

the education COOPERATIVE

ANNUAL REPORT FY 2023

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Together we create more possibilities.

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FY'23 Board of Directors and District Leadership

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Matthew Brand, Natick

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Jeanne Downes, Wayland
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TEC Leadership

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Executive Director

Bradford Jackson
Interim Executive Director

Daniel Shovak
Director of Business and Finance

Zachary Abrams,
Director of Student Services

Jean Kenney
Director of Professional Learning and Leadership

John Spears
Director of Technology

Michelle Fusco
Human Resources Manager

Meredith Faletra
Program Director, TEC Campus School

Deborah Caligaris
Principal, TEC High School

Antonio Nicolazzo
Principal, TEC Phoenix Academy

Letter from the Executive Director



Dear TEC Community Members,

It is my pleasure to present TEC's 2022-2023 Annual Report to you. TEC is a wonderful, thriving organization with a staff that works every day to fulfill our mission, serve our member districts, and work toward our goals. As the new Executive Director, I am very appreciative of the strong foundation and programs that Elizabeth McGonagle, Executive Director *emerita*, fostered at TEC. During her tenure, Liz expanded and transformed TEC, making it the place that it is today. In addition, I am grateful for Brad Jackson's leadership as Interim Executive Director last year from January to June. His experience and wisdom was important during a period of transition.

With the departure of a long-time executive director, last year represented a time of change at TEC. Even during a time of transition, however, TEC had another successful year, including enrolling 96 students across 3 programs. The fact that TEC continued its student programs and district services, while realizing another financially sound year, is a testament to strong infrastructure that has been built over time, the shared sense of mission that exists at TEC, and the dedication and hard work of TEC's staff.

Like many organizations, in FY'23, TEC continued to navigate the ways that the educational landscape has changed as we have emerged from the disruption of the pandemic. TEC continued to support the social-emotional needs of its students and staff, respond to educators' requests for new delivery models for professional development, and adapt to the changing needs of districts.

In this annual report you will find detailed cost saving information about TEC's student programs and the professional services that we provide to our regional community and you will get a view into the scope and breadth of the organization.

Though this report looks back at the past year, as I begin my time at TEC, I want to thank the TEC Board of Directors, our district Superintendents and schools leaders, the TEC staff, and school committee members, students and families across our regional community for your ongoing support and engagement.

A handwritten signature in black ink that reads "Emily J. Parks". The signature is fluid and cursive.

EMILY J. PARKS

Executive Director

eparks@tec-coop.org

781-352-5000

About TEC

Established in 1968, by a group of visionary educational leaders, The Education Cooperative (TEC) was Massachusetts' first educational collaborative. Today, 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.

Special Education Programs

TEC provides a continuum of outstanding public special education day programs for students ages 3-21. 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.

Other Programs and Services

- 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
- Student Internship and Career Exploration Program and College Fairs
- A statewide cooperative purchasing program supporting over 100 school district
- TEC Student Data Privacy Alliance—protecting students in MA, NH, RI, ME & VT



TEC Member Districts

Canton

Dedham

Dover

Dover-Sherborn

Framingham

Holliston

Hopkinton

Medfield

Medway

Millis

Natick

Needham

Norwood

Sherborn

Walpole

Wayland

Westwood

At TEC We Believe

Our Vision

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.

Our Mission

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

"In addition to providing high-quality, cost-effective special education programs for students, through TEC I have access to an important professional network and community. We can talk, share ideas, and address challenges together."

—Armand Pires, Superintendent, Medway Public Schools



Our Guiding Beliefs

- 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 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 life-long 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 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 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.

Our Strategic Goals

TEC's 2021–2026 Strategic Plan is the culmination of analysis and planning done by the Strategic Planning Committee consisting of the Administrative Leadership Team, TEC staff members representing all of our programs and services, and educators and leaders from our regional learning community. This plan establishes a long-range direction for TEC and provides a clear focus for future pursuits by identifying priorities for improvement. Each May, staff are invited to participate as we convene to review and update the plan. TEC Administrators report out our progress toward achieving these goals at the TEC Board of Directors meetings.

1. Student Achievement

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

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

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.

Progress Toward Our Goals

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 2022-2023 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 Board of Directors meetings.



Student Achievement:

Enhance and expand learning opportunities to meet the diverse needs of all students.

