

# The Education Cooperative



## Strategic Plan

**2022 – 2027**

***Together we create more possibilities...***

**Approved by the TEC Board of Directors September 24, 2021**

## INTRODUCTION

This document presents the strategic plan for The Education Cooperative (TEC). It establishes a long-range direction for TEC and provides a clear focus for future pursuits by identifying priorities for improvement. This strategic plan is the culmination of analysis and work by a strategic planning committee consisting of teachers, school leaders, and TEC staff.

Strategic Planning is a process for creating an organization's preferred future. It is a long-range planning process for organizational renewal and transformation, which provides a framework for improving programs, management functions, and evaluation of an organization's progress. Strategic planning helps organizations think and act strategically, develop effective strategies, clarify future directions, establish priorities, improve organizational performance, build teamwork and expertise, and deal effectively with a rapidly changing environment. The strategic planning process involves a series of steps that moves an organization through:

- Analyzing relevant external trends and their implications
- Assessing organizational capacity to manage external change;
- Developing a mission statement and guiding beliefs;
- Establishing goals, objectives, and action plans designed to move the organization to where it wants to be;
- Setting a strategic director to follow to achieve its mission and objective;
- Communication its mission, beliefs, and goals/objectives to all stakeholder groups;
- Implementing action plans it has developed; and
- Monitoring progress, solving problems, and renewing action plans.

Organizations implement strategic planning to effectively deal with change in a proactive, rather than reactive manner by establishing a common purpose, a sense of direction, priorities for change, and a blueprint for action. This plan presents an analysis of the TEC's strengths and weaknesses as well as opportunities and threats anticipated by emerging trends and changing conditions. Based upon this understanding and analysis, this document defines the mission, guiding beliefs, vision, goals, objectives and action plans which will guide TEC during the next three years.

## The Education Cooperative

### Strategic Planning Committee Members

Liz McGonagle, Executive Director and Meeting Facilitator  
Susan Donelan, TEC Director of Student Services  
Dan Shovak, Director of Finance & Operations  
John Spears, TEC Director of Technology  
Jean Kenney, Director, Professional Learning & Leadership  
Deborah Caligaris, Principal TEC High School  
Meredith Faletra, Principal TEC Campus School  
Sheila Thomas, Principal TEC Phoenix Academy  
Hayley Gardiner, TEC Assistant to Director Student Services  
Janet Goossens, TEC Campus School BCBA  
Antoinette LeShore, OnLine Learning Coordinator  
Emily Manz, TEC Internship & Career Exploration Coordinator  
Janet Maragus, Human Resources Manager  
Tricia McKim, TEC Purchasing Coordinator  
Joan Preble, TEC Accounts Receivable Analyst  
Joyce Primavera, Payroll Coordinator

The Strategic Planning Committee members are indebted to Dr. Ralph Jaspardo who generously allowed the use of his Strategic Planning materials and model. Dr. Jaspardo is an influential educational thinker whose passion for strategic planning serves to motivate organizations to develop and implement their preferred future.

**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**

**At TEC we believe...**

- Inter-district collaboration strengthens all participants and offers the opportunity to do more than one district can do individually.
- Each student can learn differently and should be provided with personalized learning experiences designed to optimize individual potential to meet their goals.
- Data driven student-centered-collaboration should 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 lifelong learners as contributing members of a global 21st century society.
- Education is the shared responsibility among the student, the family, the school and the communities.
- Hard work, effort and responsibility among the student, the family, the school and the communities.
- Hard work, effort and responsibility are fundamental to academic success.
- The catalyst for change evolves from a school culture, which embraces diversity, change, equity, risk-taking and shared decision-making.
- TEC and its member districts work in a proactive partnership to anticipate and address emerging needs.
- TEC's responsibility is to provide an 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.

**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 members can do individually.*

**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 to design instructional programs to meet the diverse needs of all students.
- 1.2. To develop new opportunities for students by expanding existing and seeking new community relationships.
- 1.3. Create a Professional Development Plan that is specific to each program.

**2. Professional Development Goal:**

**To create innovative learning opportunities for K-12 students and educators.**

- 2.1 To maintain successful programs and create additional innovative learning opportunities to promote student growth.
- 2.2 To sustain successful programs and create additional innovative learning opportunities to promote the growth of PreK-12 educators.
- 2.3 To maintain successful programs and create additional opportunities and services for TEC member districts.

