



The Education Cooperative

Strategic Plan

2022 – 2027

Together we create more possibilities...

Presented to the TEC Board of Directors September 22, 2023

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.

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 (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
1. Refine and continue to implement formats for teams to analyze data in order to enhance instruction and provide evidence of outcomes.	Program Director, Special Education Services	9/1/23	6/1/24	
2. Develop and implement differentiated interventions targeting best practices in delivery of all areas of instruction, therapy, and health care (including wellness)	Coordinator, Nurse Leader, Director of Student Services, Related Service Coordinator, Professional Staff	7/1/23	6/30/24	
3. Develop a strategic, prioritized purchasing plan supporting students' various equipment and resource needs.		7/1/23	5/1/24	
4. Continue to build TEC's English Learner Education programming to ensure all students designated as EL receive appropriate support and services through:	Program Director, Special Education Services			
-Professional development	Coordinator, Nurse Leader, Director of Student Services	9/2023	11/2023	
-Meetings with TEC's Language Acquisition Site Based Team		9/2023	6/2024	

Indicators of Accomplishment:

1. Efficient, collaborative, and robust Team Time meetings
Use of ACE (behavioral and skill acquisition)
Creation and analysis of individualized data collection systems resulting in more accurate and “efficient” progress reports
Individual or group professional goals through Educator Evaluations
2. Inventory and assessment of current equipment/resource availability (September-November 2023)
Anticipated needs by nurses/teachers/therapists (November-December 2023)
Communication with equipment/resource companies regarding pricing (ongoing)
3. Participation in EL professional development and evidence of completed individual EL Student Success Plans (ELSP).

Action Plan Form **TEC Campus School**

Date: 7/1/23

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 (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
<ol style="list-style-type: none"> 1. Increase community-based learning opportunities by providing necessary transportation, medical, and behavioral supports 2. Collaborate with the TEC Career Exploration Internship program to place TCS students in internships and job placements utilizing existing relationships and resources 	Program Director, Special Education Services Coordinator, Nurse Leader, Director of Student Services, Related Service Coordinator, Professional Staff, Transportation Coordinator	9/1/23	6/30/24	
<p>Indicators of Accomplishment:</p> <ol style="list-style-type: none"> 1. Established vocational job sites, social and recreational environments, functional community learning opportunities, and school-based extracurricular activities 2. An increased number of students placed in community-based internships or job sites 				

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

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

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
1. Attain/support the competencies necessary to support the development of staff in implementing best practice in the areas of instruction, therapy, and health care/wellness.	Program Director, Special Education Services Coordinator, Related Service	8/28/23	6/1/24	
2. Attract, support, and retain highly qualified and skilled staff	Coordinator, Nurse Leader, Director of Student Services, Professional Staff	7/1/23	6/30/24	
3. Provide professional development to support TEC Special Education staff's readiness to implement the new IEP in 2024-2025	Director of Student Services	10/1/23	6/30/24	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● PD plan and calendar that reflects the strategic priorities and needs identified by surveying staff. ● Group and individual reflections on PD outcomes as well as identified applications of new knowledge and skills. ● Implementation of a consistent schedule of supervision, evaluation, and support ● Participation in New IEP professional development with consultant ● Staff attend DESE's training the trainer professional development on the new IEP; train TEC staff on the new IEP 				

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 (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
1. Teachers will routinely utilize information from each student's Personal Learning Profile and DBT skills data sheet when designing lessons.	Principal, Special Education Team Leaders, Teachers	9/1/23	Ongoing	
2. Special educators and clinicians will consult with teachers on an on-going basis specifically around student learning and social emotional profiles.	Principal, Special Educators, Clinicians	9/1/23	First round by 9/30/23, then ongoing	
3. Utilize new flex time block to implement DBT groups with goals shaped around student needs as assessed on diary cards	Principal, Clinicians	9/1/23	6/30/23	
Indicators of Accomplishment: <ul style="list-style-type: none"> ● Design and implementation of new schedule ● Consistent implementation of lesson plans designed using PLP data, DBT skills data sheets, and diary cards. 				

Action Plan Form **TEC High School**

Date: 7/1/23

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 (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
1. Redesign community service program for seniors to allow for more independence at job placements and internships.	1.Principal, TEC High School Staff	9/1/23	1/30/24	

Indicators of Accomplishment:

- Placement of seniors in personalized job placements and internships.