- Successfully engaged in DESE's Collaborative Program Review (CPR) process and Tiered Focused Monitoring for ELLs, with both reviews resulting in no adverse findings or corrective action required.
- TEC High School (THS) implemented the use of Goalbook to assist teachers in designing lessons based on UDL principles and personalized learning goals.
- All THS students participated in a self-assessment to develop a Personal Learning Profile (PLP). Teachers use the strengths and barriers identified in the PLP during instructional planning.
- THS created a new partnership with the Walpole Council on Aging that promotes intergenerational relationships.
- Though TEC Campus School (TCS) remained masked during Fall 2022 due to the medical complexities of its students, it thoughtfully and successfully returned to school-wide programming, programs based in community-settings, and family engagement on campus. Events included Open House, the Fall Festival, Halloween Trick or Treating, Campus Sing Along, The Snow Ball, Prom, and Field Day.
- TCS implemented bi-weekly "team time" for each student's educational and therapeutic staff members to review data, address areas of need, and share successful strategies.
- TCS implemented a professional development model in which staff members met in job-alike groups or interdisciplinary teams to build their capacity in a variety of areas, including: Implementing ABA Principles, Developing Meaningful MCAS Alternate Portfolios, Implementing Neurologic Music Therapy Across Disciplines, and the Use of Augmentative and Alternative Communication Strategies in Classrooms and with Families.
- TEC Phoenix Academy (TPA) created a bi-monthly consultation model in which staff members meet with a consulting clinical psychologist to better support students' needs at school.
- TPA hosted representatives from post-secondary programs to meet with students who are interested in pursuing various trades after high school.

Professional Development:

Create innovative learning opportunities for K-12 students and educators.

- Increased the number of non-TEC member districts enrolled in self-paced online courses.
- Enabled free access to self-paced online courses for all TEC and TECCA staff members.
- Continued to offer DESE SEI Endorsement courses for teachers and administrators.
- Provided two workshops dedicated to the implementation of the revised MA IEP.
- Created new job-alike groups for Occupational Therapists, Science Department Chairs, and Adjustment Counselors.
- Provided a workshop to districts to address emerging educational issues related to Artificial Intelligence.
- Continued to assist districts' efforts to provide safe and healthy school environments through workshops addressing support for LGBTQ+ students, behavioral health issues, and supporting migrant students.
- Created and implemented courses to support educator wellness and self-care.
- Offered a course in American Sign Language for TEC Campus School staff and other participants.



Operations:

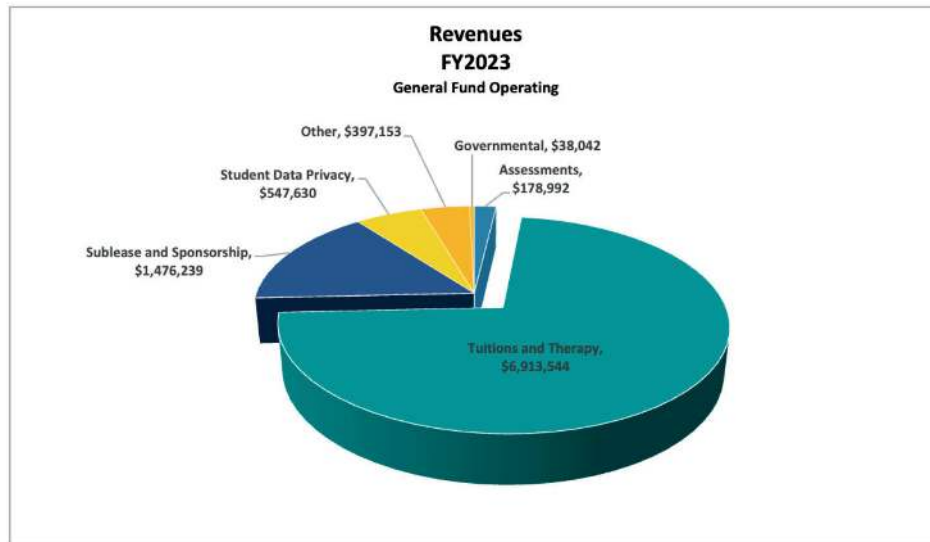
Improve our ability to provide proactive support to TEC programs.

