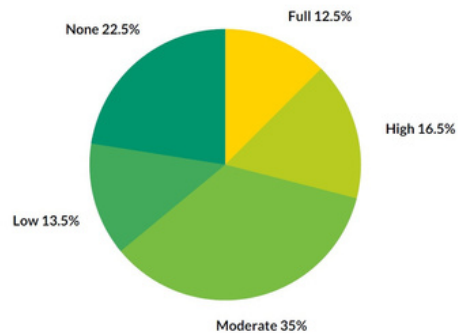


# SUPPORTING EVIDENCE

## ASBA MEMBER ENGAGEMENT DATA

TO HELP DETERMINE STRATEGIES, TACTICS AND PUBLICS TO ACHIEVE THE GOAL, A VARIETY OF PERTINENT DATA WAS USED

Based on scales that are consistent year-to-year, engagement is rated as full, high, moderate, low and none.



**Engagement on Six Key Indicators: By District Enrollment**

Enrollment	# Districts	Engagement shown in percent				
		Full	High	Moderate	Low	None
15,000+	15	33%	40%	20%	7%	0%
5,000-14,999	39	23%	20.5%	38.5%	13%	5%
1,000-4,999	58	15%	21%	43%	9%	12%
0-999	111	4.5%	10%	31.5%	17%	37%

Scale: Full=6/6 | High=5/6 | Moderate = 4/6, 3/6 or 2/6 | Low=1/6 | None=0/6

**Engagement on Six Key Indicators: By County**

County	# Districts	Engagement shown in percent				
		Full	High	Moderate	Low	None
Apache	11	0%	45.5%	18%	0%	36.5%
Cochise	21	14%	5%	33%	10%	38%
Coconino	9	22%	11%	45%	0%	22%
Gila	8	0%	12.5%	62.5%	25%	0%
Graham	7	0%	14%	58%	14%	14%
Greenlee	2	50%	0%	50%	0%	0%
La Paz	6	17%	17%	33%	33%	0%
Maricopa	57	15%	20%	28%	17%	20%
Mohave	14	0%	21%	21%	29%	29%
Navajo	13	8%	31%	38%	8%	15%
Pima	15	33%	20%	33%	7%	7%
Pinal	20	10%	10%	40%	5%	35%
Santa Cruz	6	17%	17%	33%	33%	0%
Yavapai	24	4%	8%	33%	17%	38%
Yuma	10	20%	10%	60%	0%	10%

Scale: Full=6/6 | High=5/6 | Moderate = 4/6, 3/6 or 2/6 | Low=1/6 | None=0/6

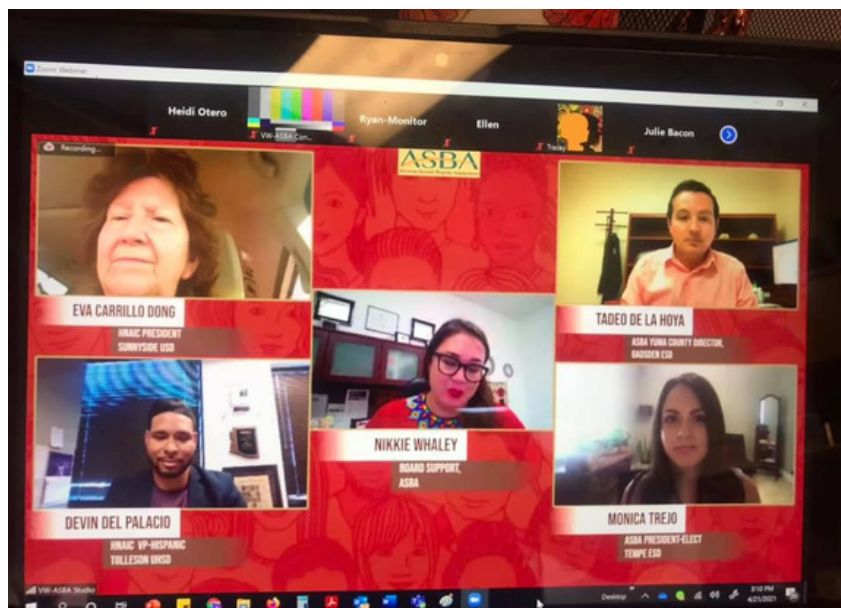
When districts were disaggregated by county, the second most disengaged county was revealed to be one that serves a majority Native American student population (Apache County, 36.5% no engagement).

# RESEARCH

TO HELP DETERMINE STRATEGIES, TACTICS AND PUBLICS TO ACHIEVE THE GOAL, A VARIETY OF PERTINENT DATA WAS USED

5	ALHAMBRA ESD	MARICOPA	11362						
5	ALPINE ESD	APACHE	51						
7	ALTAR VALLEY ESD	PIMA	560						
8	AMPHITHEATER USD	PIMA	12859						
9	ANTELOPE UHSD	YUMA	215						
0	APACHE ESD	COCHISE	7						
1	APACHE JUNCTION USD	PINAL	3309						
2	ARLINGTON ESD	MARICOPA	234						
3	ASH CREEK ESD	COCHISE	15						
4	ASH FORK JOINT USD	YAVAPAI	264						
5	AVONDALE ESD	MARICOPA	5375						
6	BABOQUIVARI USD	PIMA	990						
7	BAGDAD USD	YAVAPAI	427						
8	BALSZ ESD	MARICOPA	2174						
9	BEAVER CREEK ESD	YAVAPAI	285						
0	BENSON USD	COCHISE	1200						
1	BICENTENNIAL UHSD	LA PAZ	114						
2	BISBEE USD	COCHISE	533						
3	BLUE RIDGE USD	NAVAJO	194						
4	BONITA ESD	GRAHAM	109						
5	BOUSE ESD	LA PAZ	37						
6	BOWIE USD	COCHISE	47						
7	BUCKEYE ESD	MARICOPA	5092						
8	BUCKEYE UHSD	MARICOPA	4323						
9	BULLHEAD CITY ESD	MOHAVE	2686						
0	C.A.V.I.A.T.	COCONINO	455						
1	C.A.V.I.T.	PINAL	944						
2	C.V.I.T.	PINAL	219						
3	CAMP VERDE USD	YAVAPAI	1431						
4	CANON ESD	YAVAPAI	137						
5	CARTWRIGHT ESD	MARICOPA	15048						
6	CASA GRANDE ESD	PINAL	6349						
7	CASA GRANDE UHSD	PINAL	3645						
8	CATALINA FOOTHILLS USD	PIMA	5014						
9	CAVE CREEK USD	MARICOPA	5210						
0	CEDAR USD	NAVAJO	131						
1	CHANDLER USD	MARICOPA	45300						
2	CHEVELON BUTTE ESD	COCONINO	12						
3	CHINLE USD	APACHE	3306						