**3. Operations Goal:**

**Improve our ability to provide proactive support to TEC programs.**

- 3.1 To evaluate and update (as needed) our operational systems to improve efficiency & eliminate redundancy.
- 3.2 To improve communications within the organization.
- 3.3 To provide & maintain a safe cost-effective infrastructure that supports all aspects of TEC.

**Action Plan Form -TEC Campus School Student Achievement**

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

**Objective 1.1:** To collaborate on data collection from a variety of sources to analyze and to design instructional programs to meet the diverse needs of all students.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> <li>1. Refine and continue to implement formats for teams to analyze data in order to enhance instruction and provide evidence of outcomes.</li> <li>2. Develop differentiated interventions targeting best practices in delivery of all areas of instruction, therapy, and health care (including wellness) in order to support students in reaching their fullest potential utilizing their own strengths and maximizing their independence</li> <li>3. Develop a strategic, prioritized purchasing plan supporting students' various equipment needs.</li> </ol>	Program Director, Related Service Coordinator, Nurse Leader, Director of Student Services, Professional Staff	Sept 2019	June 2022	
<p><b>Indicators of Accomplishment:</b></p> <ol style="list-style-type: none"> <li>1. Team Time, ACE (behavioral and skill acquisition), individual professional goals through Educator Evaluation, creation of individualized data collection systems resulting in more accurate and "efficient" progress reports</li> <li>2. Training, implementation, and assessment in the use of best practices and person centered planning including collaboration within departments and specialized training by area (therapy, academic, life skills/transition, health, wellness)</li> <li>3. Budgeting, assessment of current equipment availability and anticipated needs, communication with equipment companies regarding pricing.</li> </ol>				

**Action Plan Form -TEC Campus School Student Achievement**

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

**Objective 1.2:** To develop new opportunities for students by expanding existing and seeking new community relationships.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> <li>1. To increase inclusion and reverse inclusion opportunities with districts (ie: work with sending districts and support agencies to increase student integration into the home school community, work with SPED Directors to increase the number of students available to participate in reverse inclusion programs.)</li> <li>2. Expand community integration and/or simulated opportunities for all students (including necessary transportation, medical, and behavioral supports).</li> <li>3. Create programs that meet the districts' criteria for community service hours.</li> <li>4. Work collaboratively and creatively with the TEC Career Exploration Internship department.</li> </ol>	Program Director, Related Service Coordinator, Nurse Leader, Director of Student Services, Professional Staff, Transportation Coordinator	Sept 2019	June 2022	
<p><b>Indicators of Accomplishment:</b></p> <ol style="list-style-type: none"> <li>1. Re-develop (post-Covid) a program for inclusion and reverse inclusion students, student involvement in district school extra-curricular activities</li> <li>2. School-based simulated community experiences, regularly scheduled community access for all students, community-based apartment setting for transition age-students</li> <li>3. Establish connections with district guidance departments to provide community service opportunities</li> <li>4. Internship or expanded learning opportunities for students to gain experience in their own areas of interest</li> </ol>				

**Action Plan Form -TEC Campus School Student Achievement**

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

**Objective 1.3:** Create a Professional Development Plan that is specific to each program.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> <li>1. Attain the competencies necessary to support the development of staff in implementing best practice in the areas of instruction, therapy, and health care/wellness.</li> <li>2. Develop a plan that provides adequate resources (funds and time) for the implementation and application of knowledge and new skills               <ol style="list-style-type: none"> <li>a. External consultants</li> <li>b. External PD</li> <li>c. Internal PD</li> </ol> </li> </ol>	Program Director, Related Service Coordinator, Nurse Leader, Director of Student Services, Professional Staff	Sept 2019 (Covid gap)	June 2022	
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● PD survey to address staff areas of requested professional development</li> <li>● PD plan and calendar</li> <li>● PD budget</li> <li>● Synopsis of group and individual development as well as applications within the TEC Campus School setting</li> </ul>				