- Evaluated all staff salary step scales to ensure alignment with TEC districts and other collaboratives. The comparison analysis was completed and presented to the budget subcommittee and TEC Board of Directors. A new salary step scale was approved in December 2022, which extended scale to 14 steps for professional staff and created an additional step scale for TEC Campus School paraprofessionals based on the additional complexities of serving more intensive students. The new scales were implemented in January, 2023.
- Conducted a search for an Interim Executive Director and permanent Executive Director and successfully transitioned leadership.
- Implemented bi-monthly finance and operations staff meetings to improve communication between the leadership team and finance and operations staff.
- Investigated possible alternative campus sites for the TPA program in preparation for negotiating a new lease during FY'24 and moving the program in FY'25.
- Planned and completed the relocation of the TEC High School (THS) and TEC Campus Schools (TCS) classrooms within the Mansion Dr. campus. The relocation moved the THS to a newly vacated wing of the building and allowed TEC to satisfy a request from TECCA, a sublessee of space in the building, by creating addition space and an entryway for their organization.
- Explored alternatives to the current accounting database that would allow easier remote access for staff.

FY'23 Source and Use of Funds: Revenues

General Fund

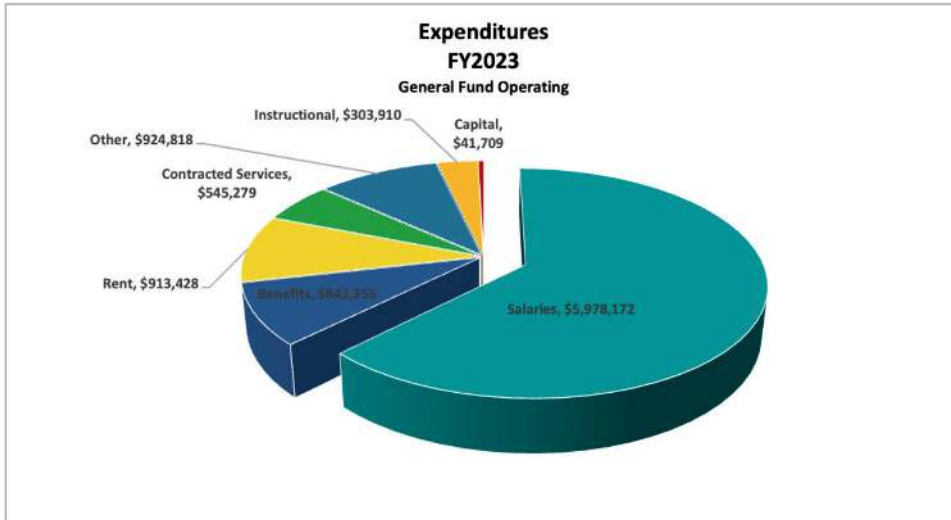
As illustrated in the chart on the , TEC's largest source of funds in FY'23 was Tuition and Therapy, comprising 72.4% of its revenue. By comparison, member assessments contributed only 1.9% of revenue. The remaining 25.7% of TEC's revenue was drawn from a variety of sources, including the TECCA sponsorship, annual memberships in the TEC Student Data Privacy Alliance, professional development programming, and income from subleases. With these diverse revenue streams, TEC's financial position continued to be strong in FY'23.



Revenues	Amount	Percentage
Assessments	\$178,992	1.9%
Tuitions and Therapy	\$6,913,544	72.4%
Sublease and Sponsorship	\$1,476,239	15.5%
Student Data Privacy	\$547,630	5.7%
Other	\$397,153	4.2%
Governmental	\$38,042	0.4%
Total	\$9,551,600	100%