**ASBA MEMBER ENGAGEMENT DATA**



**MEMBER FORUM**

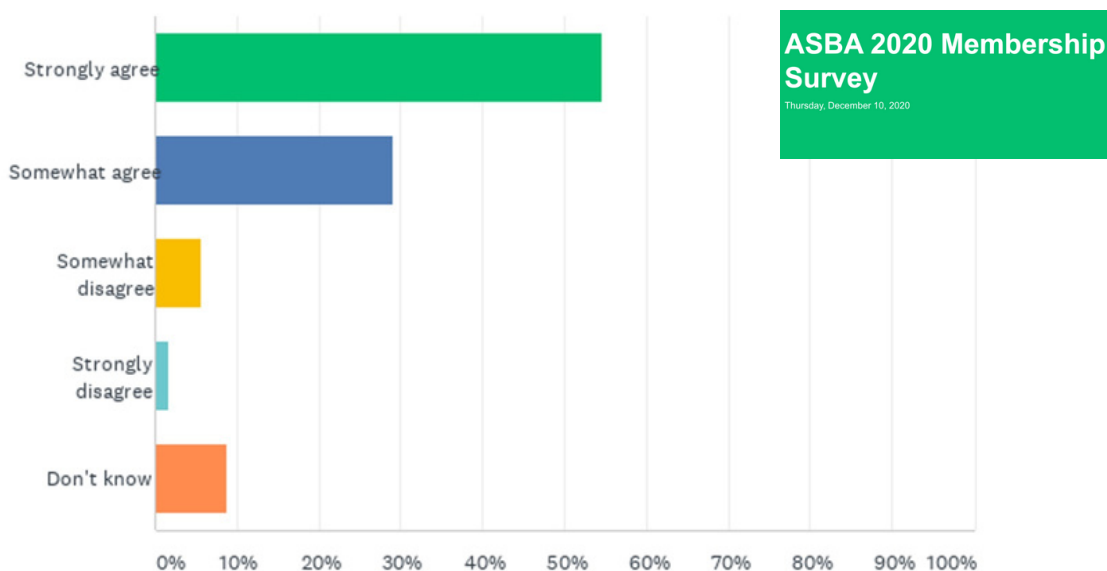
# RESEARCH

TO HELP DETERMINE STRATEGIES, TACTICS AND PUBLICS TO ACHIEVE THE GOAL, A VARIETY OF PERTINENT DATA WAS USED

## ASBA BIENNIAL MEMBERSHIP SURVEY

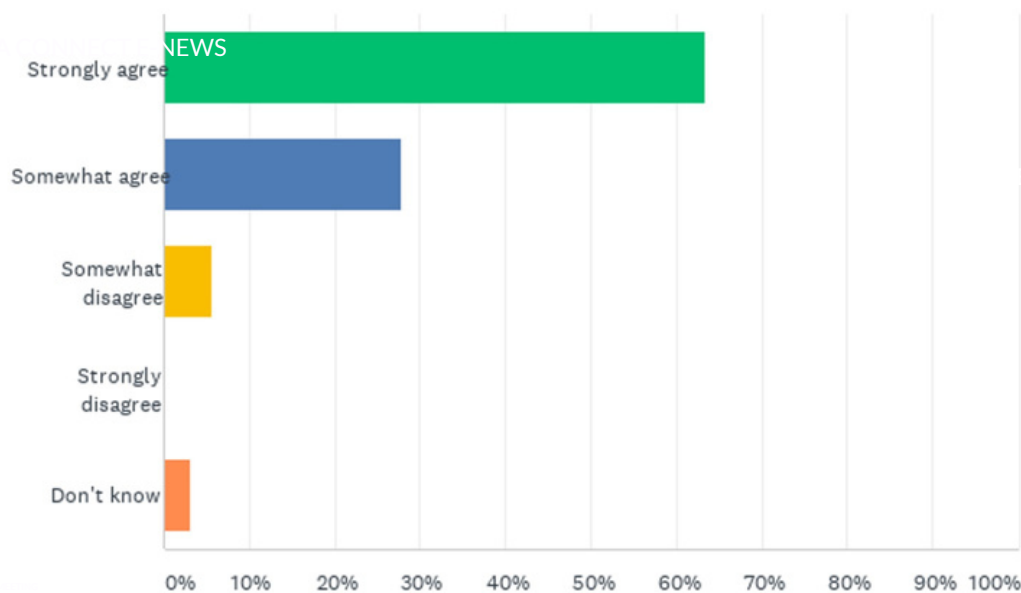
**Q25: The Hispanic-Native American Caucus, Black Alliance and Rural Alliance are important in bringing forth important issues related to underrepresented groups.**

