

50<sup>th</sup>  
ANNIVERSARY  
— the education  
COOPERATIVE  
celebrating 50 years of creating more possibilities together!

## **ABOUT OUR 50th ANNIVERSARY COVER**

This year's Annual Report cover was designed by TEC High School student Margaret Pheng, a sophomore at TEC High School. Margaret created a cover to highlight the array of students who attend TEC programs and portray the sense of family, community and support she has experienced here at TEC.

**Thank you Margaret!!**





### **About The Education Cooperative**

The Education Cooperative (TEC) develops and coordinates educational and organizational programs to meet the needs of our member communities and their students in a way that complements and strengthens their school programs and expands opportunities for their students, educators and communities in the most cost-effective manner.

TEC was Massachusetts' first educational collaborative, established in 1968 by a group of visionary educational leaders. This year we are celebrating TEC's 50th anniversary of promoting excellence and innovation in teaching and learning and expanding opportunities for every child to experience success.

Today, TEC members include the following communities:

Canton, Dedham, Dover, Dover-Sherborn, Framingham, Holliston, Hopkinton, Medfield, Millis, Natick, Needham, Norwood, Sherborn, Walpole, Wayland, and Westwood.



### **Our Programs and Services**

TEC provides a continuum of outstanding public special education day programs for students ages 3-22. Each of TEC's programs provide a highly supportive, engaging and personalized environment specifically designed to meet each student's individual learning, physical, social-emotional and health care needs. We offer families a range of educational choices taught by caring, experienced and certified Massachusetts teachers, therapists and specialists. Our primary goal is to promote student growth and independence in order to reintegrate students into their home school and community whenever possible.

TEC also provides a range of services for our districts including:

- Educator professional development and job-alike networking groups
- TEC Online Academy - providing supplemental online courses to high school students
- The sponsoring organization of TECCA , the Commonwealth Virtual School
- Our Student Internship and Career Exploration Program and College Fairs
- A statewide cooperative purchasing program supporting over 125 school districts

You can read more about the exciting work of TEC on our website [www.tec-coop.org](http://www.tec-coop.org).

## Letter from The Executive Director



Dear TEC Community Members,

It is my pleasure to present TEC's 2017-2018 Annual Report. This report provides significant financial, enrollment and cost saving data as well as shares stories of a vibrant and exciting year of innovation and collaboration in partnership with our exceptional member districts!

This year we celebrated our 50th anniversary with our friends and families at the Massachusetts State House! We shared how TEC was established in 1968 by a small group of visionary educational leaders who worked together to create access to educational and vocational programs for students with diverse learning needs. Today, TEC continues to encourage inter-district collaboration that supports and strengthens all and improves student outcomes. By working together our regional learning network continues to lead the way in innovation, professional learning, distinctive educational opportunities and cost effective member services.

As you read through this report you will see that it has been a busy and successful year. We opened our new therapeutic pool, enhanced our cooperative purchasing interface and coordinated our growing online learning program, college fairs and student internships. We partnered with the respected Highlander Institute to develop a regional cohort of teacher leaders skilled in blended learning practices and created the *TEC Student Data Privacy Alliance* to accelerate protection of private student data for our member districts.

Our student programs continue to grow and thrive. The TEC staff is highly skilled at providing differentiated personalized instruction and integrated social emotional supports for every student. Our authentic use of assistive and 1:1 technologies, current curriculum resources, and focus on community engagement promote student independence, personal growth and success for every student. This year we proudly celebrated 21 graduates from our high school programs, with many going on to college.

I want to thank the many people whose contributions exemplify and strengthen our regional partnership and benefit our extended learning community. We are grateful for the support of The TEC Board of Directors, our district and school leaders, the TEC Staff and all of our extraordinary educators, school committee members, students and families for their many contributions to our vibrant collaborative community.

*Together we create more possibilities!*

A handwritten signature in black ink that reads "Elizabeth McGonagle". The signature is written in a cursive, flowing style.

Elizabeth McGonagle

The Education Cooperative actively develops and coordinates educational and organizational programs to meet the needs of our member communities and their students. Below is an overview of the objectives established in the TEC Collaborative Agreement that were accomplished during the 2017–2018 school year. These objectives are embedded in the TEC Annual Strategic Plan and progress is monitored throughout the year through updates provided by TEC Administrators at every Board of Directors meeting.

## 1. Student Achievement Goal: To enhance and expand learning opportunities to meet the diverse needs of all students:

- Staff at TEC High School and TEC Phoenix School staff have established Professional Learning Communities that bring teachers together each month to work on problems of practice. The Network Programs have expanded their PLC's to meet bi-weekly.
- Established weekly meeting schedules for educator teams in all TEC students programs to analyze data in order to enhance instruction and provide evidence of outcomes.
- Launched The Learning & Innovative Committee comprised of teachers, specialists and administrators to discuss the use of technology to empower all learners to access the world and reach their full potential.
- Created a 3-5 year Technology Strategic Plan to utilize technology to teach students the skills they need to be lifelong learners and discover and optimize the strengths of each individual student in a way that unlocks their potential, increases communication and connects them to the world.
- Established a partnership with Mass Bay Community College to support our School to Life Transition program.
- Continued our work with expert consultant Dr. Nancy Rappaport to strengthen our Risk Assessment program.
- Completed the written documentation of the TEC High School and Phoenix Academy programs and curriculum.
- Provided students access to a career exploration placement program supporting junior and senior high school students.
- Developed additional community-based job sites for the secondary transition students.
- Implemented Mindfulness and DBT programs for students at TEC High School.
- Coordinated two regional college fairs attended by over 150 colleges, universities and gap-year programs .

## 2. Professional Development Goal: To create professional learning opportunities that meet member districts' needs.

- Worked with experts and the TEC Technology Directors to develop an understanding of student data privacy issues and created a Massachusetts model student data privacy contract that will benefit districts and vendors alike.
- Partnered with multiple member-districts to develop and deploy a low-cost assessment analytics and dashboard solution.
- Coordinated a series of regional SEI endorsement courses for teachers and administrators .
- Provided pathways for member district educators to earn PDPs and graduate credits by developing a continuum of low cost, high quality graduate level courses for teachers and administrators.
- Launched a partnership with The Highlander Institute, *FuseMA*, designed to leverage the internal talent and resources of our member districts implement, sustained, scalable, blended and personalized learning for all students.
- Launched a regional alliance, the *TEC Student Data Privacy Alliance*, to improve the internal capacity of our member districts to protect the privacy of student data.
- Facilitated regional meetings (TEC NET ) on authentic problems of practice including Concussion Protocols, Data Analytics and Adaptive Learning Technologies.
- Partnered with member districts to provide workshops for low-incidence subject area staff including early childhood, adapted physical education, assistive technology and the arts.
- TEC Staff presented at conferences including MASS CUE, ED Tech Learning Live, MASC-MASS Joint Conference and COSN
- Facilitated monthly job alike meetings including: Superintendents, Assistant Superintendents, SpEd Directors, Technology Directors, Secondary Technology Integration Specialists, and Guidance Directors.

# TEC Progress Toward Reaching Our Goals

(Continued from previous page)

## 3. Operations Goal: To improve our ability to provide proactive support to TEC programs.

- Completed implementation of ADP integrated time and attendance system .
- Launched a custom designed web application to facilitate the Cooperative Food Bid program utilized by 100 districts.
- Completed the installation of Security Cameras around the perimeter of 141 Mansion Drive and pool area.
- Completed a Building Security Assessment by an expert vendor and launched a Safety and Security Committee.
- Hosted the annual Strategic Planning Committee meeting comprised of both TEC and member district leaders.
- Achieved preliminary SIF compliance for mandated DESE reporting.
- The Executive Director attended DESE regional meetings, MASS, MASC, MOEC, Tri-County Superintendents Roundtable and other regional meetings to stay informed of current educational issues.
- Developed a capital plan to sustain investment in TEC's student programs.
- Leased additional vans needed to support access to community-based opportunities for all TEC students.
- Presented member districts with no-cost opportunities to leverage their internal capacity through regional professional development through the investment of TEC's excess cumulative surplus.
- Renewed TEC's sponsorship agreement with TECCA.
- Provided ongoing support and guidance to TECCA through payroll processing and mentoring of finance director.

## 4. Online and Blended Learning: To expand TEC's leadership role in online and blended learning.

- Developed an new interface to support and streamline the student enrollment in Connections Learning courses for TEC member district guidance departments.
- Facilitated a regional on line learning program for member-districts with 1000 student course enrollments.
- Partnered with the Highlander Institute to bring an intensive personalized and blended learning experience to our districts through the regional FuseMA program.
- Reviewed and refreshed TEC's online learning courses for teachers, updating links and resources to ensure quality.
- Migrated online teacher courses from EDC to a new host and developed a streamlined enrollment process to manage and improve user access.
- Facilitated monthly job alike groups for our regional learning community including the Technology Directors and Secondary Technology Integration Specialists.
- TEC staff attended and presented at regional and national conferences including: MASS CUE, MASC, MASS, MAPLE, LearnLaunch, MOEC, Highlander Institute, and iNacol.
- Coordinated a regional meeting on Adaptive Learning Technologies.
- Provided ongoing professional development in student data privacy issues and launched the *TEC Student Data Privacy Alliance* to leverage member district's capacity to protect student data privacy from online vendors.

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# Board of Directors and TEC Leadership

## Board of Directors:

Jennifer Fischer-Mueller, Canton  
Ian Kelly, Dedham  
Andrew Keough, Dover-Sherborn  
Beverly Hugo, Framingham  
Brad Jackson, Holliston  
Meena Bahrath, Hopkinton

Jeffrey Marsden, Medfield  
Denise Gibbons, Millis  
Firkins Reed, Natick *retired 2/2018*  
Matt Brand, Natick  
Connie Barr, Needham *retired 3/2018*  
Matt Spengler, Needham

Michele Eysie Mullen, Norwood  
Nancy Gallivan, Walpole (Chair)  
Jeanne Downs, Wayland  
Emily Parks, Westwood

## Superintendents:

Jennifer Fischer-Mueller, Canton  
Michael Welch, Dedham  
Andrew Keough, Dover-Sherborn  
Robert Tremblay, Framingham  
Brad Jackson, Holliston

Cathy MacLeod, Hopkinton *ret. 3/18*  
Carol Cavanaugh, Hopkinton  
Jeffrey Marsden, Medfield  
Nancy Gustafson, Millis  
Pater Sanchioni, Natick *retired 3/18*

Anna Nolin-Interim, Natick  
Daniel Gutekanst, Needham  
David Thomson, Norwood  
Lincoln Lynch, Walpole  
Arthur Unobskey, Wayland  
Emily Parks, Westwood

## SPED Steering Committee:

Debra Bromfield, Canton  
Elizabeth O'Connell, Dedham  
Christine Smith, Dover/Sherborn  
Sandra Einsel, Foxborough  
Laura Spear, Framingham  
Meg Camire, Holliston

Karen Zaleski, Hopkinton  
Kathy Gaudreau, Medfield  
Sue Ann Marks, Millis  
Timothy Luff, Natick  
Mary Lammi, Needham  
Paula Alexander, Norwood

Therese Green, TECCA  
Linda McKelligan, Walpole  
Marlene Dodyk, Wayland  
Abby Hanscom, Westwood

## Assistant Superintendents for Curriculum and Instruction:

Jennifer Henderson, Canton *retired 3/2018*  
Patricia Kinsella, Canton  
Ian Kelly, Dedham  
Elizabeth McCoy, Dover-Sherborn  
Frank Tiano, Framingham

Peter Bothelho, Holliston  
Carol Cavanaugh, Hopkinton  
Kim Cave, Medfield  
Anna Nolin, Natick  
Terry Duggan, Needham

Alexander Wyeth, Norwood  
Jean Kenney, Walpole  
Brad Crozier, Wayland  
Allison Borchers, Westwood

## TEC Administrative Leadership:

Elizabeth McGonagle  
Executive Director

Dan Shovak  
Director of Finance & Operations

Susan Donelan  
Director of Student Services

Erik Erickson  
Director of Innovative  
Learning Services

Rose Bragdon  
Director of Human Resources  
& Community Outreach

John Spears  
Director of Information Technology

Meredith Faletra  
Director, TEC Campus School

Sheila Thomas  
Director, TEC Phoenix Academy

Deborah Caligaris  
Director, TEC High School

TEC's 2017—2020 Strategic Plan is the culmination of analysis and planning done by the Strategic Planning Committee consisting of teachers, school and district leaders, school committee members, and TEC staff. This plan establishes a long-range direction for TEC and provides a clear focus for future pursuits by identifying priorities for improvement. Each year we convene the team to update the plan and TEC Administrators report out on our progress at every TEC Board of Directors meeting.



## Strategic Plan Goals and Objectives:

### 1. Student Achievement Goal:

**To enhance and expand learning opportunities to meet the diverse needs of all students.**

- 1.1 To collaborate on data collection from a variety of sources to analyze and design instructional programs to meet the diverse needs of all students;
- 1.2 To develop new opportunities for students by strengthening existing and seeking new community relationships;
- 1.3 To fully implement the new DESE Educator Evaluation System for TEC teachers, therapists, counselors and administrators.

### 2. Professional Development Goal:

**To create professional learning opportunities that meet member districts' needs.**

- 2.1 Save time and money for member districts by leveraging the collective interest or sharing resources;
- 2.2 Expand educational leadership training and networking opportunities;
- 2.3 Develop partnerships to support college and career readiness for member district students.

### 3. Operations Goal:

**To improve our ability to provide proactive support to TEC programs.**

- 3.1 To update our operational systems to improve efficiency and eliminate redundancy;
- 3.2 To improve communications, both within the organization and from within our organization to communities throughout the Commonwealth;
- 3.3 To provide and maintain cost-effective infrastructure that supports all aspects of TEC.

### 4. Online and Blended Learning:

**To expand TEC's Leadership Role in Online and Blended Learning.**

- 4.1 Collaborate with districts to strengthen capacity to engage in and support online learning;
- 4.2 Expand opportunities for educators, administrators, and other staff to learn via online options.



# Vision, Mission and Guiding Beliefs

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## **Vision Statement:**

The Education Cooperative in partnership with its member Districts is a proactive, innovative, agile organization that anticipates and meets the collective needs of its learning centered members more effectively and efficiently than its member districts can do individually.