FY'23 Source and Use of Funds: Expenditures

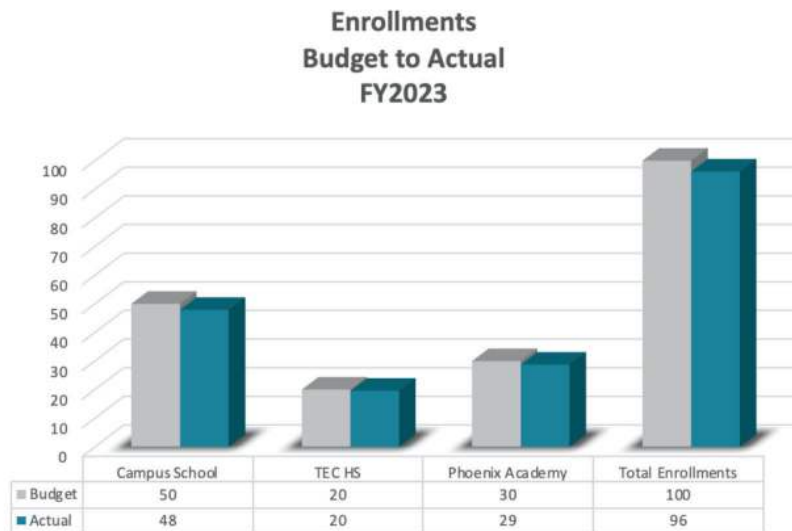
General Fund



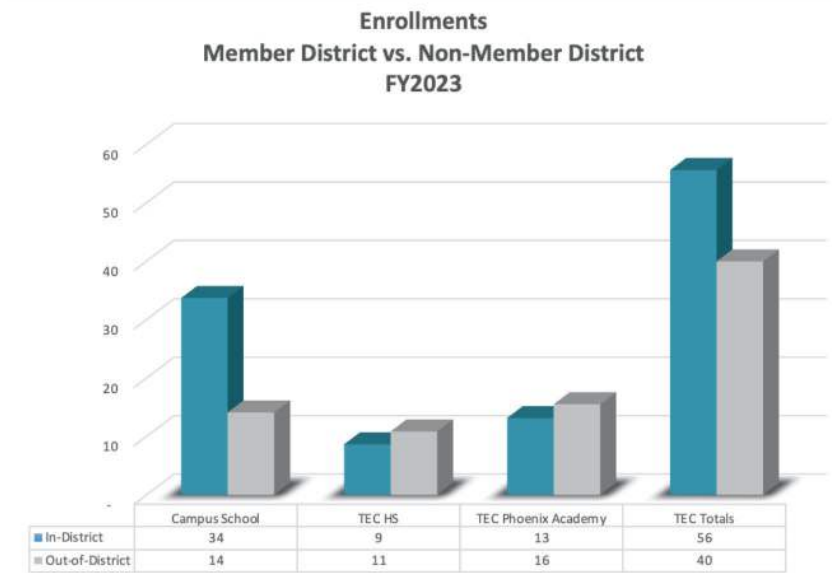
Expenditures	Amount	Percentage
Salaries	\$5,978,172	62.6%
Benefits	\$843,355	8.8%
Rent	\$913,428	9.6%
Contracted Services	\$545,279	5.7%
Other	\$924,818	9.7%
Instructional	\$303,910	3.2%
Capital	\$41,709	0.4%
Total	\$9,550,671	100.00%

FY'23 Enrollment and Enrollment Trends

In each year's annual budget, TEC projects the anticipated number of enrollments by program. In FY'23 the budget enrollment number was higher than what was budgeted in the last 5 budget cycles at 100 total enrollments. As illustrated in the chart below, in FY'23 the total enrollment across programs did not quite reach the budget projection.



As seen in the graph below, in FY'23, 58% of students enrolled at TEC were from member districts, with the remaining 42% of students from districts that are not members of our collaborative. Tuition for students from non-member districts are higher than for TEC members, with a tuition differential of between 23% and 26%.