Answered: 227 Skipped: 1



**Q14: ASBA recognizes, values and respects the diversity of Arizona school leaders and students.**

Answered: 227 Skipped: 1



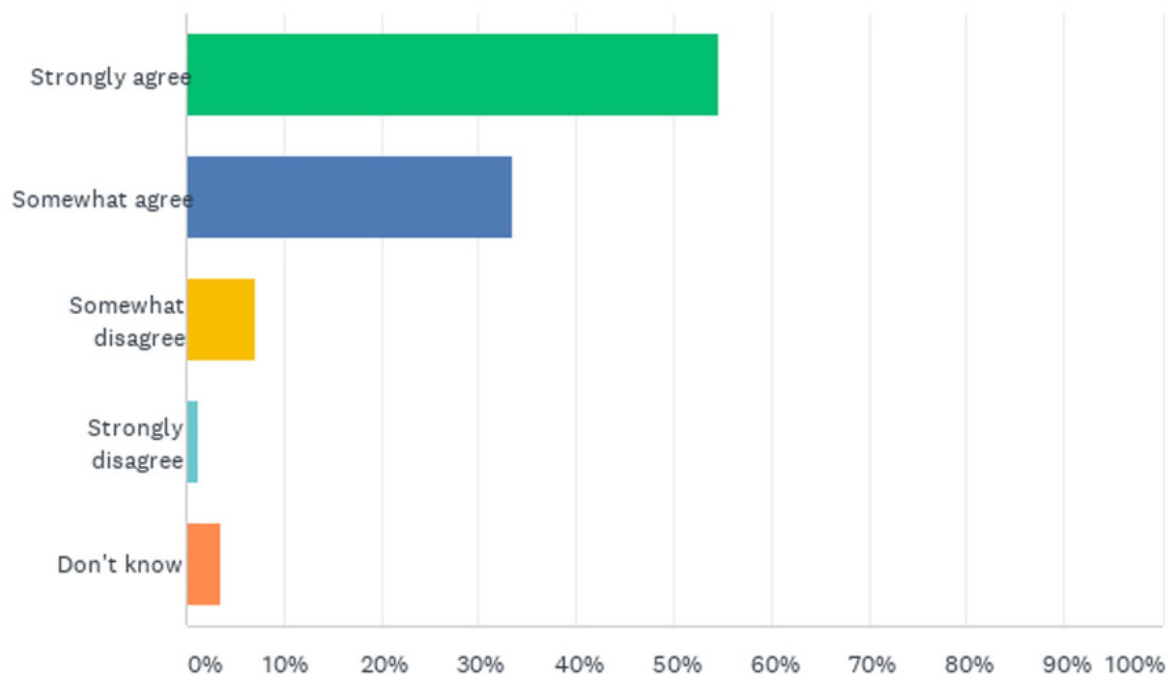
# RESEARCH

TO HELP DETERMINE STRATEGIES, TACTICS AND PUBLICS TO ACHIEVE THE GOAL, A VARIETY OF PERTINENT DATA WAS USED

## ASBA BIENNIAL MEMBERSHIP SURVEY

### Q20: ASBA is a leader in supporting the school board’s role in educational equity.

Answered: 227 Skipped: 1



ASBA recognizes, values and respects the diversity of Arizona school leaders and students. **+32%**

ASBA is a strong customer service organization. **+30%**

Attending ASBA training and professional development has helped me be a more effective board member. **+22%**

ASBA represents the interests of my district/schools at the Legislature and in the courts. **+22%**

ASBA is considered an effective organization. **+22%**

My board has an opportunity for its voice to be heard on shaping ASBA's Political Agenda. **+21%**

ASBA is flexible and responds quickly to members' needs. **+16%**

ASBA provides opportunities for me to advocate for Arizona public education and the needs of my district. **+16%**

ASBA is a leader in leveraging diversity as an asset for Arizona public schools. **+8%**