**Action Plan Form - TEC High School Student Achievement**

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

**Objective 1.1:** To collaborate on data collection from a variety of sources to analyze and to design instructional programs to meet the diverse needs of all students.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> <li>1. All students will participate in self assessment in the development of a Personal Learning Plan (PLP).</li> <li>2. Based on each learner's Personal Learning Plan (PLP) and Backpack, teachers will assess the barriers and strengths of each learner when designing lesson plans.</li> <li>3. Based on the principles of UDL, teachers will develop instructional units to meet the needs of their students.</li> </ol>		August 2021	June, 2022	
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● Completed PLP Plans for each student.</li> <li>● Units based on Principles of UDL</li> <li>● UDL Lesson Plans that address the strengths and barriers of the learners</li> </ul>				

**Action Plan Form -TEC High School Student Achievement**

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

**Objective 1.2:** To develop new opportunities for students by expanding existing and seeking new community relationships.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> <li>1. Reimagine the TEC High School Schedule to allow time for opportunities for students to participate in meaningful Community Engagement activities.</li> <li>2. Create a committee to discuss and design a plan to execute a revised schedule that includes weekly Community Engagement Opportunities.</li> </ol>	Principal, TEC High School	July 1, 2021	June, 2022	
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● <b>Develop a new schedule that would allow academics 4 days per week and community engagement 1 day per week.</b></li> <li>● <b>Partnerships with Community Members up to 5 for students to rotate through</b></li> </ul>				

**Action Plan Form -TEC High School Student Achievement**

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

**Objective 1.3:** Create a Professional Development Plan that is specific to each program.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> <li>1. Meet with TEC High School Staff to determine needs to continue the implementation of UDL and personalized learning for every student.</li> <li>2. Develop a Professional Development plan for the school year 2021-2022</li> </ol>	TEC High School Principal		September 2021	
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● <b>Completed Professional Development Plan</b></li> </ul>				

**Action Plan Form - TEC Phoenix Academy Student Achievement**

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

**Objective 1.1:** To collaborate on data collection from a variety of sources to analyze and to design instructional programs to meet the diverse needs of all students.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> <li>1. TEC Phoenix Academy will continue the process of refining the format for teachers to analyze data in order to enhance instruction and provide evidence of outcomes.</li> <li>2. Continue to analyze the assessment results in order to inform classroom practice, identify gaps in instruction and develop alternative differentiated interventions.</li> <li>3. TEC Phoenix Academy will continue to redesign/enhance/expand digital assessment that allows for accurate reporting of student progress.</li> </ol>	<p>TPA Principal</p> <p>Teachers, Specialists, TPA Principal</p> <p>Teachers, Specialists, TPA Principal, Tech Director</p>	<p>Sept. 2021</p> <p>Sept. 2021</p> <p>Sept. 2021</p>	<p>June 2022</p> <p>June 2022</p> <p>June 2022</p>	
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● Attendance graphs and charts utilized in Team/Progress Meetings.</li> <li>● Behavior Graphs and charts compiling data from Midas; acquiring a functional computer monitoring system to supervise students during class time throughout the school day; utilized in Team/Progress Meetings</li> <li>● Grades/IEP Progress compiled in Midas and ESPED to determine that graduation requirements are met</li> <li>● MCAS Results of individual students shared with staff to determine data points of areas to work on with specific students.</li> </ul>				



**Action Plan Form - TEC Phoenix Academy Student Achievement**

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

**Objective 1.2:** To develop new opportunities for students by expanding existing and seeking new community relationships.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. To increase inclusion and reverse opportunities with member districts (ie: work with sending districts and support agencies to increase student integration into the home school community, work with SPED Directors to increase the number of students available to participate in reverse inclusion programs.)	TPA Principal, Counselors	Ongoing	Ongoing	
2. Expand community integration opportunities.	TPA Principal, Counselors, Teachers	Ongoing	Ongoing	
3. Create programs that meet the districts' criteria for community service hours.	TPA Principal, Counselors, Teachers	Ongoing	Ongoing	
4. Develop a collaborative relationship with TEC Career Exploration Internship Department.	TPA Principal, Counselors	Ongoing	Ongoing	
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● Student reintegration into the home district high school, with the prospect of returning in the fall of 2021 and 2022 School Year.</li> <li>● Student involvement in district school extra-curricular activities.</li> <li>● Student Involvement in community-based learning, vocational, and/or service experiences</li> </ul>				

