

Strategic Plan 2023-2028 Goals and Objectives

TrueNorth Educational Cooperative 804 is committed to providing an equitable education for all learners. Federal legislative expectations, and over 40 years of evidence-based research, together support an integrated comprehensive system of services delivered to students with disabilities and their nondisabled peers.

Indicators of Advancement

Within the table of goals and objectives, our team has identified primary indicators of advancement along with the timeline for when the work is happening over the next five years. The checkmark indicates when the work begins.



Learning

GOAL

TrueNorth will provide a comprehensive continuum of inclusive educational opportunities for all learners.

Rationale:

Regional quantitative data shows learning gaps and evidence-based practice reports describe the strategies to address them.

OBJECTIVES	Year 1	Year 2	Year 3	Year 4	Year 5	Primary Indicator of Advancement
1. Enhance TrueNorth programs and services.						
a. Conduct an assessment of programs and services.	✓					Outside evaluation report
b. Explore and learn from Educational Service Agencies nationwide.		✓				Site visit reports
c. Develop implementation plans.			✓			Implementation plans
2. Establish a dedicated TrueNorth research and development team to engage in continuous improvement cycles with the outcome of expanding the menu of innovative services.		✓				Expanded menu of innovative services
3. Establish a post-secondary task force that will focus on improving regional post secondary college and career employment outcomes.				✓		Team composition, meeting schedule and meeting notes
4. Expand professional learning offerings:						
a. Develop and implement an introductory suite of training sessions for paraprofessionals offered throughout the year.	✓					Training syllabus and schedule
b. Develop and implement a Family University and support system.		✓				Family University learning offerings
c. Develop and implement an introductory suite of training sessions for substitute teachers offered throughout the year.			✓			Training syllabus and schedule
d. Expand and facilitate job-alike networks across the region with the goal of increasing learning and knowledge sharing.				✓		Schedule of job-alike network meetings
e. Establish an administrative mentoring and coaching program to assist with implementation of inclusive practices.					✓	Mentoring and coaching guidebook



Resource Allocation

GOAL

TrueNorth will partner with member districts around leveraging and sharing resources to enhance existing programs and services, while developing the infrastructure necessary to offer innovative services.

Rationale:

Qualitative data from focus groups and interviews stated the need for continued financial transparency, new funding sources, and infrastructure necessary for organizational sustainability.

OBJECTIVES	Year 1	Year 2	Year 3	Year 4	Year 5	Primary Indicator of Advancement
1. Collaborate with member districts to research and implement funding solutions needed for facility maintenance and improvements as well as learning innovations.	✓					Leadership Council-approved funding solutions
2. The TrueNorth Leadership Council, in collaboration with the Superintendent, will establish procedures for significant usage changes that provide ample financial planning time for the cooperative.	✓					Leadership Council approval of procedures
3. Establish a written process for continuous review of positions and human resources practices (e.g., interviewing, onboarding, evaluation, marketing).	✓					Written procedures
4. Select and implement data software for improved billing and system integration practices.		✓				Software implementation report
5. Organize regional recruiting opportunities for specialized positions to ensure equity in the workplace.			✓			Summary report of recruiting opportunities
6. Increase existing revenue streams and develop new revenue sources.						
a. Increase non-member usage of cooperative programs and services.			✓			Non-member usage data report
b. Pursue grants and alternative funding sources for the benefit of member districts.				✓		Grant reports
c. Recruit at least one new member district and establish a procedure for onboarding.					✓	Leadership Council approval of new member district



Advocacy

GOAL

TrueNorth will strengthen the voices of learners, families, and member districts to eliminate barriers and provide access to support and resources.

Rationale:

Community engagement and survey data indicate a need for advocacy to eliminate systemic barriers and improve access.

OBJECTIVES	Year 1	Year 2	Year 3	Year 4	Year 5	Primary Indicator of Advancement
1. Survey member districts to identify priority advocacy areas and determine how to address them.		✓				Survey results
2. The TrueNorth Policy Committee will lead a review of the Articles of Agreement to ensure alignment to the strategic plan.			✓			Leadership Council approval of revised Articles of Agreement
3. Provide ongoing training on federal and state requirements to ensure consistent regional practices, and provide ongoing communication regarding legislative updates.			✓			Training and legislative summary notes
4. Facilitate networking and professional learning to support districts in working collaboratively with private (e.g. therapeutic day schools, neuropsychiatrists, advocates) and school-based personnel in understanding IEP and Section 504 requirements.				✓		Schedule of meetings and meeting notes
5. Establish a Leadership Council legislative committee that will communicate regularly with local, state, and federal representatives and related organizations advocating for the resources and needs of public school districts and educational cooperatives.					✓	Committee composition and meeting notes



Communication

GOAL

TrueNorth will communicate effectively within the organization, with member districts, and with the broader community.

Rationale:

Qualitative data from focus groups and interviews indicate a need for refined internal and external communication, increased information to targeted building leadership, and clearer stakeholder norms and expectations.

OBJECTIVES	Year 1	Year 2	Year 3	Year 4	Year 5	Primary Indicator of Advancement
1. The Leadership Council, in partnership with the TrueNorth Superintendent, will develop strategies to improve understanding of the Articles of Agreement, associated membership responsibilities, and program/service offerings.	✓					Training schedule and materials
2. Extend communication to building principals and non-member districts to improve awareness of and access to cooperative resources.	✓					Communication artifacts
3. Assess and improve communication practices based on national school public relations standards.		✓				NSPRA rubric ratings and goals
4. Define success through the refinement of Key Performance Indicators.			✓			Revised district dashboard
5. Collaborate with member districts for regional data sharing to better understand learning outcomes across the cooperative.				✓		Agreed upon data sources