# RESEARCH

TO HELP DETERMINE STRATEGIES,  
TACTICS AND PUBLICS TO  
ACHIEVE THE GOAL, A VARIETY OF  
PERTINENT DATA WAS USED

## SAMPLE OF HNAIC MEMBERSHIP LIST

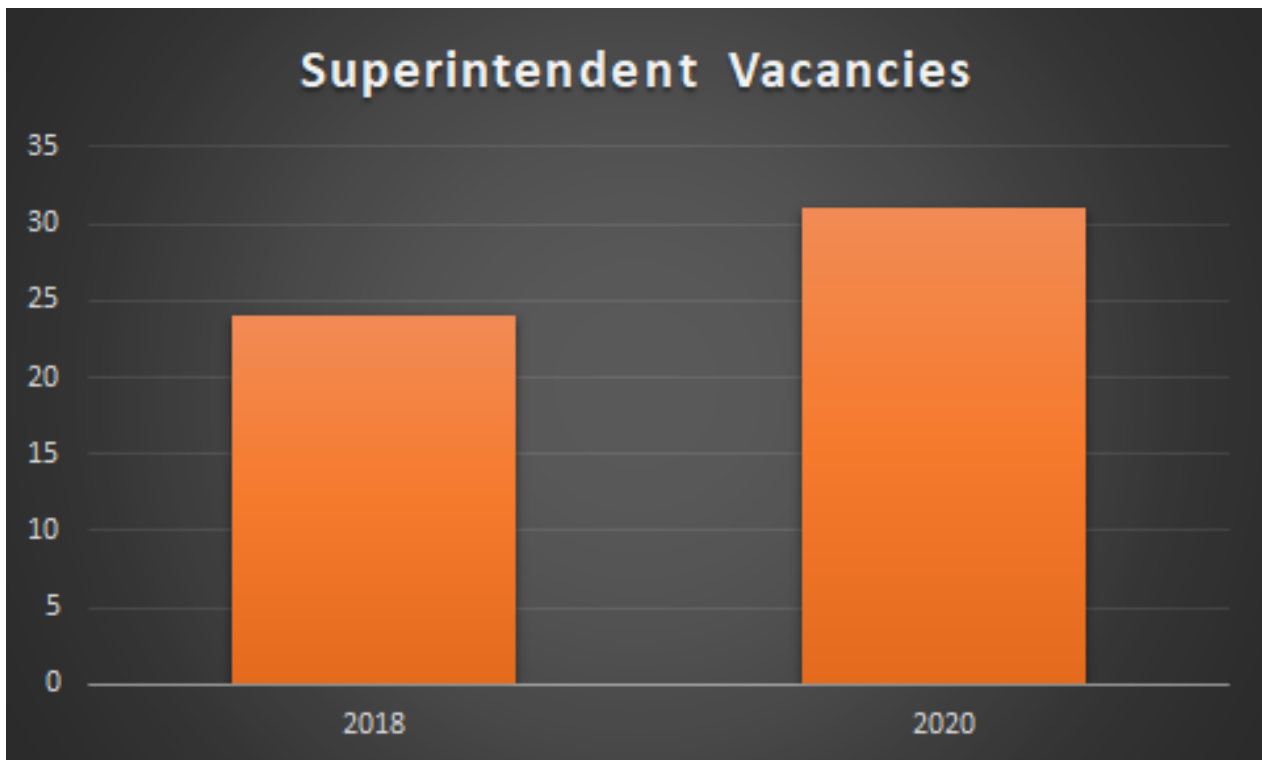
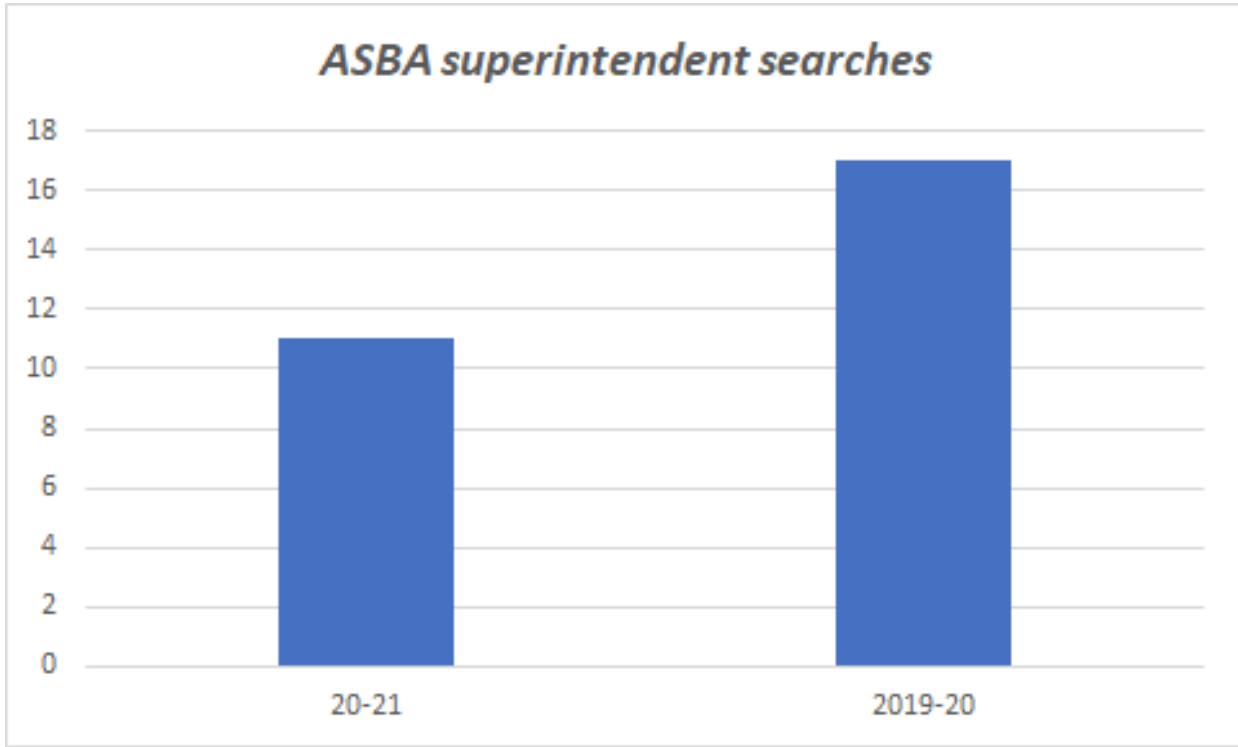
Select membership type	First & Last Name	Position/Title	School District/Organization	Email Address	Cell Phone Number
Associate Membership:	Andy Wannemacher	Superintendent	Aguila ESD	<a href="mailto:awannemacher@aguilaschool.org">awannemacher@aguilaschool.org</a>	9286852222
Associate Membership:	Robert Dooley, Ed.D.	Superintendent	Ajo USD	<a href="mailto:bdooley@tabletoptelephone.com">bdooley@tabletoptelephone.com</a>	520.909.4028
Associate Membership:	David Dumon	Superintendent	Altar Valley	<a href="mailto:ddumon@avsd.org">ddumon@avsd.org</a>	5208221484
Associate Membership:	Gregory Copeland	Superintendent	ANTELOPE UHSD	<a href="mailto:grcopeland@antelopeunion.org">grcopeland@antelopeunion.org</a>	6028823394
Regular Membership: A	Scott Ferris	Member	ANTELOPE UHSD	<a href="mailto:scferris@antelopeunion.org">scferris@antelopeunion.org</a>	928.580.4833
Staff		Directors	ASBA	<a href="mailto:Directors@azsba.org">Directors@azsba.org</a>	602-254-1100
Associate Membership:	Sue Shepard	Principal	Ash Creek ESD	<a href="mailto:wranglerzz@hotmail.com">wranglerzz@hotmail.com</a>	
Associate Membership:	Dr. Betsy Hargrove	Superintendent	Avondale ESD	<a href="mailto:superintendent@avondale.k12.az.us">superintendent@avondale.k12.az.us</a>	6237348675
Associate Membership:	Bryan Bullington	Superintendent	Bagdad USD	<a href="mailto:bullingtonb@bagdadschools.org">bullingtonb@bagdadschools.org</a>	520-508-2297
Regular Membership: A	Edward Borowski	Member	Beaver Creek ESD	<a href="mailto:Edward.borowski@hotmail.com">Edward.borowski@hotmail.com</a>	9283806645
Associate Membership:	Karin Ward	Superintendent	Beaver Creek School	<a href="mailto:kward@bcs.k12.az.us">kward@bcs.k12.az.us</a>	
fRiends of the Alliance:	Mario Nunez	Business Developmer	Benson Systems	<a href="mailto:mario.nunez@bensonsys.com">mario.nunez@bensonsys.com</a>	480.589.1628
Regular Membership: A	Vicky Konrad	Member	Benson USD	<a href="mailto:vkonrad@cox.net">vkonrad@cox.net</a>	520.221.0496
Regular Membership: A	Vanessa Arredondo	Member	Bicentennial UHSD	<a href="mailto:msarredondo91@gmail.com">msarredondo91@gmail.com</a>	(623) 806-0640
Associate Membership:	Tom Woody	Superintendent	Bisbee USD	<a href="mailto:twoody@busd.k12.az.us">twoody@busd.k12.az.us</a>	5203667113
Regular Membership: A	Carol Loy	Member	Bisbee USD	<a href="mailto:cloy@busd.k12.az.us">cloy@busd.k12.az.us</a>	
Associate Membership:	Wendy Conger	Superintendent	Bowie USD	<a href="mailto:wendy.conger@bowieusd.k12.az.us">wendy.conger@bowieusd.k12.az.us</a>	5202530813
Regular Membership: A	Dean Ragan	Member	Bowie USD	<a href="mailto:dean.ragan@bowieusd.k12.az.us">dean.ragan@bowieusd.k12.az.us</a>	9283220657
Regular Membership: A	Nancy-Jean Welker	Member	Bowie USD	<a href="mailto:2welkers@vtc.net">2welkers@vtc.net</a>	520.253.0121
Regular Membership: A	Helen Freeman	Member	Camp Verde USD	<a href="mailto:hfreeman@campverdeschools.org">hfreeman@campverdeschools.org</a>	(928) 567-9220
Regular Membership: A	Jarrahlyn Begaye	Member	Cedar USD	<a href="mailto:wa_jbegaye@hotmail.com">wa_jbegaye@hotmail.com</a>	(928) 205-8806
Regular Membership: A	Laurie Hawke (Dr.)	Member	Chevelon Butte ESD	<a href="mailto:lhawke@chevelonbutte.org">lhawke@chevelonbutte.org</a>	
Regular Membership: A	Janet Regner	Board	Clarkdale-Jermoe USD	<a href="mailto:jregner40@gmail.com">jregner40@gmail.com</a>	(602) 370-4836
Associate Membership:	Karl Uterhardt	Superintendent	Cochise ESD	<a href="mailto:kuterhardt@cochiseschool.org">kuterhardt@cochiseschool.org</a>	520-559-5257
Associate Membership:	Steve Yoder	Superintendent	Concho ESD	<a href="mailto:syoder@concho.k12.az.us">syoder@concho.k12.az.us</a>	928-205-3721
Associate Membership:	Stephanie Miller	Superintendent	Congress Elementary School District	<a href="mailto:smiller@congressdistrict.org">smiller@congressdistrict.org</a>	928-427-9850
Regular Membership: A	Shelley Kais	Member	Continental ESD #39	<a href="mailto:shelley.kais@csd39.org">shelley.kais@csd39.org</a>	703-475-5601
Regular Membership: A	Sarah Claridge	Member	Crane E.S.D.	<a href="mailto:sclaridge@craneschools.org">sclaridge@craneschools.org</a>	928-210-3736
Regular Membership: A	Jim Colby	Member	Crane ESD	<a href="mailto:cdjra44@gmail.com">cdjra44@gmail.com</a>	928.210.4183
Regular Membership: A	Ann O'Brien	ASBA President	Deer Valley USD	<a href="mailto:annobrienaz@gmail.com">annobrienaz@gmail.com</a>	602.318.4616
Regular Membership: A	Julie Read	Member	Deer Valley USD	<a href="mailto:julie.read@dvusd.org">julie.read@dvusd.org</a>	602-999-8497
Associate Membership:	Tammi Wilson	Teacher/Administrat	Double Adobe ESD	<a href="mailto:twilson@doubleadobeschool.org">twilson@doubleadobeschool.org</a>	5203643041
Regular Membership: A	John Vaughn	Member	Double Adobe ESD	<a href="mailto:dvtc1983@outlook.com">dvtc1983@outlook.com</a>	