## **Mission Statement:**

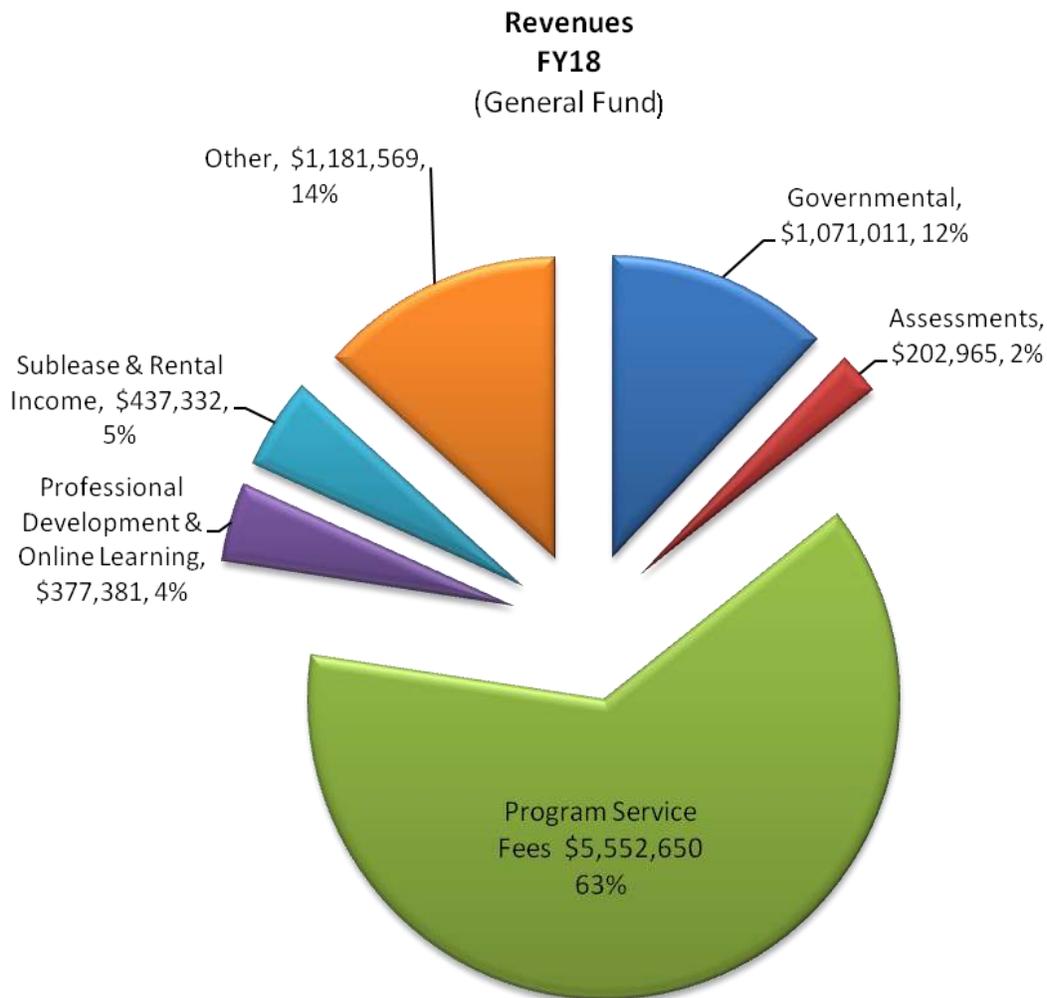
The Education Cooperative (TEC) actively develops and coordinates educational and organizational programs to meet the needs of member communities and their students.

## **Guiding Beliefs:**

### *We believe...*

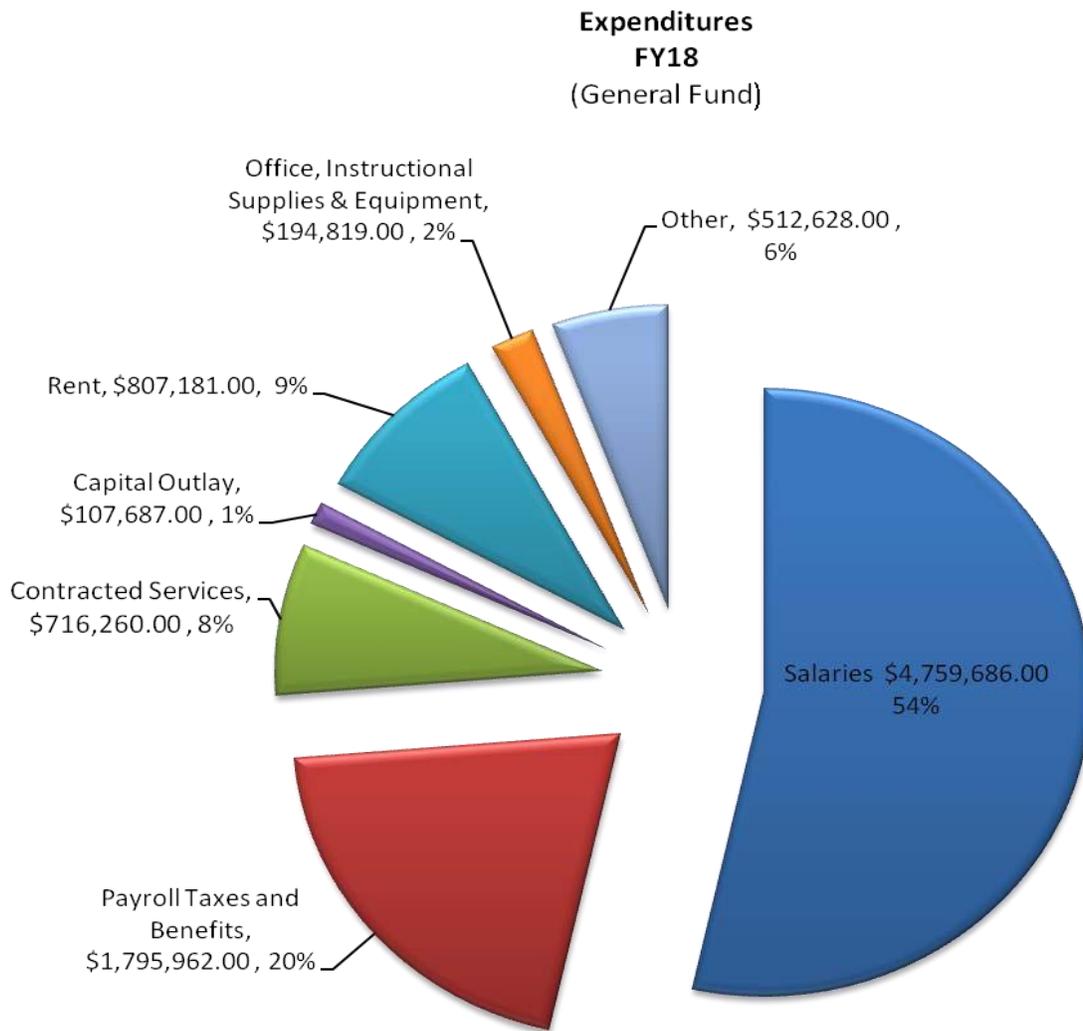
- Inter-district collaboration strengthens all participants and offers the opportunity to do more than one district can do individually
- Each student learns differently and should be provided with learning experiences designed to optimize individual potential to meet their goals
- Data-driven, student centered decisions guide planning and practice
- High expectations are integral to student achievement
- It is our responsibility, along with students and families, to prepare our students to be life-long learners as contributing members of a global 21<sup>st</sup> century society
- Education is the shared responsibility among the student, the family, the school and the communities
- Hard work, effort and responsibility are fundamental to academic success
- A school culture, which embraces diversity, change, risk-taking and shared decision making is the catalyst for change
- TEC and its member districts work in a proactive partnership to anticipate and address emerging needs
- TEC's responsibility is to provide the environment for positive academic, physical, social, emotional and aesthetic growth of our students
- In supporting educators with a comprehensive array of professional development opportunities to improve student outcomes

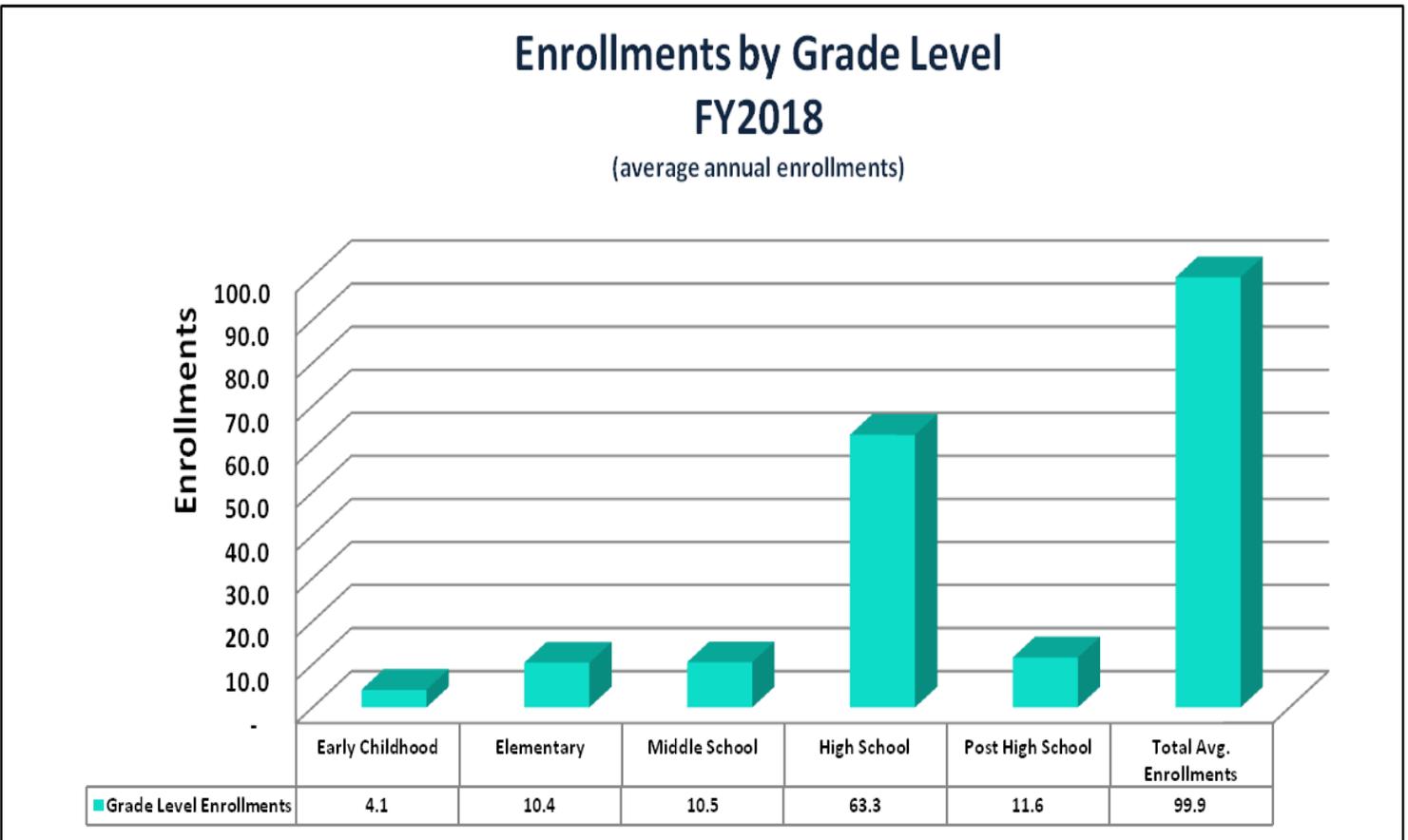
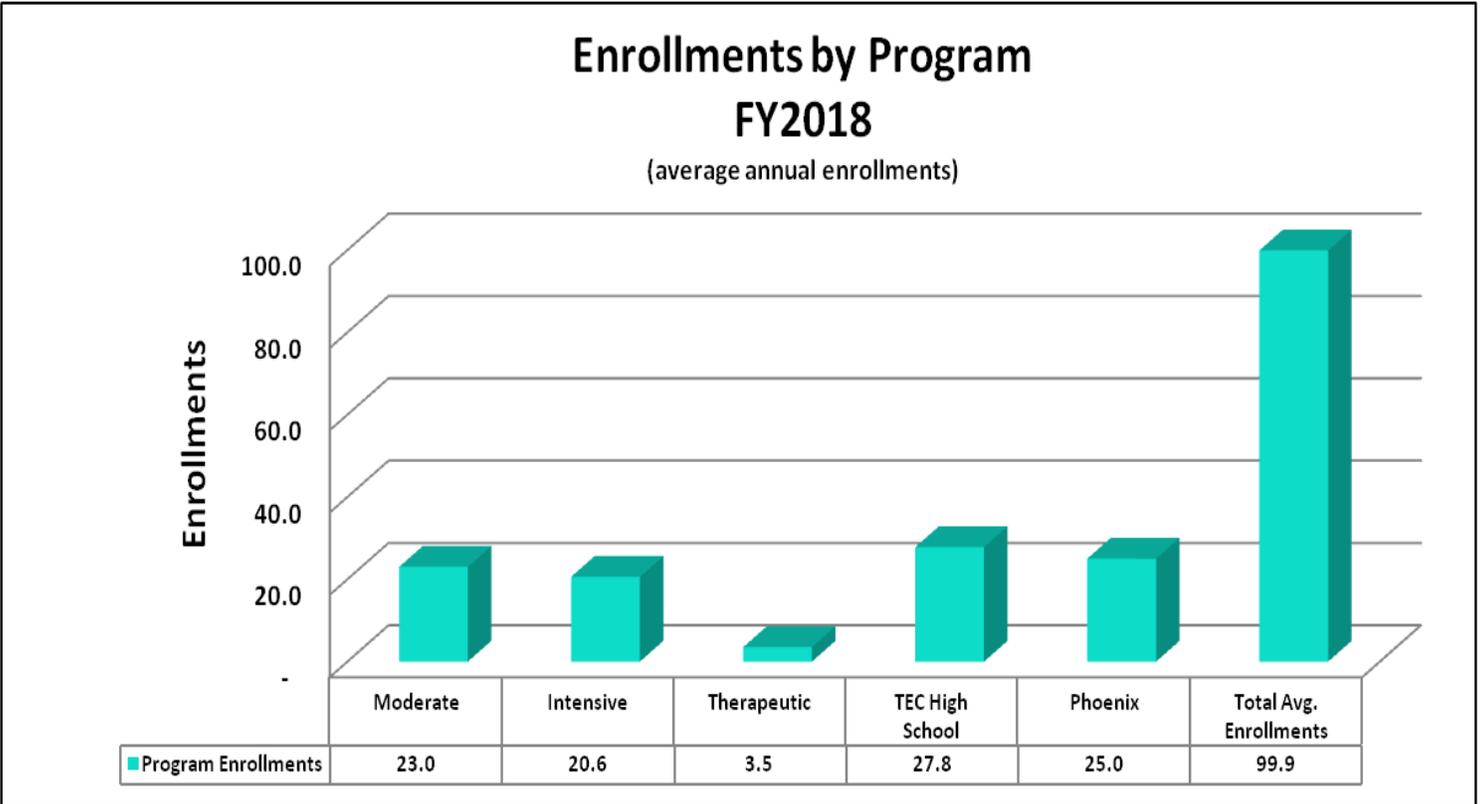
<b>Revenues</b>	<b>Amount</b>	<b>Percentage</b>
Program Service Fees	\$5,552,650	62.9%
Governmental	\$1,071,011	12.1%
Other	\$1,181,569	13.4%
Professional Development and Online Learning	\$377,381	4.3%
Sublease and Rental Income	\$437,232	5.0%
Assessments	\$202,965	2.3%
<b>Total</b>	<b>\$8,822,908</b>	<b>100%</b>