**Action Plan Form - TEC Phoenix Academy Student Achievement**

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

**Objective 1.3:** Create a Professional Development Plan that is specific to each program.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> <li>1. Identify the competencies for skill development</li> <li>2. Coordinate professional development from external and internal consultants..</li> <li>3. Develop and publish a plan that provides adequate resources (funds and time) for the implementation and application of knowledge and new skills</li> </ol>	TPA Principal Director of Student Services	June 2021	September 2021	
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● Professional Development Calendar</li> <li>● Professional Development survey for staff</li> <li>● Professional Development Budget</li> <li>● Synopsis of Professional Development (group and individual)</li> </ul>				

**Action Plan Form - Professional Development**

**Goal #2: To create innovative learning opportunities for K-12 students and educators.**

**Objective 2.1** To maintain successful programs and create additional innovative learning opportunities to **promote student growth.**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<p>1. Develop and support partnerships with community professionals and post secondary representatives to expand awareness of opportunities for community, public, and private colleges and careers.</p> <p>2. Explore technical and vocational career options for students.</p> <p>3. Implement student internship tasks, including journal reflections, interviewing professionals, mentor feedback evaluations, and exploration of online resources, to promote self-reflection and guide decision-making regarding the choice of college programs and careers.</p> <p>4. Expand internship opportunities to a more diverse group of students, including students of lower economic levels and students of color, through grant exploration, financial aid partnerships, and marketing the program to districts with a more diverse student population.</p> <p>5. Continue to facilitate monthly Job-Alike meetings with high school counselors from TEC Member districts to support and collaborate.</p> <p>6. Improve internal efficiencies by developing procedures and enrollment tools for virtual class enrollments.</p> <p>7. Expand options for virtual and personalized learning for students in TEC member districts and beyond.</p>	Internship & Career Exploration Staff	7/1/2021	6/30/2022	Salaries and expenses TBD
	Internship & Career Exploration Staff	7/1/2021	6/30/2022	
	Internship & Career Exploration Staff	7/1/2021	6/30/2022	
	Internship & Career Exploration Staff; PD Staff	7/1/2021	6/30/2022,	
	Internship & Career Exploration Staff; PD Staff	7/1/2021	6/30/2022	
	PD Staff	7/1/2021	6/30/2022,	
	PD Staff	7/1/2021	6/30/2022,	



### **Action Plan Form - Professional Development**

**Goal #2: To create innovative learning opportunities for K-12 students and educators.**

**Objective 2.1** To maintain successful programs and create additional innovative learning opportunities to **promote student growth.**

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#### **Indicators of Accomplishment:**

- **Student, parent, and mentor surveys indicate favorable experiences within the Internship Program.**
- **Increased access to and development of relationships with college representatives to enhance informed decision making throughout the college and career exploration process.**
- **New enrollment system for virtual courses is developed and implemented.**
- **An automated and fluid workflow results in efficient data collection and analysis.**
- **Increased enrollment of students in virtual courses, internships, and college fair attendance.**

**Action Plan Form - Professional Development**

**Goal #2: To create innovative learning opportunities for K-12 students and educators.**

**Objective 2.2:** To sustain successful programs and create additional innovative learning opportunities to **promote the growth of PreK-12 educators.**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Maintain the current course offerings, particularly the SEI Endorsement courses.	Professional Development Department Staff	7/1/2021 for all action steps	6/30/2022  Continue throughout FY 22 and ongoing as revisions and updates require.	\$12,000 (Instructor fees)
2. Expand self-paced workshops.	PD Staff & Instructors			\$10,000 (Instructor fees)
3. Develop two new offerings for license renewal (Special Ed and ELL).	PD Staff & Website support			
4. Expand communication and marketing of our PD offerings (e.g. Twitter account).	PD Staff & Instructors			
5. Develop another cohort of online adult trainers (e.g. Grace Magley model).	PD Staff			TBD based on membership fees
6. Develop professional learning for culturally proficient teaching and learning.	PD Staff			
7. Cultivate partnerships with community organizations such as Mass Audubon, Mass Historical Society, and other non-profits.	PD Staff & Website support			
8. Explore the possibility of expanded use of TEC Moodle to organize and advertise professional learning (per Kerry A and Leslie S).	Professional Development department staff and TEC Program staff			Evaluate in Fall 2021 and Spring 2022.
9. Collaborate with TEC Program staff to provide professional learning opportunities to meet their needs.				