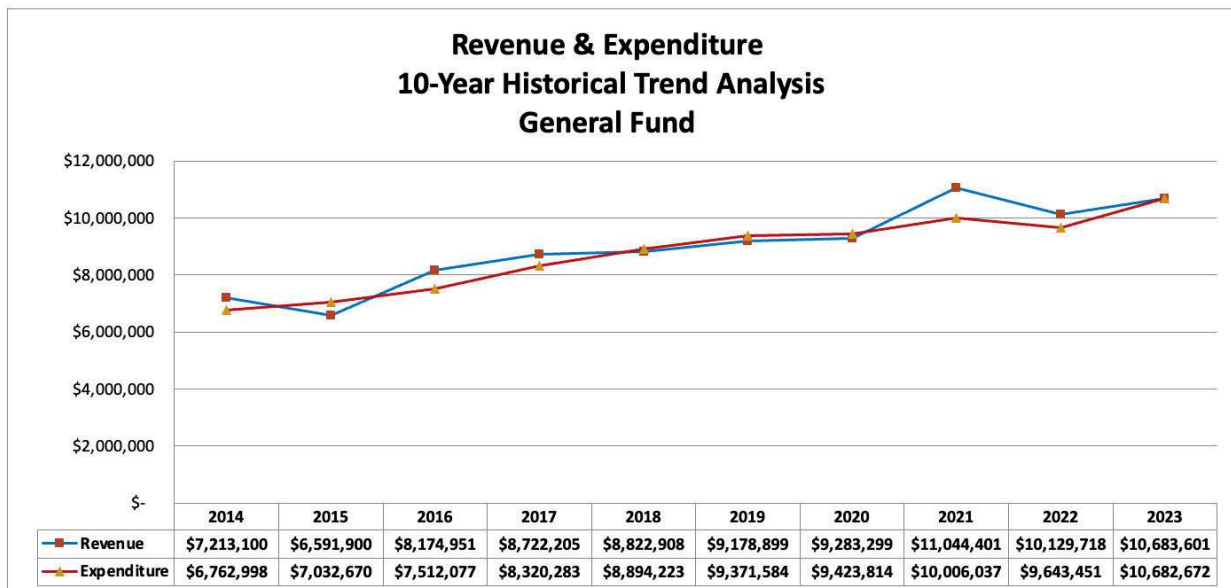


FY'23 Grant Awards

FY'23 State Grants	
American Rescue Plan	\$3,756
Comprehensive School Health Services (CSHS)	\$30,000
TOTAL State Grants	\$33,756

FY'23 Private Grants	
Floyd Family Foundation	\$2,500
TOTAL Private Grants	\$2,500

Historical Trends Analysis



SPECIAL EDUCATION SERVICES AT TEC

TEC provides member and non-member public school districts with an array of specialized services designed to address the needs of students with moderate to intensive disabilities ages 3-21 in an engaging and supportive learning environment. TEC's beautiful 8-acres main campus is located in East Walpole and houses the TEC Campus School and TEC High School, with a satellite transition program at Westwood High School for students aged 14-18. TEC Phoenix Academy is located in the historic Plimpton Building on the campus of Walpole High School.



TEC offers access to a team of skilled specialists who are able to provide comprehensive services to meet each students' needs, including:

- Speech and Language Therapy
- Occupational Therapy
- Physical Therapy
- Counseling
- Adapted Physical Education
- Vision Therapy
- Music Therapy
- Vocational Training
- Social Skills Training
- BCBA Services
- Nursing
- Assistive Technology
- Augmentative and Alternative Communicatio
- Specialized Reading Instruction
- Deaf and Heard of Hearing Services
- Orientation and Mobility Services
- Transition Planning
- Social Pragmatics

At TEC, our DESE licensed, experienced and caring educators work as an integrated team to empower students to embrace their dreams and goals, take control of their lives, and be actively involved in their own learning process in order to reach their full potential.

TEC works in partnership with students' home districts to create a purposeful and engaging educational pathway that meets each student's learning, health, and behavioral needs. TEC provides personalized, differentiated classroom instruction and related services that utilizes the latest educational resources, strategies and assistive technologies. With a range a programs, enrollment at TEC allows for natural movement between classrooms based on the emerging needs and interests of the student.

All TEC programs are purposefully designed to provide meaningful learning in the least restrictive environment.

TEC Schools Overview

Creating personalized pathways to individual student success for more than 50 years.

School	Location	Ages/ Grades	Student Profiles	Program Description
TEC Campus School (TCS)	TEC Main Campus 141 Mansion Dr E. Walpole (Satellite program at Westwood HS)	Ages 3-21	<ul style="list-style-type: none"> • Developmental Delays • Multiple Disabilities • Neurological Impairment • Intellectual Impairment • Complex Medical Conditions • Vision Impairment • Cerebral Palsy • Autism • Anxiety Disorder • ADHD 	<ul style="list-style-type: none"> • Small classroom settings utilizing an integrated related services approach • Highly trained instructional, therapeutic, and medial staff • Individualized multi-sensory instruction, medical support and behavioral support • Strong focus on communication and functional living skills • Field trips and community-based inclusion opportunities
TEC Phoenix Academy (TPA)	Plimpton School 319 Common St Walpole	Grades 7-12	<ul style="list-style-type: none"> • Academic, emotional and/or behavior challenges • Depression • Anxiety • ADHD • Oppositional Defiance Disorder • Trauma History 	<ul style="list-style-type: none"> • Small, structured academic setting with a therapeutic milieu • Skilled mental health counselors • Collaboration and consultation with outside support service providers • Collaborative and Proactive Solutions (CPS) model
TEC High School (TCS)	TEC Main Campus 141 Mansion Dr E. Walpole	Grades 8-12	<ul style="list-style-type: none"> • Anxiety • Depression • Mood Disorders • Trauma History • School Avoidance • Social Challenges 	<ul style="list-style-type: none"> • Small, structured academic setting • Counseling support • Dialectical Behavior Therapy • College counseling

Transition Services: Real-world learning opportunities and individualized support to prepare students for further education, employment and independent living.