# FY 2018 Source and Use of Funds

Expenditures	Amount	Percentage
Salaries	\$4,759,686	53.5%
Payroll Taxes and Benefits	\$1,795,962	20.2%
Contracted Services	\$716,260	8.1%
Rent	\$807,181	9.1%
Other	\$512,628	5.8%
Office, Instructional Supplies & Equipment	\$194,819	2.2%
Capital Outlay	\$107,687	1.1%
Total	\$8,894,223	100%



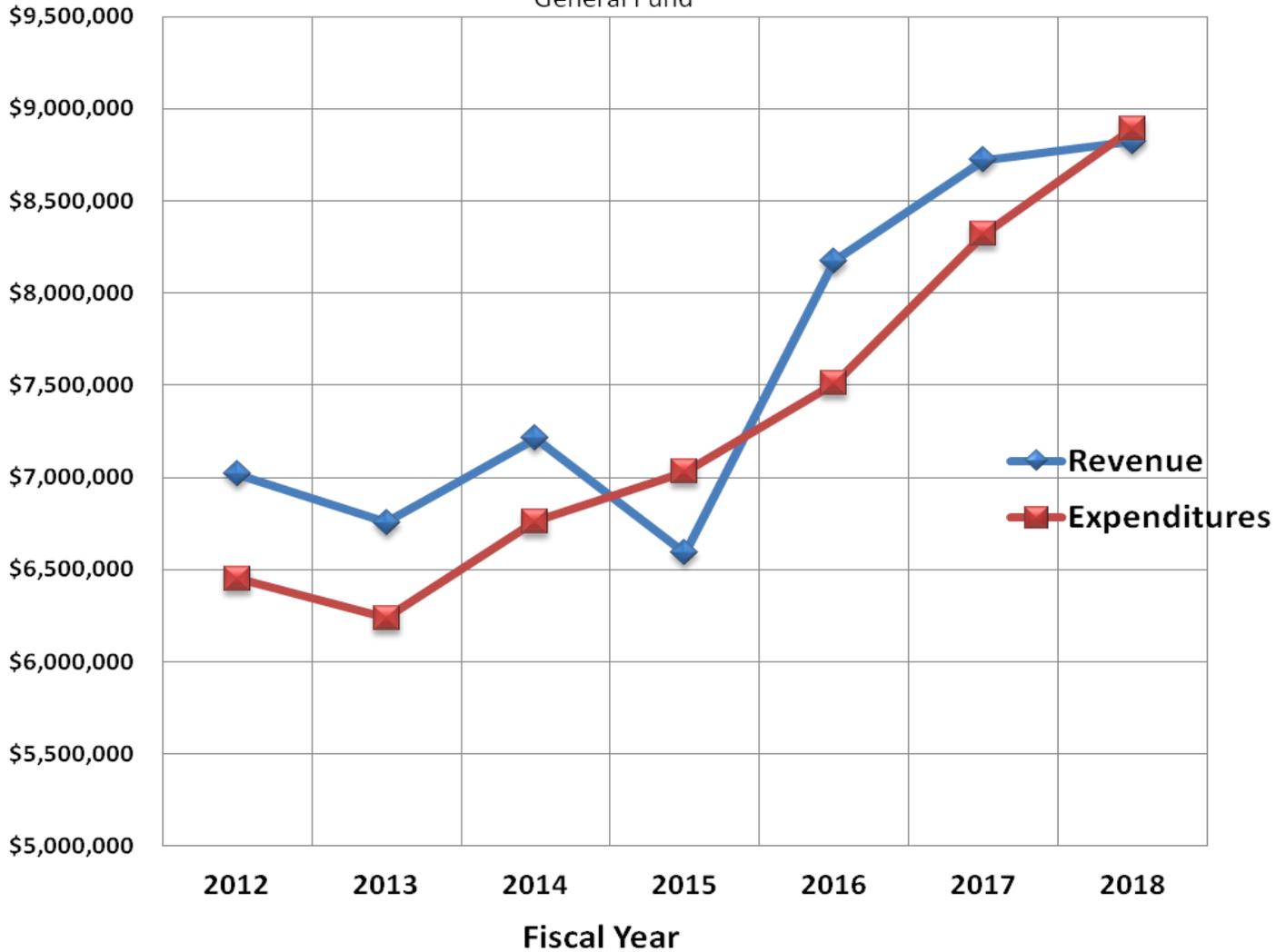


**Historical Trend Analysis**

FY2012 - FY2018

Revenues/Expenditures

General Fund



\*NOTE: As a result of prior years' profits, at the end of FY 2017 TEC's cumulative surplus exceeded the 25% threshold mandated by the Department of Education. In order to lower the cumulative surplus, in FY2018 the Board approved funding for additional expenditures for strategic initiatives and OPEB.

**Fiscal Year**

	2012	2013	2014	2015	2016	2017	2018
Revenues	\$7,019,642	\$6,756,955	\$7,213,100	\$6,591,900	\$8,174,951	\$8,722,205	\$8,822,908
Expenditures	\$6,452,848	\$6,237,203	\$6,762,998	\$7,032,670	\$7,032,670	\$8,320,283	\$8,894,223

# TEC Special Education Programs

TEC provides member and non-member school districts with an array of specialized services designed to address the needs of students with moderate to intensive disabilities ages 3-22. We offer students a supportive setting specifically designed to meet each student's individual academic, vocational, social, physical and health care needs.

The licensed, talented and experienced staff at TEC utilize an integrated team approach to provide comprehensive instruction and promote independence based on the unique needs of the student. Students join a cohort of similar peers based on their level of academic, functional and social skills. TEC's dedicated and expert educational and therapeutic staff members seamlessly collaborate to ensure consistency of instruction is embedded throughout each student's day across all settings to maximize student potential and promote growth and independence.

TEC works in partnership with each student's home district to create a purposeful and engaging educational plan based on the student's personal learning, health, and behavioral needs. This includes access to differentiated instruction provided by skillful, experienced educators and therapists and natural movement across TEC programs based on the emerging needs and interests of the student.

All TEC programs are designed to provide meaningful and authentic inclusion opportunities in the next least restrictive engaging educational environment. TEC offers programs embedded within the Metro-West Region school districts as well as at our beautiful campus located in East Walpole. The East Walpole campus houses the TEC Campus School, a Public Day Special Education School Program fully approved by DESE, TEC Intensive Programs (Pre-K – age 22), TEC Moderate Programs (Ages 10-18), TEC's Transition Program (Ages 18-22), and TEC Alternative High School (Grades 8-12).

Every TEC classroom offers learners access to highly qualified, DESE licensed, caring teachers, therapists and health care professionals who work as a collaborative learning team. Each learning team is focused on the success of each student and is supported by the latest educational resources, strategies and assistive technologies. TEC offers students access to a comprehensive team of educational specialists and services including:

- Speech and Language Therapy
- Occupational Therapy
- Physical Therapy
- Adaptive Physical Education
- Vision Therapy
- Music Therapy
- Vocational Training
- Social Skills Training
- Augmentative and Alternative Communication
- Board Certified Behavior Analyst
- Nursing
- Reading Instruction by a Literary Specialist
- Counseling from Licensed Social Workers
- Assistive Technologies
- Community-Based Instruction
- Pragmatic Language Instruction
- Therapy Dog
- Fully accessible playground
- Therapeutic pool onsite
- Fitness Center
- Art Room
- Field Trips
- Public School Inclusion opportunities
- Reverse inclusion at our school
- Transition Planning & Services



## Potential – Opportunity – Success *We Believe in Your Child*

### TEC Continuum Program Philosophy:

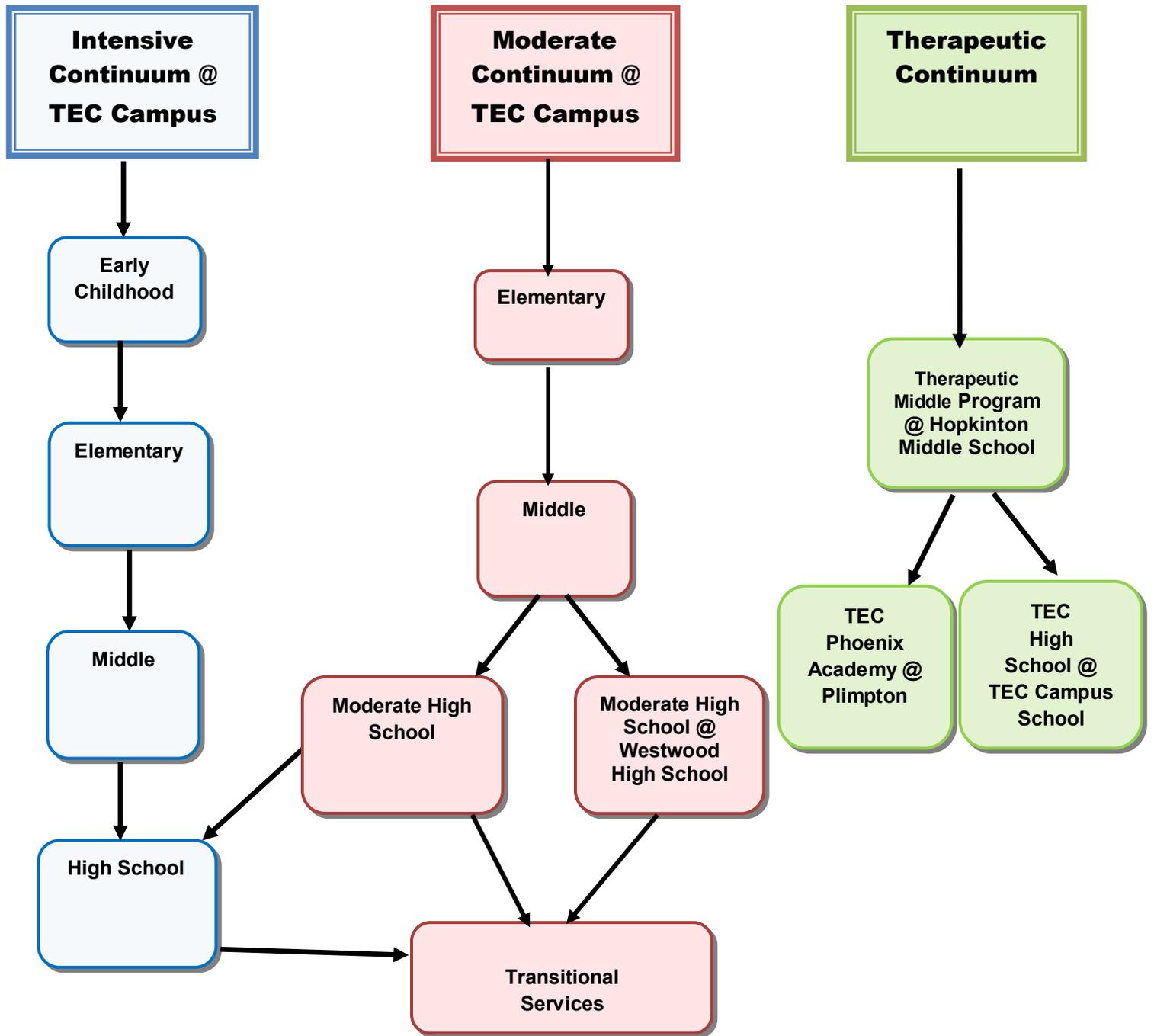
Flexible programs provide individualized learning paths for students (ages 3 to 22) with similar needs, skills and services which are determined by individual student profiles.

### Goal: Promote Potential for Independence



PROGRAM	STUDENT POPULATION SERVED	PROGRAM DESCRIPTION
<b>INTENSIVE CONTINUUM</b> Early Childhood Elementary Middle High School <b>Location:</b> <i>TEC Campus School            East Walpole</i>	Students with Developmental Delay, Medical/Health Issues, Autism, Multiple Disabilities, Neurological Impairment	<ul style="list-style-type: none"> <li>• Small classroom settings with highly trained staff</li> <li>• Individualized multisensory instruction and medical support</li> <li>• Strong focus on communication and functional living skills</li> <li>• Field trips and community inclusion opportunities to maximize student success in larger natural settings</li> </ul>
<b>MODERATE CONTINUUM</b> Elementary Middle <i>TEC Campus School            E. Walpole</i> High School <i>TEC Campus School            E. Walpole            Westwood High School</i>	Students with Autism, Developmental Delay, ADHD, PDD, Intellectual Impairment, NVLD, and Anxiety Disorder	<ul style="list-style-type: none"> <li>• Small group classroom environment</li> <li>• Inclusion opportunities when ready</li> <li>• Social skills instruction and behavior modeling</li> <li>• Individualized academic and vocational instruction/ internships</li> <li>• Real-world learning opportunities and individualized support to prepare students for further education, employment and independent living</li> </ul>
<b>THERAPEUTIC CONTINUUM</b> Middle School: <i>Hopkinton MS</i> High School: <i>TEC Phoenix Academy,            Walpole            TEC High School, E. Walpole</i>	Students with Anxiety, Mood Disorder, ASD, Specific Learning Disability, Executive Functioning, ADHD, NVLD	<ul style="list-style-type: none"> <li>• Small group instruction and inclusion opportunities</li> <li>• Strong academic content at or above grade level</li> <li>• Remedial therapies as needed</li> <li>• Emotional support and behavior modeling</li> <li>• Goal: successful reintegration into traditional classroom</li> </ul>
<b>TRANSITIONAL SERVICES</b> Moderate Intensive <i>TEC Campus School            E. Walpole</i>	Students with Developmental Delay, Medical/Health Issues, Neurological & Intellectual Impairment, Multiple Disabilities, Autism, Language Impairment, NVLD & Anxiety	<ul style="list-style-type: none"> <li>• Provide focused instruction in functional academics</li> <li>• Money management</li> <li>• Transportation planning</li> <li>• Vocational assessments &amp; person centered training</li> <li>• Goal: maximize student’s potential for life-long independence in the community &amp; work environment</li> </ul>

**TEC Special Education Programs Flowchart  
2017 - 2018**



## TEC Campus School

### Intensive Continuum: Early Childhood & Elementary Program

**Intensive  
Continuum**

**Early  
Childhood**

**Elementary**

This continuum provides multisensory instruction in communication and functional skills in a supportive setting that meets students' individual physical and health care needs. The Early Childhood and Elementary Programs are designed for students age 3 through age 10 at the beautiful TEC Campus School in E. Walpole. Our Campus School offers students a warm and engaging learning environment specifically designed to support their social, learning and medical needs. Assistive Technology, and Augmentative and Alternative Communication are key components of each child's educational experience.