## SAMPLE OF BYLAW VOTES

VOTE	DISTRICT
Yes	Agua Fria Union High School District
Yes	AJO UNIFIED SCHOOL DISTRICT
Yes	AJUSD #43
Yes	Alhambra Elementary School District
Yes	Altar Valley School District
Yes	Amphitheater Unified School District #10
Yes	Antelope Union High School District #50
No	Apache Elementary School Dist 42
Yes	Arlington School
Yes	Ash Fork Joint Unified School Dist.#31
Yes	Avondale Elementary School District
Yes	Baboquivari USD
Yes	Balsz Elementary School District
Yes	Beaver Creek ESD #26
No	Benson Unified School District #9
Yes	Bicentennial Union High School Dist #76
Yes	Buckeye Elementary School District
Yes	Buckeye Union High School District
No	Bullhead City Elementary School District #15
No	Camp Verde Unified School District 28
Yes	Cartwright School District
Yes	Casa Grande Elementary School District
Yes	Catalina Foothills Unified School District No. 16
Yes	Cave Creek Unified School District
Yes	CAVIAT
Yes	Chandler Unified School District #80
Yes	Chevelon Butte ESD
Yes	Chino Valley USD
No	Colorado River Union High School District #2
Yes	Congress Elementary School District
No	Continental School District
Yes	Coolidge Unified School District #21

# RESEARCH

TO HELP DETERMINE STRATEGIES,  
TACTICS AND PUBLICS TO  
ACHIEVE THE GOAL, A VARIETY OF  
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# #BylawVoting

"YOUR QUESTIONS ANSWERED WEBINARS  
COVERING CONTENT OF AMENDMENTS

INTEGRATE AND  
PROMOTE VOTING  
INITIATIVE WITH  
VISUALS AND VIDEOS

48 ATTENDED

• WEBCAST  
**Bylaw Amendment Webinar - for Superintendents and ASAP members**  
WED, SEP 1, 2021 02:00 PM - 02:30 PM MST  
YOUR TIME: 02:00 PM - 02:30 PM -07

68 REGISTERED AND VIEWED  
RECORDING AT A LATER TIME

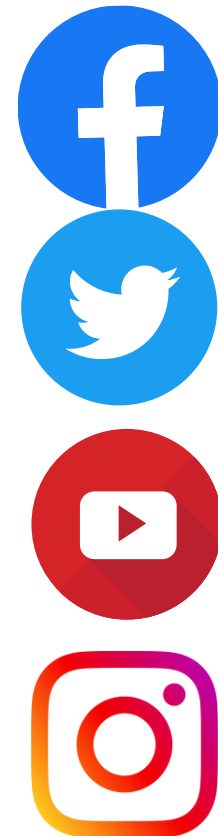
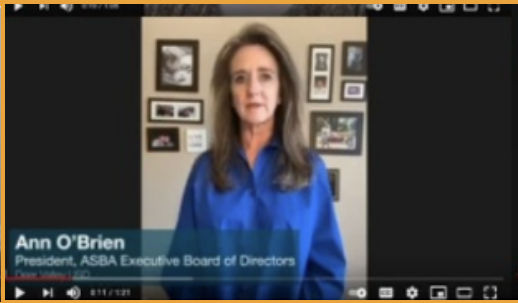
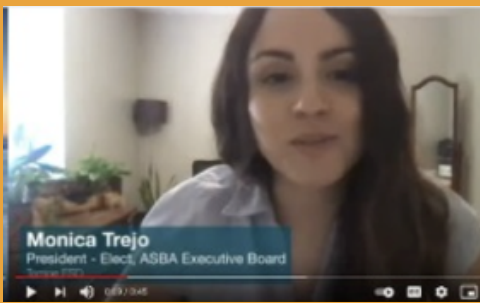
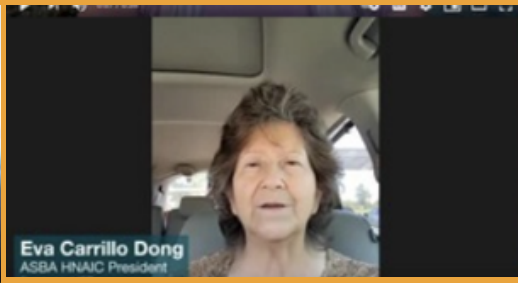
6 ATTENDED

