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

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**Management Roadmap**

**CREATE AND INFLUENCE EFFECTIVE PUBLIC POLICY**

**INITIATIVES**

- **1A** Engage members in setting and determining NASDSE government relations agenda
- **1B** Manage the transition in presidential and congress administrations
- **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** Develop partnerships with external organizations that would be helpful to COVID relief, physical school reopening, or other future NASDSE initiatives

**LEAD AND MANAGE A SUSTAINABLE, WELL-RUN ORGANIZATION**

**INITIATIVES**

- **4A** Research dues structures and apply funding models for financial sustainability
- **4B** Engage finance committee to establish and improve internal controls
- **4C** Deliver a balanced budget that replenishes reserves
- **4D** Review, modify or draft NASDSE operational handbooks
- **4E** Review and make recommendations for necessary changes to NASDSE Bylaws
- **4F** Provide training in effective non-profit governance to NASDSE’s Board of Directors and staff
- **4G** Develop and implement a new performance-based staff evaluation system linked to the strategic plan

**BUILD LEADERSHIP CAPACITY**

**INITIATIVES**

- **3A** Pilot Success Profile with new directors and develop a targeted support plan for individualized professional development.
- **3B** Develop, advertise and implement a calendar of professional development opportunities on both leadership and management skill aligned to the Success Profile.
- **3C** Work with collaborative partners to offer structured job-alike virtual events for state special education staff
- **3D** Assist states to implement Special Education Leadership and State Personnel Development Grants as needed
- **3E** Work with collaborative partners to explore mutual professional development opportunities
- **3F** Develop and design a program to build a leadership pipeline for future state special education leaders

**CULTIVATE A SENSE OF COMMUNITY AND SUPPORT**

**INITIATIVES**

- **2A** Enhance “Members only” section on website where ideas and information can be shared and organized by topics and functions
- **2B** Enhance public facing side of website to better promote state directors and their positive work
- **2C** Conference redesign to meet member needs
- **2D** Develop, populate and advertise new technology platforms to deliver virtual professional development
- **2E** Expand Social media presence to promote activities and share successes
- **2F** Develop and advertise a calendar of professional development webinars, topical briefs, and resources on special education hot topics as prioritized by members

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