Typical disabilities served in this program are:

- |                         |                      |                       |
|-------------------------|----------------------|-----------------------|
| Autism                  | Cerebral Palsy       | Physical Disabilities |
| Neurological Impairment | Developmental Delays | Multiple Disabilities |
| Sensory Impairment      | Medical Fragility    |                       |

Program Highlights:

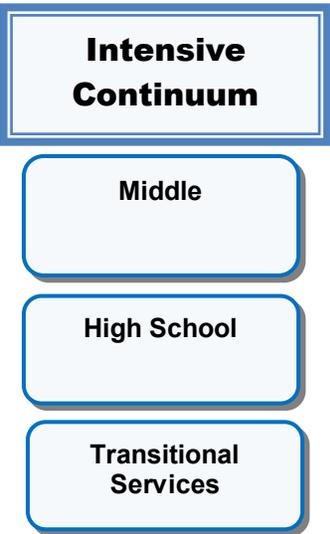
- Small classroom setting with highly trained, caring and supportive, DESE licensed staff
- DESE licensed teachers, registered nurses and licensed therapists in the classroom
- Field trips and community inclusion opportunities
- Assistive technologies, augmentative and alternative communication integrated daily
- Onsite access to fitness center, therapeutic pool, accessible playground, art room and music room
- Integrated team of expert licensed therapists on-site



## Intensive Middle & High School Program

TEC's Intensive Programs are designed for students age 10 to age 22. These programs include a functional skills curriculum for all students and vocational/transition skills for students age 14 to age 22. All TEC intensive classrooms are staffed throughout the day with Registered Nurses and several therapists who seamlessly integrate their instruction into daily classroom experiences. Assistive Technology and Augmentative and Alternative Communication are key components of each child's educational experience.

TEC's Transitional Program creates opportunities for students with intensive needs to be active participants in school, community, vocational experiences, and integrates students having a "voice" and as much independence as possible, including the ability to self-advocate. The TEC Campus School in Walpole offers convenient access to public transportation, shopping, restaurants, and businesses.



### Program Highlights:

- Small classroom setting with highly trained, caring and supportive, DESE licensed staff
- Prevocational and Vocational Training in multiple environments
- Field trips and community inclusion opportunities to maximize student success and increase independence in community living skills
- Opportunities for students to learn and apply skills in authentic, natural environments
- Access to age-appropriate recreational opportunities in school and community settings
- Onsite access to fitness center, therapeutic pool and accessible playground



## TEC Campus School Programs

Elementary, Middle, High School and Transitional Services  
Satellite Program: Westwood High School

### Moderate Continuum:

This continuum focuses on explicit instruction in academic and social skills across multiple settings, including an emphasis on community instruction. Programs are offered for students from age 5 to age 22. Typical disabilities of students in the Moderate Continuum include:

- |                      |                            |
|----------------------|----------------------------|
| Autism               | Intellectual Disabilities  |
| Developmental Delays | Communication Disabilities |

The academic curriculum is aligned with the state curriculum frameworks and modified to meet the individual student's needs. Students often work on skills with the support of therapists as well as behavioral strategies to increase their independence across environments. Functional life skills are embedded in the curriculum as well.

Our program includes:

- Increased functional and age-appropriate academic skills
- Engagement in meaningful, individualized instruction aligned to MA Curriculum Frameworks
- Focus on Communication and Social Skills supported by assistive technologies
- Motor Skills Development with access to in-house therapeutic pool, accessible playground, fitness center
- Life skills and personal management including simple meal preparation, self-care, self-advocacy skills

The satellite high school program is embedded in Westwood High School in order to provide students with a typical high school experience while concentrating on developing needed skills for independent living. Students aged 14 through 18 strengthen their social skills and behaviors appropriate for the workplace and are provided with ample opportunities to practice and apply new skills in authentic situations. Academic instruction is focused on functional vocabulary, writing and math skills for daily living, and the classroom activities concentrate on functional living skills like cooking and independent self-care. All students are provided supervised internships in pre-vocational settings in order to practice skills and appropriate behaviors for the workplace.

**Moderate  
Continuum**

**Elementary**

**Middle**

**Moderate High**

- Campus Location
- Westwood High School Location



## Transitional Services:

### TEC Campus School

While all TEC programs for students over age 14 offer prevocational and vocational instruction, the Transitional Services are designed to focus on independent working and living skills as the highest priorities for the student's program.

Transitional students age 17 to age 22 receive a more concentrated experience in preparation for adult living. Housed in the TEC Campus School in Walpole, the classrooms are designed with an adult focus and are used to provide focused instruction in functional academics, money management, transportation training, vocational assessments and person-centered planning. Students access sites such as the YMCA and restaurants for community-based social groups used to teach skills to prepare students for productive adult lives. The ultimate goal of TEC transitional programs is to maximize a student's potential for life-long independence in the community and work environment.

**Moderate  
Continuum**

**Intensive  
Continuum**



“As a parent of a student who has been a student of TEC since 2009, we are happy with the choice we made. The program has been successful in so many aspects. Learning, life skills, behavior and job readiness. The staff are people whom I feel happy and blessed to know that my Zee Zee is in good hands. She has grown to be a wonderful young lady and that is with the curriculum she follows. Thank you TEC for being the best program around.” **-Charmaine Burrell**

“Our family has had the pleasure of working together with the most kind, loving and caring staff at TEC for the past six years. You will not meet more dedicated individuals. Through encouragement and positivity, they will always meet the needs and have the best interest for your child. TEC is family to us, and we fell incredible lucky our son is in such an amazing school!” **-Kazakis Family**

“It has truly been a pleasure working with the staff at the TEC Campus School. This is our son’s 6th year in the program and he has shown so much advancement and development. The TEC teachers and staff have been wonderful and invested in our son’s continued growth. They are accessible and communicate with us regularly. And we count ourselves very lucky to have a team of professionals working side by side with us, as we guide our son to achieve his fullest potential.” **-L.W.**

“Moving from out of state to Massachusetts two years ago, my eight year old multiply impaired daughter was accepted at Perkins. However, our home district insisted on visiting the collaborative public schools. The first two schools were not an option, but upon visting TEC, it felt like the perfect fit. Two years later, I know it was the right decision, as our daughter is doing things we had always hoped and she continues to progress thanks to TEC.” **-Karin Rife Wade**

“Our son has attended TEC for over 4 years and we just couldn't be more thankful for the detailed care he receives. The focus on education is carefully balanced with his needs for sensory play and other therapies, which provides the exact environment he needs to grow and mature! All the staff at TEC have really become so much more that AJ’s team to us, as they provide support not only for our son, but for the rest of our family as well. We are proud to be a part of the TEC family!” **-Adam and Dianne Riveiro**

“Our 10 year old son just transitioned to TEC this past August from the public school in our town. He is a sweet, happy, intelligent boy who is also nonverbal, uses a wheelchair, and depends on a g-tube for nutrition. While he was happy attending our local school, with lots of wonderful friends and caring specialists, his needs were simply not being met. Most significantly, he struggles with communication. He understands his environment, but his lack of speech and proper coordination to use a device limits his ability to tell us what he knows or make requests.

From our first visit to the campus, we knew it would be the right place for our son. The staff were welcoming and enthusiastic about the program, and when we saw the classroom we were convinced. Every student in his class has devices and buttons and switches in accessible locations to that they can easily communicate, answer questions, make choices—the degree of AAC fluency at this school is outstanding, and exactly the kind of support our son needs, as do we so that we can communicate more easily as a family.

He is excited to get on the bus every morning, and he is exhausted and happy at the end of each day, and when we talk about his school day, he smiles. We have never once questioned this move to TEC Campus!” **-Marc Randall**

## Therapeutic Middle Program@ Hopkinton Middle School

The **Therapeutic Middle Program** focuses on delivering strong academic content while providing emotional and behavioral support to the student. This program helps the student acquire the skills to manage his/her feelings and behaviors productively in the school environment. Students learn to practice these new skills, gradually, in inclusive settings, and successfully reintegrate into their home district or a less restrictive environment. Programs are offered for students in grades 6 through 8, and typical disabilities served in these classrooms include:

- |  |                                 |
|--|---------------------------------|
| Emotional (anxiety, bipolar, depression) | Health (ADHD, ODD, OCD)         |
| Specific Learning Disabilities           | Autism Spectrum Disorders (ASD) |

A full time licensed social worker provides embedded counseling, and clinical consultation. All classroom staff are trained in behavior management. The academic curriculum designed and implemented by a licensed special education teacher is aligned with the curriculum frameworks. Students receive individualized learning support within the small classroom environment.

## TEC Phoenix Academy @ The Plimpton School, Walpole High School

TEC Phoenix Academy (TPA) is a DESE approved special education alternative day school that provides services to middle and high school students whose academic, behavioral, and emotional needs require a small personalized classroom environment with strong adult support. Students receive a full high school program of courses provided in a small group setting with a multi-dimensional focus on each student's needs supported by our 1:1 technology program.

While enrolled at TPA, students continue to meet the graduation requirements of their local school district and are eligible to participate in those district's activities, including graduation. Counseling for all students is provided on-site and remedial reading, speech, and language support are also available for students with demonstrated needs.

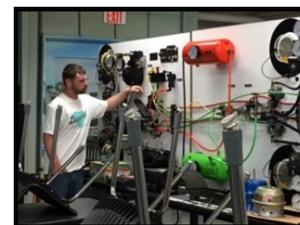
TPA students have access to hands-on learning experiences and vocational opportunities including The Animal Shelter, Culinary Arts, Car Detailing, Graphic Arts Programs, Computer Repair, Industrial Arts, Digital Audio Workstation (DAW) and Woodworking as a part of the elective offerings. TPA students pursue a wide range of career directions including two and four year colleges, post-secondary training programs, and employment. Field trips are offered regularly to provide both community service opportunities and exploration of college and career options for students upon graduation.

**Therapeutic  
Continuum**

**Therapeutic  
Middle Program**

**TEC Phoenix  
Academy**

**TEC High School**



### TPA Testimonials from our families:

*"My son can see his potential instead of his history" - Parent*

*"Plain and simple, Principal Thomas and her staff think all the students are great kids and they are actually young adults waiting and wanting to take their place in the world" - Parent*

*"TEC Phoenix Academy has given our son a tremendous amount of confidence. The staff, especially Mrs. Thomas, understands James' needs and works hard to help him with his anxiety. He has made great progress over the past 2 years!!" - Parent*

*"Phoenix has a combination of giving students lots of control with boundaries." - Parent*

## TEC High School:

141 Mansion Drive, E. Walpole

TEC High School is a student-centered, alternative therapeutic school which offers a caring and supportive academic experience to adolescents in grades 8-12. At TEC, experienced, DESE licensed classroom teachers and special educators help students master a rigorous college preparatory curriculum while our full-time licensed clinical staff assists students in reaching their social emotional development goals.

Designed for students who benefit from a nontraditional high school experience due to social-emotional challenges such as anxiety, depression, school phobia and other related mental health disorders, TEC High School students experience an engaging, challenging and diverse academic curriculum within a small, personalized and connected learning community. Along with core classes and electives, TEC students receive academic mentoring from subject teachers in a daily academic advisory period. College bound students are supported throughout the college admissions process in partnership with their sending district. Our dedicated and caring team is committed to using data-driven pedagogical and therapeutic best practices as they help each student reach his or her fullest potential.

TEC High School students experience the daily integration of technology with a 1:1 Chromebook program; daily Mindfulness practice; Blended Learning; weekly Dialectal Behavior Therapy (DBT) group sessions and yoga class; honors classes across the curriculum; art therapy; diverse electives in the arts and sciences; community service and school leadership opportunities; and regular off-campus field trips ensuring engagement with the world beyond the classroom.



At TEC High School, counselors are available to students throughout the school day for individual sessions as well as group work on topics such as social skills and DBT.

### What else makes TEC High School unique?

Field Trips; Government Day at the State House, learning experiences that include day trips; Wilderness Experiences that include overnight trips to places such as the White Mountains and New England Base Camp Community Service; Students have the opportunity to volunteer in our community, including the Red Cross Food Pantry, Nursing Homes, Marine Life Center, DCR, School on Wheels and working with young students with disabilities. Students not only participate in quarterly volunteering days, but also contribute to our surrounding communities as well as partake in team building activities.

Students come to TEC for many different reasons and stay for varied lengths of time. We often accept students directly after hospitalizations and scaffold their transition into a school environment with small class sizes and personalized supports. Students can also come to TEC for a 45 Day Evaluation with the option to matriculate. Whatever the circumstances, all students can expect to be appreciated for their uniqueness, respected for their journey, valued for their strengths and welcomed as a full member of our learning community from the very first day.

**Therapeutic  
Continuum**

**TEC High School  
(Ages 14-18)**

## Committee for Learning & Innovation

At TEC we use technology to empower all learners to access the world and reach their full potential. We promote increased independence and opportunities for self directed learning by using personalized tools to meet individual student needs and prepare students with the communication and collaboration skills they need to be successful.

Our vision is to utilize technology to teach students the skills they need to be lifelong learners and discover and optimize the strengths of each individual student in a way that unlocks their potential, increases communication and connects them to the world. TEC has made a significant investment in a range of instructional and assistive technologies to support teaching and learning including classroom projection systems, 1:1 Chromebook program, augmentative and alternative communication, assistive technologies, the TAPit interactive touch platform, and EyeGaze technology. We continue to provide job embedded support and training for our staff to ensure that these resources are effectively utilized.