Action Plan Form **TEC High School**

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 (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
<ol style="list-style-type: none"> 1. Provide professional development to support TEC Special Education staff's readiness to implement the new IEP in 2024-2025 2. Continue to provide professional development with a consultant to increase teachers' capacity to integrate DBT skill development into academic classes. 	<p>Director of Student Services, Principal</p> <p>Principal</p>	<p>9/1/23</p> <p>8/1/23</p>	<p>6/30/24</p> <p>6/30/24</p>	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Implementation of professional development plan 				

Action Plan Form **Phoenix Academy**

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

Date: 7/1/23

Objective 1.1: To design instructional programs to meet the diverse needs of all students.

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
<p>1. Create a protocol for analyzing data through standing weekly meetings with instructional staff.</p> <p>2. Hold weekly meetings to analyze the assessment results in order to inform classroom practice, identify gaps in instruction and develop alternative differentiated interventions.</p> <p>3. Modify/Redesign student learning plans based on outcomes from analyzing data and assessments.</p>	<p>TPA Administrators</p> <p>Teachers, Specialists, TPA Administrators</p> <p>Teachers, Specialists, TPA Administrators</p>	<p>9/1/23</p> <p>10/15/23</p> <p>2/1/24</p>	<p>10/15/23</p> <p>3/30/24</p> <p>6/30/24</p>	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> • Attendance graphs and charts utilized in Team/Progress Meetings. • Behavior graphs and charts compiling data from Midas; • Team/Progress Meetings • Grades/IEP progress compiled in Midas and eSPED to determine that graduation requirements are met • MCAS Results of individual students shared with staff to determine data points of areas to work on with specific students. 				

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

Date: 7/1/23

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

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
<p>1. Reach out to districts to address the possibility of students participating in extracurricular activities</p> <p>2. Communicate with and reach out to outside agencies to create opportunities for students to get involved with the community.</p> <p>3. Collaborate with the TEC Career Exploration Internship program to place TPA students in internships and job placements utilizing existing relationships and resources</p>	TPA Principal, Counselors	September 2023		
	TPA Principal, Counselors, Teachers	September 2023		
	TPA Principal, Counselors, Teachers	September 2023		
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> • Student reintegration into the home district high school, with the prospect of returning in the fall of 2023 and 2024 School Year. • Student involvement in district school extra-curricular activities. • Student Involvement in community-based learning, vocational, and/or service experiences 				

Action Plan Form **Phoenix Academy**

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

Date: 7/1/23

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

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Notes
<ol style="list-style-type: none"> 1. Develop and publish a plan that provides adequate resources (funds and time) for the implementation and application of knowledge and new skills. 2. Provide professional development to support TEC Special Education staff's readiness to implement the new IEP in 2024-2025 	<p>Director of Student Services, Principal</p> <p>Director of Student Services, Principal</p>	<p>7/1/23</p> <p>9/1/23</p>	<p>9/1/23</p> <p>6/30/24</p>	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Professional development calendar ● Professional development survey for staff ● Professional development budget ● Synopsis of professional development (group and individual) 				

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Indicators of Accomplishment:

- Student, parent, and mentor surveys continue to 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.
- An automated and fluid workflow resulting 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.

Date: 7/1/23

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

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Expand course offerings, maintaining the SEI Endorsement courses. 2. Expand self-paced workshops and market to TEC staff, TEC member districts, TECCA, and non-member districts, including new iteration of courses providing 15 PDPs in required re-certification areas (e.g. SEI) 3. Expand communication and marketing of our PD offerings throughout TEC member and non-member districts and TECCA 4. Expand professional learning for culturally proficient teaching and learning by partnering with other MOEC collaboratives and TEC member job alike meetings 5. Examine TEC Moodle options for additional virtual and hybrid offerings 6. Cultivate partnerships with community organizations such as Mass Audubon, Mass Historical Society, other non-profits, and local universities. 7. Collaborate with TEC Program staff to provide professional learning opportunities specific to their needs.	PD Staff Director of Professional Learning & Leadership; Professional Development Coordinator PD Staff PD Staff PD Staff PD and Principals/ Program Directors	7/1/23	6/30/24	Salaries, Instructor stipends, course development fees

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Indicators of Accomplishment:

