

STRATEGIC PLAN

FY 19 - FY 22



VISION

To be a premier membership organization supporting state leaders of special education in ensuring students with disabilities will live, learn, work, and participate in their communities.



MISSION

To improve individual and organizational success for state leaders of special education by providing relevant services that impact positive systemic change and results



GUIDING PRINCIPLES

- Members are our first priority
- Pragmatic and effective services
- Collaboration produces the best results
- Forward thinking and agile
- Passion for positive outcomes for students with disabilities

GOAL 1: CREATE AND INFLUENCE EFFECTIVE PUBLIC POLICY

Provide a positive influence on relevant issues with coalitions and policymakers while keeping members informed

- 1.1 Elevate consensus issues to the national and federal levels
- 1.2 Review and analyze pending legislation, regulations and policies for organizational impact
- 1.3 Provide timely dissemination of relevant policy issues to coordinate a unified response
- 1.4 Influence public policy by leveraging coalition partnerships and consult with key decision-makers
- 1.5 Provide support for members to effectively influence public policy at state and local levels

GOAL 2: CULTIVATE A SENSE OF COMMUNITY AND SUPPORT

Provide an innovative network for our members and partner organizations that easily connects people to people, people to ideas and people to resources

- 2.1 Respond to the changing needs of members based on external and internal conditions
- 2.2 Provide easy access to people, ideas and resources
- 2.3 Provide support to minimize complexities associated with mandates and requirements
- 2.4 Identify hot topics and their impact and offer systemic implementation ideas
- 2.5 Maximize the use of technology in order to build community and provide support

GOAL 3: BUILD LEADERSHIP CAPACITY

Provide specialized professional development services to support all state leaders of special education

- 3.1 Provide professional development opportunities specific to the needs of members
- 3.2 Provide state directors with on-going services to build leadership and management skills
- 3.3 Build state systems for emerging leaders to increase leadership for succession planning

GOAL 4: LEAD AND MANAGE A SUSTAINABLE, WELL-RUN ORGANIZATION

Demonstrate organizational excellence through the use of high-leverage practices and resources while maintaining a commitment to fiscal stewardship

- 4.1 Ensure financial sustainability
- 4.2 Ensure effective and efficient policies and processes
- 4.3 Ensure an effective governance structure
- 4.4 Ensure effective and efficient alignment of staff and resources

MANAGEMENT ROADMAP

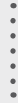


CREATE AND INFLUENCE EFFECTIVE PUBLIC POLICY

INITIATIVES

- 1A Engage members in setting and determining NASDSE government relations agenda**
- 1B Develop website capability to notify members when events or actions are taken on public policy**
- 1C Establish formal strategic partnerships with outside organizations, technical assistance centers and other government entities
- 1D Provide members with training and technical assistance to navigate and effectively influence state and local policy and legislation
- 1E Ensure efforts to influence programs and legislation align with NASDSE's government relations agenda

GOAL 1



CULTIVATE A SENSE OF COMMUNITY AND SUPPORT

INITIATIVES

- 2A "Members only" section on website where ideas and information can be shared and organized by topics and functions**
- 2B Social media aligned to promote activities and share successes**
- 2C Conference redesign to build relationships and increase member value*
- 2D Develop a model and fee structure for regional meetings
- 2E Affinity groups structure and governance solidified and have ongoing support from NASDSE staff

GOAL 2



BUILD LEADERSHIP CAPACITY

INITIATIVES

- 3A Engage key performers to develop success profile and assessment*
- 3B Redesign new director on-boarding process to provide on-going support
- 3C Support special education leadership development programs at the state level
- 3D Develop leadership resources for tenured state leaders of special education

GOAL 3



LEAD AND MANAGE A SUSTAINABLE, WELL-RUN ORGANIZATION

INITIATIVES

- 4A Research funding models and make recommendations for by-law changes**
- 4B Deliver a balanced budget that replenishes reserves**
- 4C Evaluate use of external resources for core functions
- 4D Align staff functions with strategic priorities (affinity groups, virtual organization, contracted support)
- 4E Benchmark organization governance structures and recommend updates
- 4F Implement automated database for membership tracking and information

GOAL 4

*Bolded initiatives are currently underway
**Italicized initiatives are top priority