The work of the Committee for Learning & Innovation is focused on supporting our vision by reviewing our progress, protocols and policies and gathering data needed to inform our next steps. The committee met throughout the year and focused on the needs of our staff in order to develop short and long term goals and a plan to achieve them. The committee first created a comprehensive staff survey to inventory what applications, resources and technologies are actually being used by the staff as well as to identify their training needs. The committee utilized an online survey during an in-service afternoon to allow the staff time to participate. The group then analyzed the survey results and integrated them into their strategic planning.

The Committee included staff members from every TEC program and each member also acts as a liaison to their program to facilitate communication during the development of the annual budget that reflects the unique technology needs of each program .

Liz McGonagle	Sheila Thomas	Deborah Caligaris
Meredith Faletra	John Spears	Jennifer Edge-Savage
Jennifer Gemski	Paula Marini	Erik Erickson
Elizabeth Harris	Manny Calvao	Steve Nickelson-Mann

### 2017 - 2020 Technology Plan Goals:

The Strategic Technology Plan will guide the continued investment in advanced assistive and instructional technology in every program.

**Goal 1:** Enhance and expand the use of technology to support our teaching, learning and administrative needs.

**Objective:** Continue to develop a comprehensive technology plan and supporting budget.

**Goal 2:** To promote effective and proficient use of technology throughout the organization.

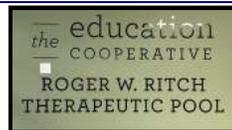
**Objective:** To provide appropriate resources, support and training to all TEC Staff.

**Goal 3:** To ensure safe and appropriate use of technologies at TEC.

**Objective:** Review and consolidate TEC's policies and procedures.

**Goal 4 :** Design and put into practice instructional experiences to ensure that all TEC students develop their individual capacity to safely, intelligently, productively, and responsibly participate in today's digital world.

**Objective:** Identify and adopt student digital literacy guidelines based on standards.



## TEC Campus School opens an onsite Therapeutic Pool!

A therapeutic pool is an essential component of our integrated therapies for our students ages 3-21 at TEC Campus School. Our network of programs serving students with neurological impairment, developmental delays, physical disabilities, sensory impairments or other complex health needs for many years has taken a van to the MA Hospital School for this important therapy, but no more! On September 22, 2017 the TEC Campus Pool was officially opened on the lower level of the TEC Campus School!

As part of TEC's 50th Anniversary Celebration, the TEC Board of Directors named the pool the **Roger W. Ritch Therapeutic Pool** in honor of TEC's first Executive Director who led TEC through a transformational period of growth. The ribbon cutting event was attended by the Board of Directors, staff and students.

The new heated, saltwater pool is now used daily by our staff and students. It provides even more opportunities for our students to develop both physically and socially. Everyone agrees that having an onsite pool is a tremendous benefit. TEC has also expanded our lease partnership with BICO to include this wonderful resource for their students as well.

TEC would like to acknowledge our generous and supportive landlords Mr. Peter Catanese and Mrs. Judith Killelea and Property Manager Allen Bouley for transforming this space into a warm and wonderful resource for our students!



# Retirements and other Goodbyes

Each year we celebrate the retirement of members of the TEC learning community or Board of Directors. We are thankful for the dedicated service of our esteemed colleagues and wish them future health, happiness and success!

Dr. Cathy MacLeod,  
Superintendent, Hopkinton  
TEC Board of Directors



Dr. Connie Barr,  
TEC Board of Directors,  
Needham School Committee



Dr. Peter Sanchioni,  
Superintendent, Natick



Firkins Reed,  
TEC Board of Directors,  
Natick School Committee



Dr. Jennifer Henderson  
Assistant Superintendent,  
Canton



Marlene Dodyk  
Director of Student Services,  
Wayland



# TEC Celebrates our 50th Anniversary!

## TEC Celebrates our 50th at the Massachusetts State House, Grand Hall of Flags



On Thursday, October 19, 2017 TEC celebrated its 50th Anniversary with a reception at the Massachusetts State House Grand Hall of Flags. Sponsored by Representative Paul McMurtry, the celebration was attended by over 150 friends, educational leaders from all of the TEC districts, current and former staff members, families, and elected officials.

The event was hosted by Executive Director, Liz McGonagle. The celebration started with a lovely rendition of the National Anthem by Allison Silletti of the Norwood High School Madrigal Choir. Distinguished speakers included Rep. Alice Hanlon Peisch, Chairperson of the Joint Committee on Education, Rep. Paul McMurtry and Nancy Gallivan, Chair of the TEC Board of Directors and member of the Walpole School Committee. Rep. McMurtry presented proclamations acknowledging TEC's leadership as the first Massachusetts educational collaborative which were endorsed by Governor Baker, the MA Senate, and the House of Representatives.



TEC was founded in 1968 by a small group of visionary school superintendents who recognized the need for access to educational options for families of children with special needs. They established a powerful regional learning community that 50 years later is still brimming with innovation, collaboration, professional networking, partnerships, and a continuum of outstanding programs and services! TEC's first Executive Director, Roger W. Ritch, was recognized for his foresight and ability to harness the collective talent of the TEC regional members by memorializing his legacy with the naming of the *Roger W. Ritch Therapeutic Pool*. TEC also recognized the service of our previous Executive Directors, Dr. John P. Connolly and Nancy Sullivan.



# TEC Celebrates our 50th Anniversary!

TEC proudly continues the work of our visionary founders to enhance and expand learning opportunities to meet the diverse needs of all students. A video capturing the history and accomplishments of TEC created especially for the day was shared with the audience.

The State House is the oldest building on Beacon Hill and TEC is the oldest collaborative in Massachusetts. We were thrilled to celebrate this tremendous milestone with so many friends, families and colleagues in the beautiful Grand Hall!

Thank you to the 50th Anniversary Committee:

Janet Griffin, Rose Bragdon, Susan Donelan and Liz McGonagle

Thank you to our Transition II students for the lovely centerpieces and Jodi Lanza, Chief of Staff for Rep. Paul McMurtry for all of her help!!



# TEC 50th Anniversary Video

To celebrate our 50th Anniversary TEC worked with Ed Flahive, Chief Learning Officer at **Videonitch** of Norwood to create a customized video to capture TEC's history and share our story. The video premiered at our celebration to great reviews and it is now available on our website.

We are so thankful to all of the members of our learning community who contributed to our video and celebration. A special thank you to these colleagues who agreed to be interviewed and shared their personal comments on the video:

- Brad Jackson, Superintendent, Holliston
- Meg Camire, Director of Student Services, Holliston
- Marlene Dodyk, Director of Student Services, Wayland
- Jeff Marsden, Superintendent, Medfield
- Nancy Gallivan, Chair, TEC Board of Directors and Walpole School Committee
- Jeanne Gottfried, Teacher, TEC Campus School
- Dana Gurwitch, Teacher, TEC High School
- Liz McGonagle, Executive Director

## Testimonials from our 50th Anniversary Video

"Because of the collective vision and hard work of our founding superintendents, students from all our districts are receiving a world class education in world class facilities. That work has changed lives 50 years later. What a remarkable legacy!"

**Superintendent Brad Jackson, Holliston**



"I am proud and excited to be part of an organization that provides a nurturing, supportive environment for students who possibly would be overlooked, might fall through the cracks so to speak, in a standard scholastic setting. It has been my privilege to work with an unbelievably dedicated staff that is committed to providing opportunities for success and growth to a vulnerable population of students."

**Dana Gurwitch, TEC High School Teacher**



"TEC plays a critical role in many school districts each year...the incredible staff provide outstanding programs and learning opportunities for all students... and the cooperative purchasing programs saves districts thousands of dollars each year."

**Superintendent Jeff Marsden, Medfield**

"For me personally, it is vitally important to be part of a learning community that is secure, respectful and joyful for the children, their families and staff because it is difficult for anyone to flourish without emotional security, dignity and happiness. I believe the TEC Campus School by providing this environment, creates the strongest foundation for student development and achievement."

**Jeanne Gottfried, TEC Campus School Teacher**

"I remain in awe of the talents of each and every staff member that I've met at TEC and I frankly believe that this organization has helped so many children."

**Nancy Gallivan, TEC Board Chair Walpole School Committee**

"They do an exceptional job of individualizing the services that we are looking for to provide for students when we cannot meet their needs locally. I've found that TEC has really gone above and beyond in tailoring what the district is looking for, what the family is looking for and what a child needs to be successful in their educational environment."

**Meg Camire, Director of Student Services, Holliston**

# TEC Legislative Breakfast

Each year the TEC Board of Directors and our district educational leaders sponsor a Legislative Breakfast to bring together legislators and school officials from across our regional learning community to meet and discuss important educational issues. We were grateful to Superintendent Robert Tremblay and the Framingham Public Schools' staff for hosting this event at Framingham High School on February 9, 2018. Our honored guests were treated to a delicious buffet breakfast provided by the Framingham food service staff.

The event was attended by over 50 educators, city councilors and state and local elected officials including: Representatives Chris Walsh, Carmine Gentile, Dennis Giombetti, Louis Kafka, Jack Lewis, and Paul McMurtry. We were honored to welcome the newly elected 1st mayor of Framingham, Mayor Yvonne Spicer and School Committee Chair, Adam Freudberg as our guest speakers.

Thank you to everyone who participated in making this such an informative event!



The Education Cooperative provides an array of professional learning opportunities for educators, administrators, and other district- and school-based staff, throughout TEC's member communities and others in the greater Boston area and beyond.

Our current emphasis is three-pronged:

- providing the state-developed Sheltered English Instruction (SEI) endorsement courses for teachers and administrators who need the endorsement to continue teaching;
- providing educators with online course options to fulfill the 15-hour re-licensure requirements for ELL and SpED content;
- providing face-to-face/hybrid courses during the summer.

During fiscal year 2018, Janet Buerklin, Ed.D., Professional Development coordinator, developed a variety of exemplary graduate level courses with area colleges and universities. These course offerings spanned all curriculum areas and targeted elementary, secondary, and special educators. All TEC courses incorporate instruction around the Massachusetts Curriculum Frameworks and are designed to provide our member district educators with high quality, low cost access to professional development needed for maintaining or expanding their Massachusetts Teacher License.

## Sheltered English Instruction

To assist in the need for educators to meet the DESE's mandatory SEI endorsement requirement, TEC offered multiple 45-hour teacher endorsement courses and 15-hour administrator endorsement courses. These courses help equip participants with strategies to support ELLs' access to content instruction through evidence-based reading, writing and vocabulary interventions. To address the state's initiative to train all teachers and administrators who have English Language Learners in their classrooms, the following Endorsement courses were offered in FY2018:

**Summer 2017:** Two test prep workshops were offered for teachers expecting to take the SEI MTEL test.

**Fall 2017:** Three SEI Teacher Endorsement courses were offered, two for teachers in TEC-Districts and one for Old Rochester and other South Shore communities.

**Spring 2018:** Three SEI Teacher Endorsement courses were offered for teachers in TEC-Districts. One SEI Administrator course was offered for administrators in TEC districts. We are thankful to members Natick and Westwood for hosting Endorsement courses in their buildings, thereby allowing us to offer more courses while at the same time providing access to teachers from those districts to take the course for a reduced tuition.

## Other Professional Development

We concluded the year-long course "Spreading the Word about Assistive Technology and Universal Design for Learning; Tools and Strategies for ALL Learners". This course served both TEC member teachers and teachers from across the state as it was offered in both Walpole and in Williamstown, MA. TEC offered a limited number of courses in the fall and spring semesters, particularly capitalizing on the current interest in mindfulness and its use in the classroom.

We continue to support individual in-district initiatives, most specifically Natick's full-day Innovation and Learning Summit.

## Summer 2017 Program

We provided seven weeks of summer courses between June and August. Many of the courses were hybrid courses, a blend of online learning and some face-to-face meetings. This summer we added new courses including *Bring Back Ballroom* and *Twitter—A Teacher's Guide*. We again offered popular courses from past summers such as *1'00's of Digital Pictures? Great Ways to Use Them and Share Them!* and *How Do We Help These Kids? Understanding and Addressing the Social-Emotional Needs of Students with High Functioning Autism.* As in the past, we collaborated with EDCO, a sister collaborative, to expand the offerings to other educators in our region. In all, there were more than 25 graduate level courses developed and offered in Summer 2017.



## Online Courses for Educators

TEC continues to provide free access for educators in our member districts and paid access from non-members, to three different 15-PDP courses:

- *Strategies to Enhance Instruction for English Language Learners in the Classroom (SEI)*,
- *Engaging all Students with Differentiated Instruction (DI)*, and
- *Connecting Behavioral Health and Social Emotional Learning to Success in School (SEL)*.

Our online courses have seen continued interest from educators from TEC member districts and other districts outside of TEC have subscribed to gain access to these great courses. Our educational consultants, EDC, recently completed the course refresh task for all of our courses; ensuring the viability and usefulness for the future. This year we made several improvements including the migration to new more cost-effective service provider and completed a new streamlined registration system that that made it easier for participating districts to enroll in these informative courses. Total teacher enrollments in TEC's online courses across Massachusetts including all TEC and non-TEC:

**SEI = 2,743      SEL = 2,136      DI = 2,675**

## Boston University Partnership

Since 1992, TEC has offered an Administrative Initial Licensure Program in partnership with Boston University and approved by the Massachusetts Department of Elementary and Secondary Education.

TEC has worked to provide a lower-cost alternative to traditional college-based programs. The emphasis in our courses has been on practical, real-world knowledge that can be applied in an administrative practicum or professional position.

Dr. Karen LeDuc, Program Coordinator, concluded the final cohort of the TEC/BU Administrative Licensure Program in May 2018. The successful candidates completed the required coursework and a year-long internship in area districts and, for principal candidates, completed the Massachusetts Department of Elementary and Secondary Education Performance Assessment for Leaders (PAL) tasks.

## TEC Student Data Privacy Alliance

TEC, in partnership with the TEC Technology Directors job alike group, has worked with Steve Smith, of the Massachusetts Student Privacy Alliance (MSPA) and the A4L Student Data Privacy Consortium to develop a data privacy agreement specific to Massachusetts.

This alliance was the result of the foresight of the TEC Technology Directors who requested professional development in data privacy issues. The group invited Steve Smith, Chief Information Officer for the Cambridge Public Schools and the Founder of the MSPA to speak. Steve, an expert in student data privacy, generously shared his knowledge, network and existing data privacy agreement with us. Steve has worked tirelessly to educate educators across the country about this issue.