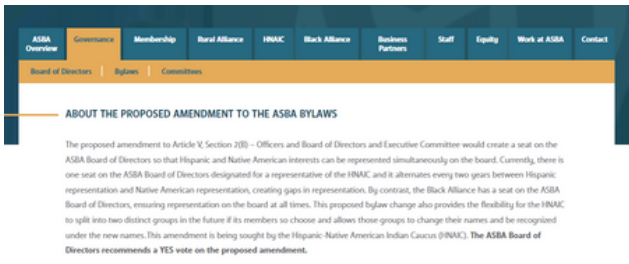
• WEBCAST  
**Bylaw Amendment Webinar**  
THU, SEP 30, 2021  
02:00 PM - 03:00 PM MST  
ENGLISH

CONNECT THROUGH "VOTE YES" VIDEO  
CAMPAIGN OF BOARD OF DIRECTORS  
SUPPORTING BYLAW PASSAGE  
TOTAL COMBINED SOCIAL  
MEDIA VIDEO VIEWS: 1,522

21 MEMBERS REGISTERED AND  
VIEWED RECORDING AT A  
LATER TIME

IMPLEMENTATION





**2021 Bylaw Change**

**View Understanding the Bylaw Amendment**

**Current vs Proposed**

**Current**

One seat must be shared and alternates every two years.

**Proposed**

Two seats at the table, one for Hispanic representation and one for Native representation.

**Additional Information**

View videos of board members who endorse the bylaw amendment and encourage your board to VOTE YES:

- Ann O'Brien (Drexel Valley USD), president of the ASBA Board of Directors
- Monica Terin (Tempe ESD), president-elect of the ASBA Board of Directors
- Eva Carrillo Dong (Somogyi USD, president of the ASBA Hispanic-Native American Indian Caucus
- Debrae Fowler (Page USD), secretary of the ASBA Board of Directors
- Steve Johnson (Safford USD, ASBA Pinal County Director
- Sophia Carrillo Dahl (Crockett ESD), vice president, Hispanic-ASBA Hispanic-Native American Indian Caucus

**ENHANCED DIGITAL PRESENCE TO SUPPORT PASSAGE WITH CENTRAL LANDING WEBPAGE**

**680 PAGE VIEWS AND AVERAGE TIME ON PAGE WAS 2 MINS AND 40 SECONDS**

**Important Information for Your Board's Review and Consideration**

Please click the links below to view:

- The **BYLAW MEMO** sent to all board members on Sept. 21, 2021, regarding the proposed amendment.
- UNDERSTANDING THE BYLAW AMENDMENT** overview.
- A **SIDE-BY-SIDE COMPARISON** (both written and visual) WITH RATIONAL of the current bylaw and the

Get Involved With ASBA Watch a video about ASBA involvement.

[Go to report](#)

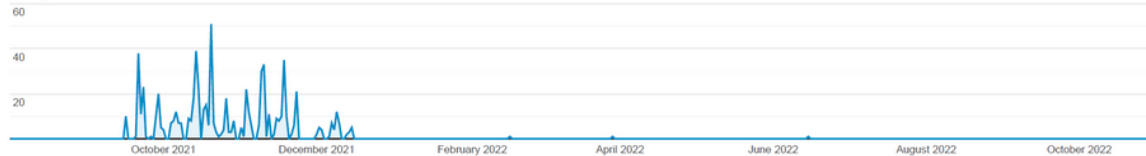
**Pages**

Aug 1, 2021 - Oct 31, 2022

All Users  
100.00% Pageviews

**Explorer**

**Pageviews**



This data was filtered with the following filter expression: /proposed-asba-by-law-change-2021/

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	680 % of Total: 0.23% (290,612)	460 % of Total: 0.19% (241,511)	00:02:40 Avg for View: 00:01:22 (95.19%)	125 % of Total: 0.10% (123,727)	68.00% Avg for View: 55.77% (21.94%)	48.68% Avg for View: 42.57% (14.33%)	\$0.00 % of Total: 0.00% (\$0.00)
1. /proposed-asba-by-law-change-2021/	678 (99.71%)	458 (99.57%)	00:02:40	123 (98.40%)	67.48%	48.53%	\$0.00 (0.00%)
2. /proposed-asba-by-law-change-2021/?fbclid=IwAR0sqDrOT30JxJTyGDku-bi1L-oNW4KfqrDkYOYrG9npbUSMjSeOJcHUA	1 (0.15%)	1 (0.22%)	00:00:00	1 (0.80%)	100.00%	100.00%	\$0.00 (0.00%)
3. /proposed-asba-by-law-change-2021/?fbclid=IwAR0w8_nKHVQ-oBLfniRDwprkcoOYXR3PShsLwdulL6t7GgipYl-irk3ydu	1 (0.15%)	1 (0.22%)	00:00:00	1 (0.80%)	100.00%	100.00%	\$0.00 (0.00%)