INTENSIVE CONTINUUM (AGES 3-21)

The TEC Campus School Intensive Continuum serves students age 3 through age 21 at the beautiful TEC Campus School in East Walpole, offering students a warm and engaging learning environment specifically designed to support their social, learning, and medical needs. TCS staff provides multi-sensory instruction to meet the individual learning, communication, motor, behavioral, daily living, and transition goals.

All classrooms are staffed throughout the day with DESE licensed teachers, registered nurses, therapists, and paraprofessionals who seamlessly integrate instruction into daily classroom experiences. Assistive technology, as well as augmentative and alternative communication, are authentically integrated into each child's educational experience.

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

Our students' profiles may include:

- Multiple disabilities
- Neurological impairment
- Sensory impairment
- Cerebral palsy
- Developmental delays
- Medical fragility
- Physical Disabilities
- Autism

"Our son came to TEC about three years ago, after being in a class where his teacher didn't know how to teach him and he wasn't included in all the activities. After three weeks [at TCS], he was learning! He was also included in everything in the classroom and was happy, energized and engaged. Fast forward to today and he has gained so much, progressed so much, and made lots of friends. We love TEC and are so glad our journey led to their door."
--TCS Parent



PROGRAM HIGHLIGHTS

- Vibrant and supportive school community
- Small classroom setting with highly trained and caring DESE-licensed teachers and nurses
- Assistive technologies and augmentative and alternative communication integrated daily
- Onsite team of expert licensed therapists, utilizing an integrated related services approach
- Onsite fitness center, therapeutic pool, accessible playground, and music room
- Field trips and community learning opportunities
- Engagement in meaningful, individualized instruction aligned to MA Curriculum Frameworks and students' IEP goals
- Life skills and personal management including simple meal preparation, self-care, and self-advocacy skills
- Collaboration with families and outside agencies



Satellite Program at Westwood High School

Located at Westwood High School, the satellite program provides students with a high school environment while concentrating on developing needed skills for independent living. Students aged 14-18 strengthen their social skills and behaviors appropriate for the workplace and engage in daily 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 classroom activities such as cooking and independent self-care. Students are provided supervised internships in vocational settings to apply and practice their skills in a workplace setting.





"Our son started at TEC Campus School in the beginning of this school year. He is a bright, charming, and social guy who manages severe physical disability, along with frequent seizures, communication challenges, and anxiety. Change is particularly difficult for him, and he was quite worried about how well his needs would be met at a new school. Right from the start, his school team was committed to learning as much as they could about him to ensure his comfort and make his transition as smooth as possible. Each time my son provided feedback, the team adjusted immediately to honor his needs. The communication between team members, parents, and students is top notch. We are so pleased with how the team is meeting our son where he is at and feel confident that his physical/medical and social emotional needs are being met with great care and attention while working on his educational goals." -- TCS Parent

TRANSITION SERVICES (AGES 18-21)

TEC's transition services provide real-world learning opportunities and individualized support to help students shape their lives, understand their unique capabilities, and take an active role in preparing to accept the responsibilities of being an adult. Our experienced and caring educators work as an integrated team with the family and student to define and embrace their goals and dreams, take control of their lives, and be actively involved in their own learning process to reach their full potential.

The program focuses on students ages 18-21 (in some cases 17 years old, depending on individual) and includes a functional skills curriculum and vocational/transition skills. Our classrooms emphasize an Integrated Related Service Approach to *maximize student learning across people, places, and situations*. Students are encouraged to assume emerging adult roles in their communities through employment, independent livings, social and life skills, and technology application.

PROGAM HIGHLIGHTS

- Transition readiness instruction
- Work-based learning experiences and internships
- Social and recreational opportunities
- Activities of daily living
- Functional academics
- Community and real-world settings
- Job coaching support
- Transition assessments



TEC PHOENIX ACADEMY (TPA) GRADES 7-12

At the Plimpton School on the Campus of Walpole High School

TEC Phoenix Academy's goal is to prepare students in grades 7-12 for post-secondary education or training in an atmosphere of high expectations, personal responsibility, and strong support. Designed for students who have struggled with the academic and social demands of a typical high school. TPA offers an educational program for students who prior to enrolling have experienced behavioral challenges, including, but not limited to:

- Anxiety
- Depression
- Mood disorders
- Oppositional defiance disorder

TPA's integrated team of skilled teachers, therapists, and adjustment counselors assist students to develop the self-awareness and effective decision-making skills that will enable them to be successful in school, college, and/or career. College and career counseling prepares students for success in school and beyond through, interest assessment, personal goal development, and internship opportunities within the community. Licensed social workers provide on-going counseling, clinical consulting, and case management.