Our newly established **TEC Student Data Privacy Alliance** (SDPA) has developed a single Massachusetts model data privacy agreement, based on the original Cambridge Public Schools document. It articulates the vendor duties and responsibilities required to protect student data in compliance with federal and state privacy statutes.

TEC's expert legal counsel worked in cooperation with legal staff across the country to develop this new agreement which has benefitted TEC member districts' technology leaders as well as our vendors' legal staff by making it easier to review, evaluate and execute agreements.

TEC's SDPA also provides our districts with shared administrative and legal support and training. Most importantly, it leverages the collective influence of our regional group to influence vendors to protect all student data.

Thank you to all of the talented TEC Technology Directors who have identified this as a concern and contributed to this solution. Special thanks the SDPA Steering Committee:

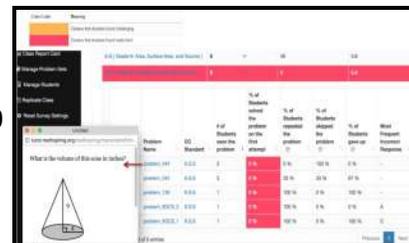
- Leisha Simon (Wayland)
- Eoin Ocorcora (Medfield)
- Steve Smith (Cambridge)
- Chrystal Hoe (Hopkinton)
- Ramah Hawley (TEC)
- Erik Erickson (TEC)
- Liz McGonagle (TEC)

## Action Research

TEC has co-developed a 30-hour intensive professional development "Action Research" project

for grade 6-8 math teachers in TEC member districts, along with teachers, along with others across the state.

This experience was led by a partnership between Professor Ivon Arroyo and students from Worcester Polytechnic Institute, UMASS Amherst and TEC to investigate how learning technologies can support both the needs of teachers as well as the needs of a diverse student body. Teachers joined a research team of experts that have been working for over a decade to create software solutions that reduce math anxiety, promote interest and curiosity in math, and promote self-regulation of their learning, while learning how to solve math problems. As the weeks progressed, teachers learned to articulate specific questions of concern about their own students and identify common problem of practices. A second cohort is planned next year.



## TEC-Highlander Institute: Fuse MA Fellows



The TEC-Highlander Institute **Fuse MA** 18-month blended and personalized learning fellowship for TEC member teachers and their districts is in full swing! The program, funded by the TEC Board with our excess cumulative surplus, launched with a 2-day, non-traditional professional development “boot camp” at TEC for 17 “Fuse Fellows” from 8 TEC member districts. The Fellows meet each month and are currently coaching 73 Early Adopter Teachers in the 8 participating districts!

Fellows experienced a simulation of a Blended and Personalized Learning environment as they were introduced to the Highlander Institute and the Fellowship scope and timeline, and developed their own personal vision for personalized learning. They all conducted district-wide ‘Vision and Implementation Meetings’ with Design Teams in their assigned partner district. In the 2018-2019 school year, Fuse Fellows will each coach 4 Early Adopter teachers around 3 Priority Classroom Practices selected by the partner district’s Design Team.



Fuse MA fellows are able to connect with each other, as well as the larger, virtual community of Fuse Fellows from across the US through events and evening Twitter chats. Follow the progress of the Fellows on Twitter using [#FuseMA](#) and [#FuseFellowChat](#).

### Cohort 1 Fellows, coaching in (town).

#### Dedham

Andrew Patterson, (Wayland)  
Kenneth Toomey, (Medfield)  
Rachel Dudley, (Norwood)

#### Medfield

Julie Lowerre, (Norwood)  
Kerry Lynch, (Wayland)  
Marjorie Heim, (Millis)



#### Millis

Christopher Nardone, (Dedham)

#### Needham

James Odierna, (Norwood)  
Samantha Bookston, (Walpole)



#### Norwood

Angela Logan, (Medfield)  
Cristina Serradas, (Dedham)  
Jill Milton, (Millis)

#### TEC

Dana Gurwitch; (Needham)  
Elizabeth Harris, (Walpole)  
Coaching by Meg Smallidge, Highlander Institute  
& Erik Erickson, TEC



#### Walpole

Jennifer (Lindsey) Reichheld, (Dedham)

#### Wayland

Bethann Monahan, (Medfield)  
Eva Hughes, (Needham)



## Professional Development Participation by TEC Member District FY18

District	Professional Learning	Online Learning	Internship
Canton	10	56	1
Dedham	3	55	-
Dover-Sherborn	17	118	5
Framingham	11	318	-
Holliston	30	53	1
Hopkinton	20	56	11
Medfield	7	95	4
Millis	2	20	-
Natick	72	188	-
Needham	27	112	15
Norwood	14	93	-
Walpole	42	118	2
Wayland	5	60	14
Westwood	28	105	4
<b>Total</b>	<b>288</b>	<b>1,447</b>	<b>57</b>



TEC is a regional leader in online learning and the proud sponsor of TECCA, the TEC Connections Academy Commonwealth Virtual School established in 2014. Although the governance of TECCA is independent from TEC, in compliance with regulatory requirements, TEC and our member districts continue to learn from the experience of supporting the successful growth of this innovative alternative school that is benefitting students and families across Massachusetts.



## **TECCA: TEC Connections Academy**

The mission of TECCA is to offer a rigorous, effective curriculum aligned to the Massachusetts Curriculum Frameworks and utilize unique technology tools to help every student succeed, while also encouraging social growth. After rigorous and extensive monitoring and review by the Department of Elementary and Secondary Education, the Board of Education renewed TECCA's Commonwealth Virtual School Certificate for 5 additional years, July 1, 2017 through June 30, 2022.

Enrollment in TECCA continues to grow and currently the enrollments include 490 individual online courses taken by TEC member district students, the balance being offered by Connections Learning.

## **Online Learning Options for TEC-Member District Students**

TEC provides each member-district with free course seats for students. In the 2017-2018 school year each district was given 66 free seats. There was continued strong participation in online course enrollments (901 total) from the TEC member districts' students in the fall semester 2017 and the spring semester 2018.

*"TEC has provided more possibilities to our students to have personalized learning. Through both the TEC Online Academy and the partnership with Connections Education, our students have many more opportunities for expanded learning beyond the walls of the schools and outside the community."*

**- Dr. Jean Kenney  
Assistant Superintendent, Walpole**

Courses were selected from the full complement of middle and high school courses offered by TECCA and our partners at Connections Learning®. Antoinette Leshore, the Online Learning Coordinator from the department of Innovative Learning and Professional Development, works in close partnership with TEC-member district guidance departments to promote and monitor this initiative as well as facilitating the student enrollment process.

## **The TECCA Board of Trustees Members**

The TECCA Board of Trustees is comprised of the talented educational leaders with representation from the TEC member communities as well as business and community members who volunteer their time to ensure that TECCA continues to reflect the high standards and expectations of our regional learning community. Their work has contributed to the success of TECCA and provided access and equity to students across Massachusetts.

Peter Sanchioni, Ph.D., Board President, Natick Superintendent of Schools (retired)

Jean Kenney, Ed.D., Board Vice President, Walpole Assistant Superintendent

Jim Flanagan, Board Treasurer, Chief Learning Services Officer, ISTE

Bob Maguire, Board Secretary, Cambridge Institute of International Education

Ed DeHoratius, Board Member, Teacher, Wayland

Grace Magley, Board Member, Supervisor of Online Learning, Natick

Annie Ledoux, Board Member, TECCA Parent

TEC Career Exploration & Internship Program offers students the opportunity to explore a variety of career paths by learning about their interests, strengths, and skills. Students intern at local organizations where they are mentored by a professional in their chosen field and experience the real world of work, gain employability skills, and are able to make well-informed career choices in the future. The internship program supports students' career exploration and college readiness by allowing students to hone in their interests before entering college.

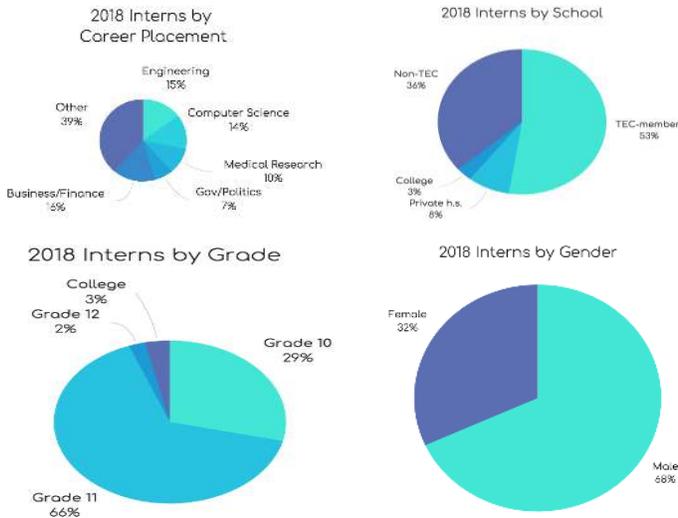
The internship program benefits districts by offering these opportunities to their students that may not be available within their school or district. Many of our district schools award students academic credit for their participation in TEC's internships. Our program is designed primarily for rising high school juniors and seniors and works closely with over 150 sponsor organizations where they are placed under the supervision of dedicated career mentors.

Throughout their internship, students receive one-on-one career counseling from an internship coordinator. During that time, they learn about resume development and writing, interviewing, career exploration and self reflection, professional networking, and attend college admission and essay writing workshops.

In order to meet students and their parents, the Career Exploration & Internship Program participated in several College Junior Nights at TEC districts (Hopkinton; Medfield; Millis; Natick; Norwood; Walpole; Wayland and Westwood). Six information sessions were also offered from January to April 2018 at the Natick Library.



## INSPIRE | NURTURE | SHARE



### What our 2018 interns are saying:

I think on-the-job experience is so important for other students, as they really don't know what it's like in the workplace until they are there. TEC offers great internships to anyone who is motivated enough to pursue it.

Dylan Hogan, 2018 Physical Therapy Intern, Medfield High School

My internship surpassed my expectations, and I had very high expectations going in. Everyone in the office was extremely kind to me, and my mentor would always show me what he was doing and explain it to me in terms I could understand. He never seemed rushed to get something else done when I had questions.

Sid Iyer, 2018 Finance Intern, Wayland High School

## TEC College Fairs

To support college readiness, the Internship Program in collaboration with the TEC Higher Ed Committee, organizes two annual college fairs. Students and their families have the opportunity to meet with nearly 300 college, university, gap year and military program representatives and understand higher educational options.

- October 2017 at Waltham High School, attended by 145 institutions
- March 2018 at Westwood High School, attended by 150 institutions



## Sample of Higher Education Institutions at 2018 College Fairs

- American College, Dublin, Ireland
- Allegheny College, PA
- Bard College, NY
- Bentley University, MA
- Boston University, MA
- University of Bridgeport, CT
- University of British Columbia, Canada
- Butler University, IN
- Carleton College, MN
- Castleton University, NU
- Champlain College, VT
- CIEE Gap Year Abroad, ME
- Clarkson University, NY
- Clemson University, SC
- Dickinson College, PA
- Elms College, MA
- Emmanuel College, MA
- Endicott College, MA
- Fitchburg State University, MA
- Florida Atlantic University, FL
- Florida Institute of Technology, FL
- Florida Southern College, FL
- Franklin Pierce University, NH
- Gordon College, MA
- Hartwick College, NY
- Husson University, ME
- James Madison University, MA
- Keene State College, NH
- Le Moyne College, NY
- University of Maine, ME
- MA College of Art and Design, MA
- McGill University, Canada
- Miami University, OH
- Newbury College, MA
- New England Institute of Photography, MA
- The New School, NY
- Nichols College, MA
- Norwich University, VT
- University of San Diego, CA
- Saint Anselm College, NH
- Salem State University, Ma
- University of St. Andrews, Scotland
- Stonehill College, MA
- Temple University, PA
- University of New Hampshire, NH
- Penn State University, PA
- Providence College, RI
- Purdue University, IN
- Quinnipac University, CT
- Rhode Island College, RI
- University of Rhode Island, RI
- Rochester Institute of Technology, NY
- Rustic Pathways, OH
- Rutgers University, NJ
- Plymouth State University, NH
- United State Naval Academy, MD
- US Army Recruiting Station, MA
- Vassar College, VT
- Vermont Tech, VT
- Villanova University, PA
- Wellesley College, MA
- Worcester State University, MA
- Year Up, MA

## TEC Higher Education Committee

Guidance Counselors from all TEC districts participate in this successful monthly job alike group and share best practices and resources such as curriculum, testing, college admissions, etc. During the 2017-2018 academic year, this job alike discussed mindfulness and mental health, admission trends, transitional programs and undocumented students, among other relevant topics.

## Cooperative Purchasing

In fiscal year 2018 TEC continued its commitment to improve efficiencies and increase cost savings through the facilitation of TEC Bids. By utilizing collective volume purchasing, participating school departments are able to obtain the best possible pricing from vendors while taking advantage of a streamlined bid process. TEC bids continue to evolve to better reflect the needs of all participating school departments throughout Massachusetts.

TEC Bids for FY18:

- Custodian Supplies
- Athletic and Physical Education Supplies
- Office and Classroom Supplies – Copy Paper, Office, Classroom, Art Supplies and Computer Related Supplies
- Food Service Supplies – Groceries, Bread, Milk, Ice Cream, Vending and Paper

Non TEC Annual Participation Costs:

Bid Category	Non Member Participation Cost
Custodial Supplies Bid	\$500
Athletic and Physical Education Bid	\$500
Office Supplies Bid	\$750
Food Service Supplies Bid	\$1000

## Association of Educational Purchasing Agencies (AEPA)

In addition to our Cooperative Purchasing program TEC has partnered with the Association of Educational Purchasing Agencies (AEPA) to offer volume discount purchases to school districts in the Commonwealth. The AEPA contracts offer savings through bids in such categories as office and classroom furniture, interactive classrooms, industrial arts, technology, printer and digital copiers, audio visual products and solutions and many others. Through AEPA each member state agency determines which vendor contracts that are signed to best serve eligible clients within their state.