IMPLEMENTATION



**INFORMATIVE SESSION AT LAW  
CONFERENCE WITH OVER 700  
ATTENDEES TO STRESS THE IMPORTANCE  
THAT ALL DISTRICTS VOTE**

# IMPLEMENTATION



45th Annual ASBA Law Conference		
THURSDAY, SEPT. 9, 2021		
8:00 - 8:10 a.m.	Welcome & Overview of the Conference	Dr. Sheila Harrison-Williams Ann O'Brien Chris Thomas
8:10 - 9:30 a.m.	Legal & Legislative Update: A Rundown of the Latest from the Capitol and the World of School Law	Chris Thomas Chris Kotterman Randle Stein Roopal Desai
9:30 - 10:15 a.m.	KEYNOTE Federal Update: The 2020-2021 U.S. Supreme Court Term, Other Federal Courts and Federal Regulation	Francisco M. Negrón, Jr.
10:15 - 10:35 a.m.	Break	
10:35 - 10:45 a.m.	15th John R. McDonald Award	Chris Thomas
10:45 - 11:45 a.m.	KEYNOTE Made in America: Career and Technical Education and the Trades	John Ratzenberger
11:45 a.m. - 1:00 p.m.	Lunch	

**Hispanic Native American Indian Caucus Meeting, Sept. 9, 2:00 - 2:50 p.m.**  
**Why Representation Matters: Adding a Seat to the ASBA Board of Directors**

The HNAIC invites you to attend a special meeting focused on the bylaw amendment. The location of this meeting was not yet determined when the Law Conference Guidebook went to publish. Please see the flyer in your registration packet for location of meeting.

In 1996, a group of Arizona school board members gathered together to form the Hispanic-Native American Indian Caucus (HNAIC). Their goal was to ensure that the needs of Hispanic and Native students were known and addressed at the state level. The founders believed that representation on the ASBA Board of Directors was necessary to help achieve that goal, and through a change to the bylaws a single seat was added. It was progress, but it created a structural gap in representation that has lasted for 25 years. The seat alternates in two-year periods from a Hispanic representative to a Native American representative.

Your ASBA Board of Directors believes a change is long overdue. We encourage you to attend and learn more about how the bylaw amendment will create a seat on the ASBA Board of Directors so that a Hispanic AND a Native American representative can serve at the same time.



**OUTREACH EMAILS AND PHONE CALLS TO  
DISTRICTS THROUGH ASBA MEMBERSHIP  
DATABASE THAT HAVE NOT YET VOTED. THIS  
INCLUDES ASKING IF/WHEN THEY WILL BE VOTING**

Good morning!

I hope this email finds you well. I'm checking in because our records show that your board has not yet cast its vote on the proposed amendment to the ASBA bylaws. As you may recall, the amendment is to add a seat to the ASBA Board of Directors. The amendment has the full support of the ASBA board, and they are asking for your board's yes vote. While the deadline to cast your board's vote isn't until December 13, we want to make sure you have enough time to get it on an upcoming board agenda between now and then for discussion and action.

You can find complete details about the amendment, as well as a model agenda item for placing it before your board for discussion and action, here: <https://azsba.org/2021-bylaw-change/>

The online voting form is accessible from that page as well.

If you have questions as you move forward with this, please let me know.

Thank you in advance for supporting your association and exercising your membership by participating in voting on this important matter.

