

# Strategic Planning

## AREA: Board of Directors Operations

<p><b>Goal:</b></p> <p>1 Achieve an organizational structure and operating procedures that facilitate meeting NYCASE strategic goals</p>	<p><b>Activities:</b></p> <p>Review/ update bylaws, policies and procedures</p>	<p><b>Timeframe/Evidence:</b></p> <p>Board will approve updated materials by 1/1/11 Meetings will have a 90% attendance rate</p>
<p><b>Goal:</b></p> <p>2. Align Board of Director Committees and operations with the national organization</p>	<p><b>Activities:</b></p> <p>Review national org 's policies and procedures Make recommendations if necessary</p>	<p><b>Timeframe/Evidence:</b></p> <p>Board will adopt recommendations from subcommittee by 1/1/11</p>

## Area: Advocacy at State Level

<p><b>Goal:</b> Develop a plan that identifies a person (s), resources, and action steps to influence NYS policy in Special Ed.</p>	<p><b>Activities:</b> Gather the coalition. Identify the who. Identify available resources</p>	<p><b>Timeframe/Evidence:</b> By August 2010, there should be a plan that the Executive Board will act on Yes, plan of action is complete. Attainable is a challenge</p>
<p><b>Goal:</b> Implement plan and impact final SED policy decisions.</p>	<p><b>Activities:</b> Enter push back. Competing interests Personal/meaningful access to SED</p>	<p><b>Timeframe/Evidence:</b> Our organization is looked to for insight and expertise by legislature and SED in policy recommendations. Yes, when our recommendations are included in final policy. Major Challenge</p>

**Area: Technology (needs updating)**

<p><b>Goal:</b> To develop a User-friendly Web site that has one stop shopping for professional development and advocacy needs.</p>	<p><b>Activities:</b> Identify a Website designer and maintainer.</p>	<p><b>Timeframe/Evidence:</b> Revised Website up and operational by <b>July 1, 2010.</b></p>
<p><b>Goal:</b> Identify what technology is available for use by administrators to assist in their professional development roles.</p>	<p><b>Activities:</b> Survey the field and consider sending a board member on the Website committee to the Technology conference.</p>	<p><b>Timeframe/Evidence:</b> By <b>January 1, 2011,</b> develop a listing of potential resources and tie into the website where appropriate.</p>
<p><b>Goal:</b> Hire a professional person/organization to maintain the NYCASE Website.</p>	<p><b>Activities:</b> Based on the Website developed, a decision will be made as to how to proceed.</p>	<p><b>Timeframe/Evidence:</b> By <b>July 1, 2010,</b> a decision on how to proceed with the website maintenance will be made.</p>

**Area: Membership**

<p><b>Goal:</b> To have a representative (ambassador) from each region advertise and promote the upcoming spring conference and summer institute and NYCASE</p>	<p><b>Activities:</b> NYCASE Board members or members from the general membership will commit to be ambassadors for their region. Recruit new representation from each region, especially under represented regions, at the conferences and as part of the general membership</p>	<p><b>Timeframe/Evidence:</b> <b>By September 1, 2010,</b> an assessment will be made by region/district looking at increased representation at the March conference, Summer Institute and in the general membership.</p>
<p><b>Goal:</b> To offer membership benefits such as expanded website, legislative and legal advice and updates, a membership discount if a member orders from a vendor who is represented at the conference or institute.</p>	<p><b>Activities:</b> Identify and present to the Board of Directors a list of expanded benefits for NYCASE Members.</p>	<p><b>Timeframe/Evidence:</b> By <b>September 1, 2010,</b> a list of expanded benefits will be presented to the</p>

**Area: Engaging Constituency**

<p><b>Goal:</b> To identify our constituency and where they are located.</p>	<p><b>Activities:</b> Need to work with the website committee to develop an interactive site.</p>	<p><b>Timeframe/Evidence:</b> By January 1, 2010, a list of constituents, including addresses will be developed.</p>
<p><b>Goal:</b> To establish a process of communication and engagement.</p>	<p><b>Activities:</b> Develop an interactive website.</p>	<p><b>Timeframe/Evidence:</b> A list will be prepared of website hits and participants in training sessions.</p>

**Area: Advocacy**

<p><b>Goal:</b> Develop an Advocacy Plan for NYCASE to influence New York State policy on special education.</p>	<p><b>Activities:</b> Identify key constituencies (organizations, legislative and advocacy organizations) and develop a list of the contacts (addresses, phones, emails and websites)</p>	<p><b>Timeframe/Evidence:</b> Directory of key constituencies completed by January 1, 2011.</p>
<p><b>Goal:</b> Our organization is looked to for insight and expertise by legislature and SED in policy recommendations.</p>	<p><b>Activities:</b> Review the key priorities for 2010 with the NYCASE Executive Board and membership</p> <p>Align the list of priorities with key constituencies</p> <p>Plan developed and submitted to the Executive Board for approval</p>	<p><b>Timeframe/Evidence:</b> Key priorities identified and legislative agenda set by September 1, 2010.</p> <p>Plan developed and submitted to the Executive Board for approval by July 1, 2010.</p>
<p><b>Goal: Implement Plan</b></p>		

## Example of Advocacy Plan

Issue	Constituencies	Actions	Status
<p>The implementation of the State required IEP format and accompany letters places an financial burden on school districts, is an unfunded mandate, is not required by federal law or regulation</p>	<ul style="list-style-type: none"> <li>• NYCASE, LIASEA</li> <li>• New York State Council of School Superintendents (NYSCOSS)</li> <li>• New York State School Boards Association (NYSSBA)</li> <li>• Statewide PTA</li> <li>• Legislature education chairs</li> <li>• Local legislators</li> <li>• Parent Centers</li> <li>• State Education Department</li> <li>• Board of Regents</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a clear description of the issue and the financial burdens it will place on districts. Clearly define separately the impact for school boards, administrators, parents and teachers.</li> <li>• Develop recommendations that will address these concerns.</li> <li>• Develop a timeline for interfacing with key constituencies that includes what the anticipated outcome is for each constituency group</li> <li>• Send a letter to each group requesting communication on the issue.</li> <li>• Assign contacts and prepare them for the discussion.</li> <li>• Follow-up with each key constituency on the discussion.</li> </ul>	

**Area: Parent Outreach**

<p><b>Goal:</b> Increase collaboration with parent groups across the state.</p>	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>*Identify 5 Parent Leadership Groups Statewide (ex. SEPTA, Parent Centers, etc.)</li> <li>*Invite 3 Parent Leadership Groups to participate in Summer Institute</li> <li>*NYCASE Leadership to participate in at least 3 Parent Group Boards/Coalitions</li> </ul>	<p><b>Timeframe/Evidence:</b></p>
<p><b>Goal:</b> Decrease adversarial actions, including Impartial Hearing and State Complaint Proceedings</p>	<p><b>Activities:</b></p> <p>Determine parent issues related to special education in the schools.</p> <p>Provide PD for members to improve communication skills (ex. problem identifying, problem solving, active listening skills)</p>	<p><b>Timeframe/Evidence:</b></p> <p>Increase parent part in NYSPP Indicator 8 (only tool available)          Increase possible responsibility on Indicator 8</p>