## Cooperative Purchasing at a Glance FY2018

- **Food Service Bid**
  - 92 School districts participated in Massachusetts
  - \$23,812,950 bid value based on district estimates
  - 588 items bid
- **Custodial Supplies Bid**
  - 16 school districts participate in Massachusetts
  - \$517,566 bid value based on district estimates
  - 371 items bid
- **Athletic and Physical Education Bid**
  - 10 school districts participate in Massachusetts
  - \$107,590 bid value based on district estimates
  - 300 items bid
- **Office Supplies Bid**
  - 58 school districts participate in Massachusetts
  - \$7,262,318 bid value based on district estimates
  - 1,336 items bid

## AEPA at a Glance FY2018

Total bid categories for FY2018: 11 categories

Bid Categories Offered:

- Digital MFD/Copiers
- Digital Resources
- Custodial Supplies
- Career and Technical Education
- Instructional and School Supplies
- Office Supplies
- Metal Detectors
- School Furniture
- Athletic Equipment and Supplies
- Technology Catalog
- Facility Management Software

*“At the Wellesley Public Schools we have been extremely happy with the TEC Bid process for our athletic program. The process is clean and simple and the bidding is done for us. Ordering is done with the vendors on preprinted requisition sheets that are sent electronically and the business office turns into purchase orders. It is easy to use and the savings on supplies and equipment help to save our program quite a bit of money. I strongly recommend that all High School Athletic Programs look to join.”*

*John Brown  
Athletic Director, Wellesley Public Schools*

## Cost Effectiveness of Programs

This section offers quantitative and qualitative data to help readers understand the cost-effectiveness of utilizing the Special Education, Cooperative Purchasing and Professional Development and Online Learning programs offered at TEC.

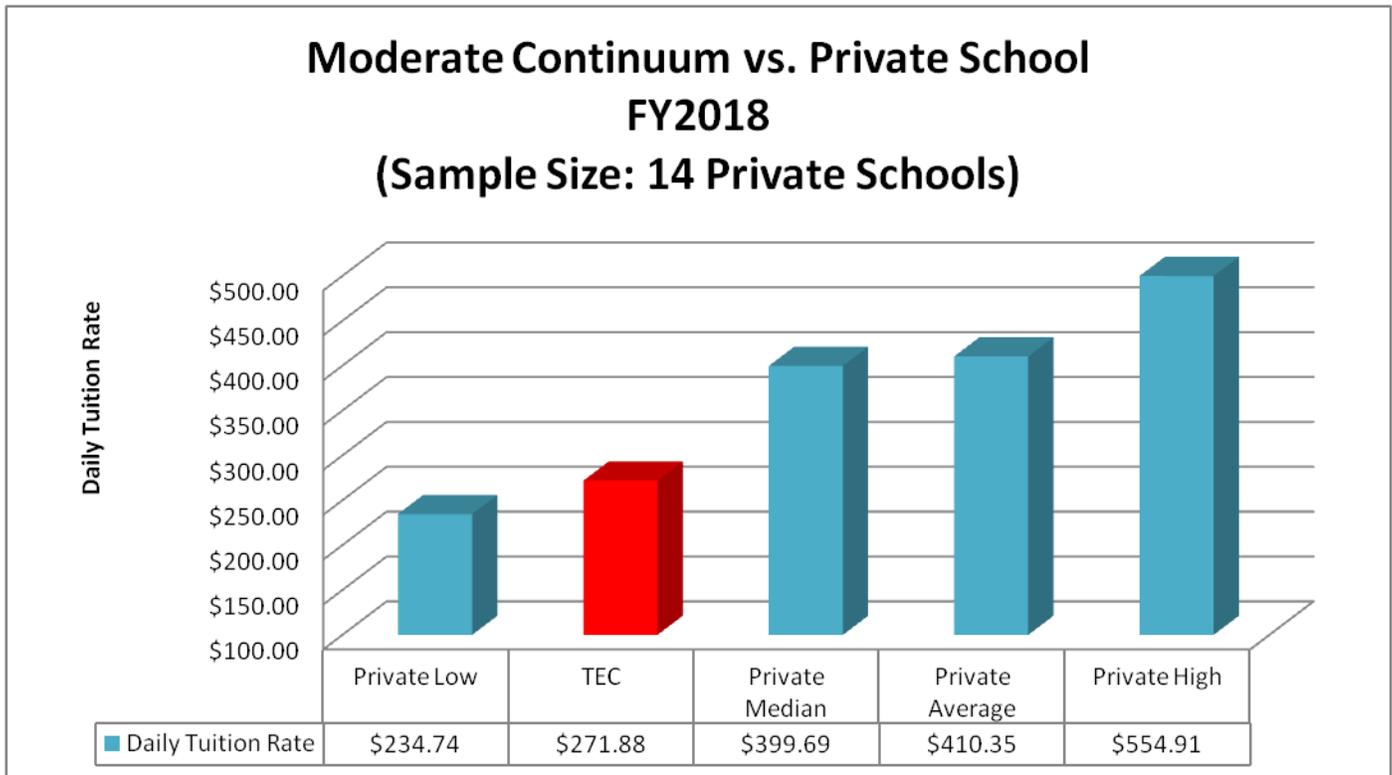
**Special Education** focuses on the comparable costs incurred by School Districts' placement of students at TEC programs compared to those at comparable private schools that offer substantially similar programs. Comparisons are made with the three different Network Continuums offered at TEC: Moderate, Intensive, and Therapeutic, and also with our two alternative schools: Phoenix Academy and TEC High School.

Our **Cooperative Purchasing** program will evaluate the savings realized from increased bargaining power associated with pooled purchases in the different bid categories offered at TEC. The evaluation focuses on costs savings realized by choosing to utilize our Cooperative Purchasing services and buying from one of TEC's six bids.

Our **Professional Development and Online Learning** program cost-effectiveness evaluation will focus on the comparable costs associated with professional development and online opportunities being offered at institutions of higher learning.

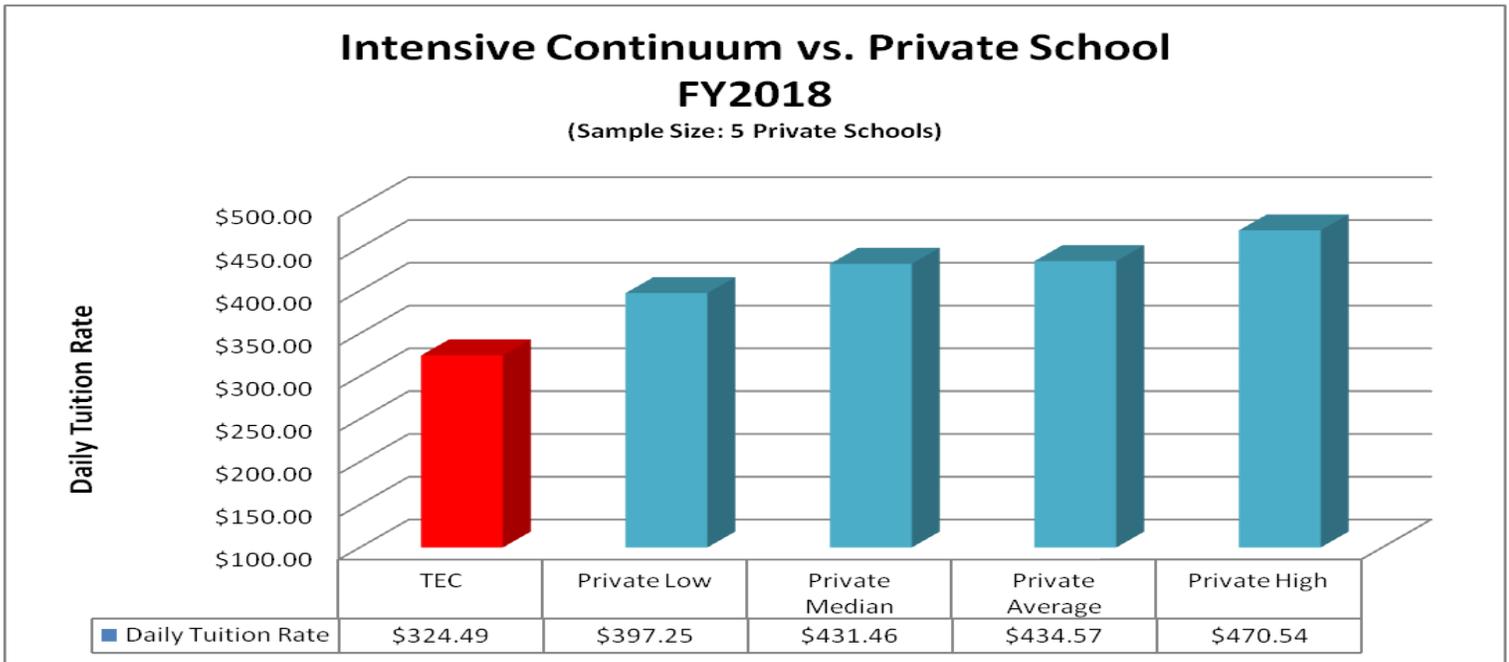
### Special Education: Moderate Continuum

The Moderate Continuum provides high quality, cost-effective educational programs that maximize the academic and life skill development of children, adolescents, and young adults diagnosed with mild to moderate disabilities through highly specialized and eclectic teaching methodologies within substantially separate classrooms of public school environments. The Moderate Continuum at TEC has an annualized in-district tuition rate of \$48,938 or \$271.88 per day. This rate is 32% lower than the median and 34% lower than the average rate of similar private school programs.



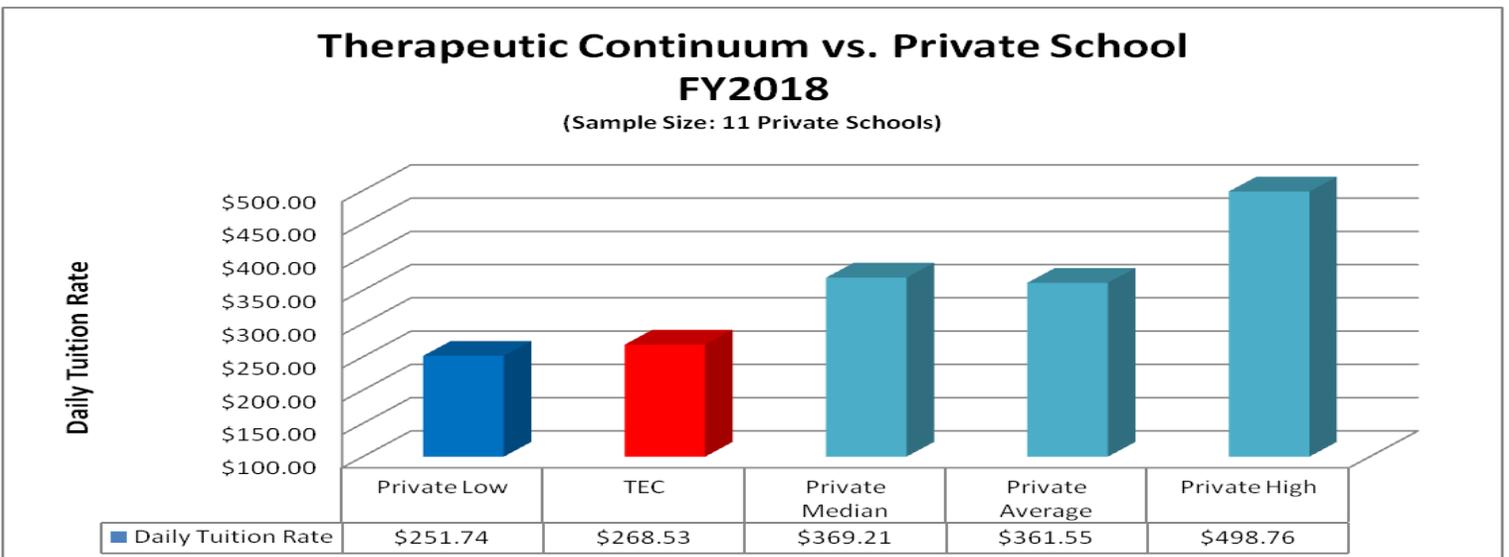
## Special Education: Intensive Continuum

The Intensive Continuum provides high quality, cost-effective educational programs that maximize the growth and development of children, adolescents, and young adults diagnosed with intensive special needs through highly specialized and eclectic teaching methodologies within substantially separate classrooms of public school environments. The Intensive Continuum at TEC has an annualized in-district tuition rate of \$58,409 or \$324.49 per day. This rate is 25% lower than the median and the average rate of similar private school programs.



## Special Education: Therapeutic Continuum

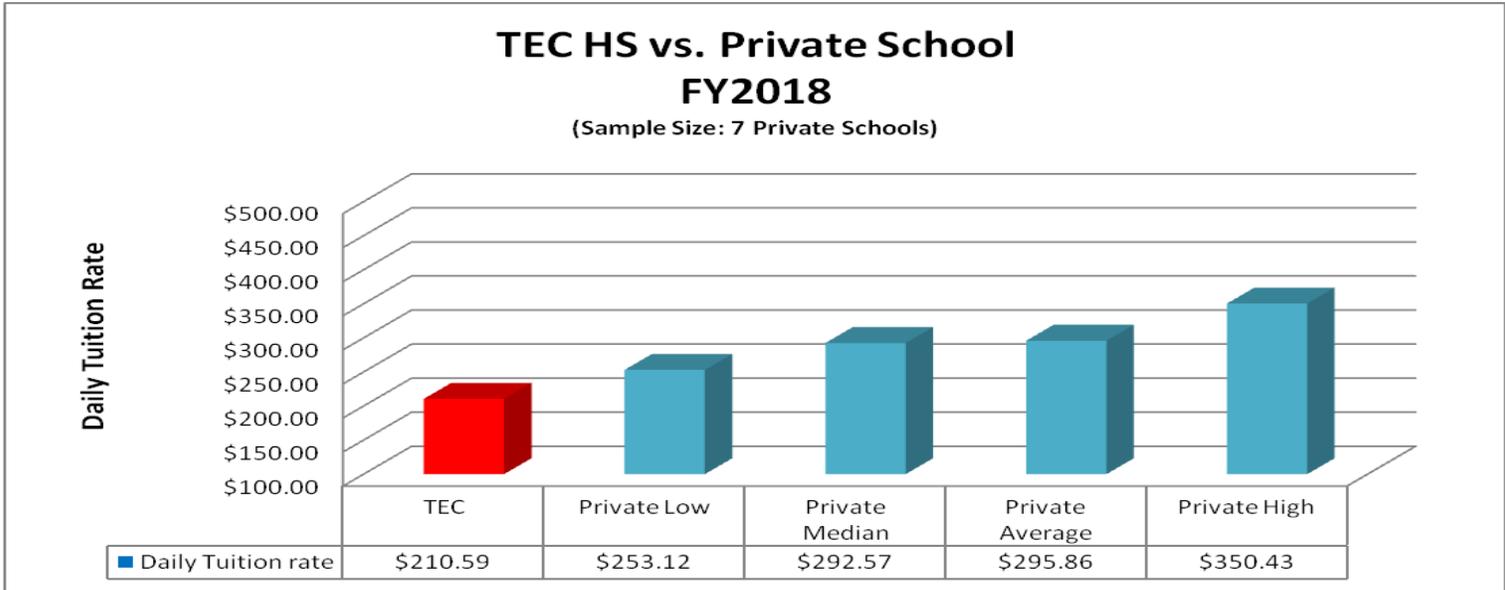
The goal of the Therapeutic program is to provide a supportive, structured environment in which students with complex emotional, behavioral, and learning issues are assisted in improving basic skills and developing strategies to improve their ability to function at school, home, and in the community. TEC's Therapeutic program has proven to be a cost-effective placement alternative for School Districts that utilize the program. The Therapeutic program at TEC has an annualized in-district tuition rate of \$48,335 or \$268.53 per day. The annualized in-district rate at TEC is 27% lower than the median and 26% lower than the average rate of similar private schools.