## ASBA BYLAW VOTING TRACKER

ASBA District	Member Name	Member Title	Contact Info	Phone	Text	Other	Notes	Voted	Yes	No
2 Maricopa AGUA FRIA UNISD	Karen Zamora	Board/Supt. Assistant	kzamora@agufria.org				n/a		X	
3 Maricopa AGUA FRIA UNISD	Mark Niles	Superintendent	myniles@agufria.org							
4 Maricopa AGUA FRIA UNISD	Vickie Landis	Board Member	vlandis@agufria.org	623-932-7002						
5 Maricopa AGUILA ESD	Andrew Warnemacher	Superintendent	awarnemacher@aguilaschool.org		928-200-1994					
6 Maricopa AGUILA ESD	Cody Murlilo	Board/Supt. Assistant	cmurlilo@aguilaschool.org							
7 Pima AJO UNISD	Angelina Valenzuela	Board/Supt. Assistant	angelina@tabbotstgtelephone.com	520-387-5618	520-387-5618			X		YES
8 Pima AJO UNISD	Duncan	Board Member	BDMDuncan@tabbotstgtelephone.com	520-387-8831	520-387-8831					
9 Pima AJO UNISD	Robert Dooley	Superintendent	rdooly@tabbotstgtelephone.com	520-387-5618	520-387-5618					
10 Maricopa ALHAMBRA ESD	O'neil Frantz	Board Member	oalvarez901@gmail.com	602-579-0368	602-579-0368		Voting 11/14	X		YES
11 Maricopa ALHAMBRA ESD	Cecilia Maas	Superintendent	ceciliamaas@alhambraesd.org							
12 Maricopa ALHAMBRA ESD	Dana Lucero	Board/Supt. Assistant	danalucero@alhambraesd.org	480-570-3261						
13 Maricopa ALHAMBRA ESD	Edith Mojica	Board/Supt. Assistant	edithmojica@alhambraesd.org							
14 Maricopa ALHAMBRA ESD	Letricia Torres	Board/Supt. Assistant	leticiatorres@alhambraesd.org							
15 Apache ALPINE ESD	Linda Sonive	Board/Supt. Assistant	lsonive@frontnet.net	382-339-4910	382-339-4910					
16 Apache ALPINE ESD	Shirley Brazel	Superintendent	sbrazel@alpine.k12.az.us							
17 Apache ALPINE ESD	Travis North	Board Member	trnorth@frontnet.net	928-245-1118	928-245-1118					
18 Pima ALTAR VALLEY ESD	David Oumon	Superintendent	doumon@avsd.org	623-764-4109	623-764-4109	n/a		X		YES
19 Pima ALTAR VALLEY ESD	Tresa Callabrizzi	Board/Supt. Assistant	tcallabrizzi@avsd.org							
20 Pima ALTAR VALLEY ESD	W. John Williams	Board Member	jwilliams@avsd.org	520-820-1968	520-820-1968					
21 Pima AMPHITHEATER UNISD	Gretchen Hahn	Board/Supt. Assistant	gahahn@amph.com			n/a		X		YES
22 Pima AMPHITHEATER UNISD	Jennifer Anderson	Board/Supt. Assistant	janderson@amph.com							
23 Pima AMPHITHEATER UNISD	Karin Smith	Board/Supt. Assistant	ksmith@amph.com	520-975-4211						
24 Pima AMPHITHEATER UNISD	Kristen Magidana	Board/Supt. Assistant	kmagidana@amph.com							
25 Pima AMPHITHEATER UNISD	Toad Jaeger	Superintendent	tjaeger@amph.com	520-965-7731						
26 Yuma ANTILOPE UNISD	Gregory Copeland	Superintendent	gcopeland@antelopeunio.org	928-785-4041	928-785-4041	Sheila called Greg 12/2	Voting (11/13) 12/7			
27 Yuma ANTILOPE UNISD	Martha Yardley Jones	Board Member	mjayr@antelopeunio.org	928-261-6691	928-261-6691					
28 Yuma ANTILOPE UNISD	Yvesquin Lopez	Board/Supt. Assistant	ylopez@antelopeunio.org	928-340-8129						
29 Cochise APACHE ESD	Logan Guzman	Superintendent	loganz77@gmail.com					X		NO
30 Pinal APACHE JUNCTION UNISD	Dena Kimble	Board Member	dkimble@pajo.org		480-980-2481			X		YES
31 Pinal APACHE JUNCTION UNISD	Edna Goff	Board/Supt. Assistant	egoff@pajo.org							
32 Pinal APACHE JUNCTION UNISD	Walter Wallace	Superintendent	wwallace@pajo.org	480-677-7505						
33 Maricopa ARLINGTON ESD	Chad Turner	Superintendent	chad@arlingtonk12.org	623-764-2382						
34 Maricopa ARLINGTON ESD	Eric Sawyer	Board Member	esawyer@arlingtonk12.org	623-386-2031	623-386-2031					
35 Maricopa ARLINGTON ESD	Irene Coronado	Board/Supt. Assistant	icoronado@arlingtonk12.org							
36 Cochise ASH CREEK ESD	Susan Shepard	Superintendent	wshepard22@hotmail.com	520-824-3340	520-824-3340	11/23 will be voting Nov 10		X		YES
37 Cochise ASH CREEK ESD	Victoria Brand	Board Member	vbrand4@gmail.com							
38 Yavapai ASH FORK JOINT UNISD	Seth Stappes	Superintendent	sstappes@afjuni.org			n/a		X		YES
39 Yavapai ASH FORK JOINT UNISD	James Lamm	Board/Supt. Assistant	jlamm@afjuni.org							
40 Yavapai ASH FORK JOINT UNISD	Sue Atkinson	Board/Supt. Assistant	sarkinson@afjuni.org							
41 Maricopa AVONDALE ESD	Betsy Hargrove	Superintendent	bhargrove@choosaeisd.org	623-772-5000	n/a			X		YES
42 Maricopa AVONDALE ESD	Jeanette Burgos	Board/Supt. Assistant	jburos@choosaeisd.org							
43 Maricopa AVONDALE ESD	Mark Gonzales	Board Member	mgonzales@choosaeisd.org	623-932-0511	623-772-5009					
44 Pima BABOQUINARI UNISD	Ben Sabala	Board/Supt. Assistant	bsabala@boud40.org	520-576-2877	520-719-1200	n/a		X		YES
45 Pima BABOQUINARI UNISD	Christopher Bonn	Superintendent	cbonn@boud40.org	520-437-9557						
46 Pima BABOQUINARI UNISD	Isaac Bumbala	Board Member	ibumbala@boud40.org							
47 Yavapai BAGDAD UNISD	Amanda Armstrong	Board Member	armstronga@bagdadschools.org	928-830-7868	928-830-7868					
48 Yavapai BAGDAD UNISD	Bryan Bullington	Superintendent	bullingtonb@bagdadschools.org	520-508-2297						
49 Yavapai BAGDAD UNISD	Lindsay Jean	Board/Supt. Assistant	ljean@bagdadschools.org		9286334101					
50 Maricopa BALSZ ESD	Gail Knight	Board Member	knights@balz.org	480-703-2375	480-703-2375	n/a		X		YES
51 Maricopa BALSZ ESD	Maricela Morrison	Board/Supt. Assistant	mmorrison@balz.org	480-521-7185						

# EVALUATION

RESULTS WERE ANNOUNCED AT THE ASBA/ASA ANNUAL MEMBERSHIP MEETING



The election of secretary, treasurer and president-elect was held at the ASBA Annual Business Meeting on Thursday, Dec. 16, 2021, in conjunction with the ASBA-ASA Annual Conference. ASBA bylaw results were also announced.

The ASBA bylaw amendment passed. There were 173 districts that voted, passage required a YES from 2/3 of ASBA's 223 district member boards and 149 YES votes were required for passage. ASBA received 154 YES votes and 19 NO votes. The passing of this amendment will now create a seat on the ASBA Board of Directors so that Hispanic and Native American interests can be represented simultaneously on the board.



**JOURNAL**  
ARIZONA SCHOOL BOARDS ASSOCIATION  
WINTER 2022 | VOL. 42, NO. 1  
Stronger Together  
2021 Annual Awards Showcase

**Infoboard**  
**ASBA Bylaw Amendment Passes**  
**ASBA members vote for long-overdue change**  
Thank you to all the ASBA member districts that voted. The ASBA bylaw amendment passed in December. There were 173 districts that voted. Passage required a YES from 2/3 of ASBA's 223 district member boards and 149 YES votes were required for passage. ASBA received 154 YES votes and 19 NO votes.  
The passing of this amendment created a seat on the ASBA Board of Directors so that Hispanic and Native American interests can be represented simultaneously on the board. For the last 20 years there was one seat on the ASBA Board of Directors designated for a representative of the HNAIC, and it alternated every two years between Hispanic representation and Native American representation, creating gaps in representation.  
This bylaw change also provides the flexibility for the HNAIC to split into two distinct groups in the future if its members so choose and allows those groups to change their names and be recognized under the new names.  
**NEW! 2022 Board President Cohort**  
The role of the board president is an important one and we know it can also be difficult. To help with that, ASBA has created a tool for 2022 board presidents from across Arizona to communicate with one another about issues facing governing boards.  
The listserv will provide the opportunity for board presidents across Arizona to hear the strategies that work from other board presidents.  
It will also enable the sharing of best practices, impending issues and include consultation with ASBA staff, as needed. It is voluntary and we need your permission to add you to the listserv. Remember, it's for currently serving board presidents and will change with the election of new officers each year.  
If you are the board president for 2022 and would like to be added to the listserv, please

THANKED MEMBERS FOR PASSING BYLAW IN ANNUAL JOURNAL MEMBER MAGAZINE MAILED TO MEMBER HOMES, BY EMAIL AND SOCIAL MEDIA