- Increased offerings for professional learning reflecting current initiatives (Cultural proficiency, SEL, DEI, accelerated learning, special education)
- Increased enrollment in courses, workshops, and seminars across TEC member and non-member districts
- Increased TEC staff member enrollment in courses relevant to their needs

Action Plan Form **Professional Development**

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

Date: 7/1/23

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

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> 1. Provide inter-district collaboration as requested by districts (e.g. Wilson Language Training, Orton Gillingham training, IEP training, personalized learning models, district-determined long term training programs) 2. Survey districts to continually update services based on their current and future needs 3. Increase Job-Alike groups and schedule regular meetings (Administrators, Curriculum Coordinators, Department chairpersons, etc.) 4. Continue to maintain and expand the services to the districts enrolled and expand participation in the Student Data Privacy Alliance. 5. Explore options and continue/update training for virtual learning platforms for TEC member districts 6. Develop and implement virtual learning pilot with Natick Public Schools to provide options for virtual learning for students. 	<p>Director of Professional Learning & Leadership; PD Coordinator</p> <p>PD Staff</p> <p>Director of Professional Learning & Leadership; /PD Staff</p> <p>TEC SDPA Director</p> <p>Online Learning Coordinator</p> <p>Director of Professional Learning & Leadership</p>	<p>7/1/22 for all action steps</p>	<p>6/30/23 Continuing</p>	<p>Salaries, Instructor compensation, online course fees</p>

<p>7. Collaboration with MOEC collaboratives to provide expanded opportunities for professional learning</p> <p>8. Continued participation in MOEC PD Job-Alike to collaborate, learn from, and contribute to other MA collaboratives</p>				
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Increased participation from TEC member districts in literacy training and personalized learning offerings. ● Additional professional learning opportunities as identified by districts. ● Regular job-alike meetings to support TEC members ● Enhanced SDPA focus for districts ● Expanded options for virtual learning for TEC member students ● Additional learning opportunities through MOEC regions 				

Action Plan Form **Finance & Operations**

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

Date: 7/1/23

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

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> 1. Review Finance and Operations Policy and Procedure manual and update as needed. 2. Explore areas for the automation of current manual processes in the central office and automate processes as needed. 	<p>Director of Finance and Operations</p> <p>Director of Finance and Operations Executive Director Director of Technology Director of Professional Learning & Leadership</p>	<p>7/1/22</p> <p>9/1/22</p>	<p>9/18/23</p> <p>6/30/23</p>	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Policy and Procedure Manual updated as needed and revisions presented to Board ● Written analysis of processes to automate with vendor and software selected and proposed timeline for implementation 				

Action Plan Form **Finance & Operations**

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

Date: 7/1/23

Objective 3.2: To improve communication within the organization

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Formalize semi-annual staff review process to communicate staff member goals and objectives for the fiscal year.	Director of Finance and Operations	7/1/22	12/1/23	
2. Engage staff and other stakeholders in discussion of organizational needs as part of the Executive Director’s entry plan process.	Executive Director	7/1/23	6/30/24	
3. Implement Monday Memo as a means for weekly communication across the organization.	Executive Director	7/1/23	1/31/24	
Indicators of Accomplishment: <ul style="list-style-type: none"> ● Written Staff Review policy with formal communication to staff in December 2023 ● Written entry plan results ● Weekly Monday Memo 				

Action Plan Form **Finance & Operations**

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

Date: 7/1/23

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

Action Steps (2023-2024)	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Explore areas of school grounds (internal and external) for possible enhancements to better serve our students (pending resolution to current legal proceedings)	Director of Finance and Operations Director of Student Services	9/1/23	Ongoing	
2. Investigate and secure possible alternative campus sites to TPA program.	Director of Finance and Operations Executive Director TPA Principal	7/1/23	12/30/23	
3. Research student information systems to use for the beginning of the 2024-2025 school year.	Director of Technology Director of Student Services	9/2023	12/2023	
4. Propose and decide on a student information system to use for the beginning of the 2024-2025 school year.	Director of Technology Director of Student Services	12/2023	2/2024	
5. Provide staff training on the new student information system.	Director of Technology Director of Student Services	3/2024	6/2024	

Indicators of Accomplishment: <ul style="list-style-type: none">● Written proposal for enhancements to Campus School space● New space selected and confirmed for the TPA program for 2024/2025 school year● New SIS system, selected and implemented by 6/30/24				