# Cost Effectiveness Special Education Programs

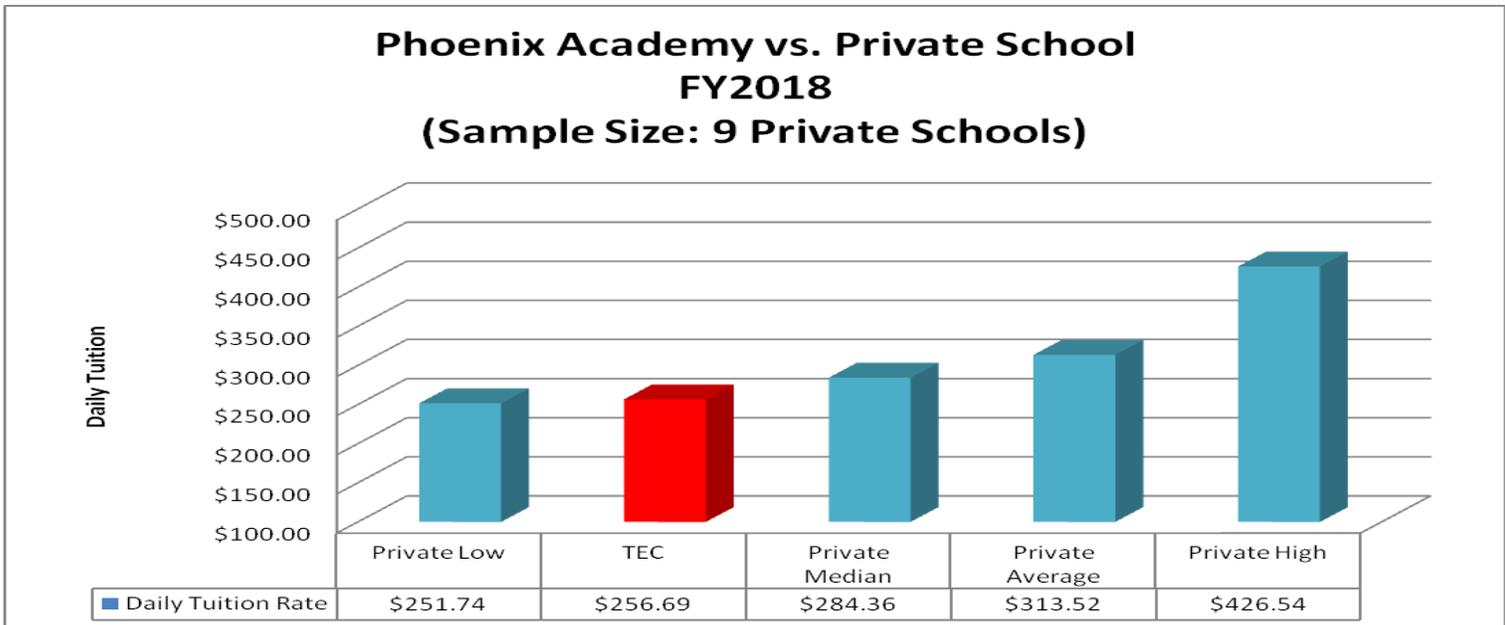
## TEC High School

TEC High School is located at the TEC Campus location in Walpole, MA. The goal of the school is to enable students to overcome those academic, social, emotional, and personal issues which have been a source of interference in their past school experiences and to begin to establish positive habits of academic study and improved self-esteem which can result in a substantial pattern of successful functioning for each student. The school functions in a cost-effective manner to provide services to students throughout the metro-west area of the state. The annualized tuition rate at TEC HS is \$37,906 or \$210.59 per day for in-district placements. This rate is 28% lower than the median and the average rate of similar area private schools.



## TEC Phoenix Academy

Phoenix Academy provides a safe, supportive, and structured environment in which students with complex emotional, behavioral and academic issues are assisted in improving their basic skills, earning credits toward a high school diploma, and developing strategies to improve their ability to function successfully in their communities. The in-district annualized tuition rate is \$46,204 or \$256.69 per day. This rate is 10% lower than the median and 18% lower than the average rate of similar private school programs.



# Cost Effectiveness Cooperative Purchasing

TEC facilitates Cooperative Purchasing bids that offer significant savings to participating School Districts as a result of volume purchasing. The benefits that TEC provides are measurable and cost-effective. The following is a list of bid offerings for larger quantities items that were awarded by TEC in FY2018 with an estimated annual savings based on Massachusetts state contracts and Market Price. A sample of bid items is also included that lists specific items from TEC bids compared to state and online discount pricing and the unit savings.

Type of Bid	# of Participating Districts	Bid Items Awarded	Annual Savings Percentage*
(POCAS-18) Office, Classroom Supplies & Copy Paper	58	1,336	51% Paper 57% Office
(FSB-18) Food Service	92	588	5%
(A-PE-18) Athletic & PE	10	300	33%
(C-18) Custodial Supplies	16	371	44%

Cost Comparisons of TEC Bid Items					
Bid Title	# of participants	Bid Item	TEC Bid Price	Market/ State Bid Price	Savings Per Unit
Paper Bid	58	Paper, Xerographic, 8.5x11 (White-Recycled-Pallet)	934.40	1,758.00	823.60
Paper Bid	58	Paper, Xerographic, 8.5x11 (White-Non Recycled-Case)	29.70	72.44	42.74
Classroom Supplies Bid	58	Markers, Sharpie Fine Line, Black 9700-BLK	0.44	0.91	0.47
Classroom Supplies Bid	58	Markers, Crayola ASTM non-toxic, broad tip water-based (8/set)	1.37	5.15	3.79
Classroom Supplies Bid	58	Pencils #2 Dixon Ticonderoga #1388 (1 dz)	1.18	4.03	2.85
Classroom Supplies Bid	58	Presentation/View Binders, white, 3 ring 1" (1 dz)	12.96	14.28	1.32
Milk	92	Milk 1% 8oz. Cartons	.2592	.2836	.0244
Milk	92	Milk-Chocolate Fat Free 8 oz. Cartons	.2598	.3023	.0425
Athletic, PE Equipment & Supplies	10	Football, Game Ball (Wilson GST)	63.25	79.95	16.70
Athletic, PE Equipment & Supplies	10	Baseball, Game Ball (D1 Pro Diamond)	62.10	79.19	17.09
Athletic, PE Equipment & Supplies	10	Volleyball: Game Ball (Baden VX5EC)	40.97	47.99	7.02
Athletic, PE Equipment & Supplies	10	Soccer, Game Ball (Brine NCAA Champ)	34.71	72.00	37.29
Custodial Supplies	16	Ice Melt (Purple Flame)	8.56	16.16	7.60
Custodial Supplies	16	Paper Towels, condensed roll, natural, 800" 2" core	14.90	32.38	17.48
Custodial Supplies	16	Plastic Trash Liners (23"x17"x46", 1.5ml Gorilla bag)	16.64	21.07	4.43
Custodial Supplies	16	Hand Soap Liquid Pink, gallon 4 cases	13.20	35.68	22.48
Custodial Supplies	16	Soap, Kutol #69041, EZ Foaming hand soap 1000 ml, green seal certified	30.00	76.08	46.08

\*Annual savings percentage based on an analysis of TEC bid pricing with Massachusetts state contracts.

# Cost Effectiveness Professional Learning

TEC continuously works to negotiate with entities with which we form partnerships to present our professional development offerings at the most affordable rates for teachers. Additionally, we seek out grant opportunities that enable us to have the costs defrayed or underwritten, further reducing the direct cost that teachers and/or districts have to pay to secure high quality, current, and relevant professional development.

In FY2018, TEC designed and offered 43 professional development workshops including our new online learning courses. A large emphasis was placed on SEI teacher and Administrator endorsement courses. In systems that hosted a course, district participants took the course at a reduced rate of \$375 vs. the full rate of \$450. Natick and Westwood hosted courses for TEC.

We also shared courses with sister collaborative EDCO, and more teachers were able to take selected EDCO courses for the reduced rate offered to EDCO districts rather than the cost to at-large districts.

### The Impact of TEC Negotiated Reduction in Costs Per University Credit Hour for TEC-based Courses.

College/University	On Campus Cost/ Credit	TEC Cost/Credit
Worcester State University	\$383	\$125

### The Impact of TEC Grant Writing & Partnership Development on PD Cost Savings for Participants:

Course	Cost to Teacher With- out Grant or Partner- ship	Cost to Teacher with Grant or partnership
TEC Online PD Courses for Relicensure	\$175	\$0
TEC Online PD Course: Connecting Behavioral Health with Social Emotional Learning for Success in School	\$295	\$165

## FY2018

### Moderate Continuum

Average Annual Savings per Student  
(In District) \$24,925

Average Annual Savings per Student  
(Out of District) \$14,527

In District	# of Students	Total Savings
Canton	2.80	\$69,790
Dedham	3.00	\$74,775
Dover-Sherborn	1.00	\$24,925
Framingham	1.30	\$32,403
Holliston	No Students	NA
Hopkinton	No Students	NA
Medfield	1.40	\$34,895
Millis	1.00	\$24,925
Natick	0.50	\$12,463
Needham	3.00	\$74,775
Norwood	0.30	\$7,478
Walpole	2.00	\$49,850
Wayland	1.00	\$24,295
Westwood	1.00	\$24,295
<b>Total</b>	<b>18.30</b>	<b>\$456,129</b>
	<b># of Students</b>	<b>Total Cost</b>
<b>Out of District</b>	<b>4.70</b>	<b>\$68,277</b>

### Intensive Continuum

Average Annual Savings per Student  
(In District ) \$19,814

Average Annual Savings per Student  
(Out of District) \$7,082

In District	# of Students	Total Savings
Canton	No Students	None
Dedham	1.00	\$19,814
Dover-Sherborn	1.00	\$19,814
Framingham	1.00	\$19,814
Holliston	1.00	\$19,814
Hopkinton	No Students	NA
Medfield	No Students	NA
Millis	No Students	N/A
Natick	No Students	N/A
Needham	0.60	\$11,888
Norwood	3.30	\$65,386
Walpole	1.00	\$19,814
Wayland	1.00	\$19,814
Westwood	2.00	\$39,628
<b>Total</b>	<b>11.90</b>	<b>\$235,786</b>
	<b># of Students</b>	<b>Total Cost</b>
<b>Out of District</b>	<b>8.70</b>	<b>\$61,613</b>

# Cost Savings

## Per District - TEC vs. Private

### Phoenix High School

Average Annual Savings per Student  
(In District ) \$10,230

Average Annual Savings per Student  
(Out of District) \$5,681

In District	# of Students	Total Savings
Canton	2.50	\$25,575
Dedham	0.30	\$3,069
Dover-Sherborn	No Students	NA
Framingham	2.00	\$20,460
Holliston	1.50	\$15,345
Hopkinton	No Students	NA
Medfield	0.40	\$4,092
Millis	No Students	NA
Natick	0.60	\$6,138
Needham	1.40	\$14,322
Norwood	No Students	N/A
Walpole	2.20	\$22,506
Wayland	0.80	\$8,184
Westwood	1.40	\$14,322
<b>Total</b>	<b>13.10</b>	<b>\$134,013</b>
	<b># of Students</b>	<b>Total Cost</b>
<b>Out of District</b>	<b>11.90</b>	<b>\$67,604</b>

### Therapeutic Continuum

Average Annual Savings per Student  
(In District )\$16,744

Average Annual Savings per Student  
(Out of District) \$6,476

In District	# of Students	Total Savings
Canton	No Students	NA
Dedham	No Students	NA
Dover-Sherborn	No Students	N/A
Framingham	No Students	NA
Holliston	No Students	NA
Hopkinton	No Students	N/A
Medfield	No Students	NA
Millis	1.00	\$16,744
Natick	No Students	NA
Needham	No Students	NA
Norwood	No Students	NA
Walpole	No Students	NA
Wayland	No Students	NA
Westwood	No Students	NA
<b>Total</b>	<b>1.00</b>	<b>\$16,744</b>
	<b># of Students</b>	<b>Total Cost</b>
<b>Out of District</b>	<b>2.50</b>	<b>\$16,190</b>

# Cost Savings Per District - TEC vs. Private Schools

## TEC High School

Average Annual Savings per Student  
(In District) \$15,349

Average Annual Savings per Student  
(Out of District) \$3,081

In District	# of Students	Total Savings
Canton	3.90	\$59,861
Dedham	0.90	\$13,814
Dover-Sherborn	2.90	\$44,512
Framingham	No Students	NA
Holliston	0.20	\$3,070
Hopkinton	0.60	\$9,209
Medfield	No Students	NA
Millis	No Students	NA
Natick	2.00	\$30,698
Needham	0.70	\$10,744
Norwood	3.90	\$59,866
Walpole	2.00	\$30,698
Wayland	1.00	\$15,349
Westwood	1.00	\$15,349
<b>Total</b>	<b>19.10</b>	<b>\$293,170</b>
	<b># of Students</b>	<b>Total Cost</b>
<b>Non-member</b>	<b>8.70</b>	<b>\$33,069</b>

## Grant Funding FY2018

### FY18 Private Grant Receipts:

Floyd Family Grant	\$2,500
MIIA Risk Management Grant	\$5,000
<b>Total Private Grant Receipts:</b>	<b>\$7,500</b>

# *the* education COOPERATIVE

*Celebrating 50 years of creating more possibilities together!*

*Together we create more possibilities...*



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