**Indicators of Accomplishment:**

- **Increased number of professional learning courses and workshops accessed by TEC member districts**
- **Increased number of instructors and course participants from TEC Program staff, member districts, and non-member districts**
- **Website and TECMoodle data that indicate increased traffic and participants**
- **Number of Twitter followers**

**Action Plan Form - Professional Development**

**Goal #2: To create innovative learning opportunities for K-12 students and educators.**

**Objective 2.3** To maintain successful programs and create additional opportunities and services for **TEC member districts.**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Provide inter-district collaboration as requested by districts (e.g. Wilson Language Training, personalized learning models, district determined long term training programs)	PD staff	7/1/2021	6/30/2022	Salaries & Expenses- TBD
2. Continue to maintain the services to the districts enrolled in the Student Data Privacy Alliance	PD staff (Online Learning Services/SDPA)			
3. Continue and update training for virtual learning platforms (POBL)	PD Staff			
4. Continue current groups and expand TEC Job-Alike groups	PD Staff, Internships & Career Exploration			

**Indicators of Accomplishment:**

- **Programs established for district training and participation**
- **Established protocols/handbook and schedule for district training**
- **Schedule of Job-Alike meetings**

**Action Plan Form - Operations**

**Goal #3:** Improve our ability to provide proactive support to TEC programs

**Objective:** To evaluate and update (as needed) our operational systems to improve efficiency and eliminate redundancy.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Review of administrative staff job descriptions and update as needed.	Dan Shovak Janet Maragus	9/1/21	12/31/21	\$0
2. Review Finance and Operation Policy and Procedure Manual and update as needed.	Dan Shovak Joan Preble Joyce Primavera Patricia McKim	9/1/21	5/30/22	\$0
3. Review Human Resources Policy and Procedure Manuals and update as needed.	Dan Shovak Janet Maragus	9/1/21	6/30/22	\$0
4. Review ADP Workforce Now to ensure Human Resources and Payroll system corresponds with TEC policies and make modifications as necessary.	Dan Shovak Janet Maragus Joyce Primavera	9/1/21	12/31/21	\$0
5. Explore alternatives to the Microsoft Dynamics accounting database that would allow easier remote access. <i>(do we continue to host in-house or move to the cloud)</i>	Dan Shovak John Spears Joan Preble	1/1/22	6/30/22	\$0
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● <b>Completed job descriptions</b></li> <li>● <b>Updated policy and procedure manuals as necessary and bring to Board of Directors for Approval</b></li> <li>● <b>System modifications completed</b></li> </ul>				

**Action Plan Form - Operations**

**Goal #3:** Improve our ability to provide proactive support to TEC programs

**Objective 3.2:** To improve communications within the organization.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Formalize policies and procedures for annual performance reviews for non instructional staff.	Dan Shovak Liz McGonagle Janet Maragus	9/1/21	6/30/22	\$0
2. Pilot brief daily office staff meeting via zoom ( <i>check-in</i> ).	Janet Maragus	7/1/21	6/30/22	\$0
3. Monthly central office staff meetings to communicate information to staff from the leadership team.	Liz McGonagle	7/1/21	6/30/22	\$0
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● <b>Written policies in place</b></li> <li>● <b>Initiating staff check-ins</b></li> <li>● <b>Initiating more frequent central office staff meetings</b></li> </ul>				

**Action Plan Form - Operations**

**Goal #3:** Improve our ability to provide proactive support to TEC programs

**Objective 3.3:** To provide and maintain cost-effective infrastructure that supports all aspects of TEC.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Explore areas of school grounds for possible enhancements to better serve our students.	Dan Shovak Liz McGonagle Meredith Faletra Susan Donelan	9/1/21	6/30/22	\$0
2. Investigate options for Campus School expansion and implement as feasible.	Dan Shovak Liz McGonagle Susan Donelan	7/1/21	9/1/21	\$0

**Indicators of Accomplishment:**

- Recommendations made to TEC leadership for approval and implementation
- Approval and implementation by TEC leadership team