"He comes home in a better mood since enrolling at TEC Phoenix Academy. There is also no problem getting him up for school anymore in the morning. He looks forward to it, which is something we have never seen before!" TPA parent

What's Unique about TEC Phoenix Academy?

TPA has small class sizes and individualized plans for each student that goes beyond the IEP. Our “whole student” approach provides the necessary educational, emotional, social connectedness, and therapeutic learning environment so that students can thrive.

TPA students have access to hand-on learning experiences and vocational opportunities including our Culinary Arts Program in collaboration with the Norwood Senior Center, service learning projects, and electives such as computer repair, coding, and woodworking.

Students focus on their mental and physical health through small group and individual counseling, fitness training at LA Fitness, developing social pragmatic skills, and goal setting.

TPA students prepare for post-secondary experiences by exploring two and four year college and university programs, job training programs and employment options. Field trips and service projects provide students with exposure to a range of career opportunities.

PROGRAM HIGHLIGHTS

- Academic curriculum aligned with the MA frameworks
- Small classroom setting with skills educators and therapists
- Students receive the diploma of their sending district high school
- Vocational activities, including culinary arts, computer repair, coding, and woodworking.
- 1:1 Chromebook computing program
- Opportunities for community service at locations such as Unity Farm Sanctuary and Norwood Senior Center
- Field trips and team-building activities at locations such as Hale Education
- Opportunity for online coursework
- Short-term, 45-day IEAS placements available

“He absolutely loves the school and talks about it all the time!”

—TPA Parent



TEC HIGH SCHOOL DESE APPROVED PUBLIC DAY SCHOOL GRADES 8-12

TEC High School (THS) is a specialized program that focuses on providing a supportive learning environment for students who are facing emotional challenges that are impeding their success meeting the academic and social demands of a typical high school. Serving grades 8-12, THS is committed to providing a nurturing, therapeutic environment that helps students build resilience, learn important academic knowledge and skills, and prepare for post-secondary education and/or employment opportunities.

Our students' profiles may include:

- Anxiety
- Depression
- ADHD
- Mood disorders
- Trauma history
- School avoidance
- Social/interpersonal challenges
- Obsessive Compulsive Disorder
- Autism Spectrum Disorder

THS staff are dedicated to the success of their students and strive to meet students where they are. Teachers and counselors support students in the development of adaptive and academic skills that students meet their goals and set them up for post-secondary success.

At TEC High School, we believe that every student is unique, which is why we utilize personalized learning and universal design learning strategies to tailor our approach to each student's needs. Our goal is to empower each student with the knowledge and skills they need to succeed in college and/or their desired career path.



PROGRAM HIGHLIGHTS

- A nurturing learning environment that facilitates individual growth
- Academic curriculum aligned with MA curriculum frameworks
- Personalized learning and instruction principles of universal design for learning
- Licensed clinicians providing tailored support to students to meet their personal and educational goals based on their IEP
- Collaboration between THS counselors, families, and community providers to best meet student needs
- Graduating students are prepared for college admissions and/or career
- Students receive the diploma of their sending high school
- Facilitated online courses available
- 1:1 Chromebook computing program
- Short-term 45 day placements available

What's Unique About TEC High School?

THS goes above and beyond the goals in a student's IEP to support students, with by provide an engaging academic environment in a therapeutic millieu.

THS's curriculum and instruction is aligned to state and national frameworks and designed to help each student develop important knowledge and skills, meet the graduation requirements for their sending district, and prepare for college and/or career. Students learn from highly-skilled teachers in a small, supportive classroom setting.

Each student in a member of a small Academic Time Management (ATM) group with a dedicated advisor to help them develop and strengthen executive functioning skills such as organization, time management, task initiation and general study skills.

Each week, students volunteer in the community with organizations such as, Community Servings, New Life Furniture Bank of MA, Cradles to Crayons, Friends of the Blue Hills, and the Walpole Council on Aging. Through these experiences, students are provided with opportunities to authentically develop and practice important social emotional skills, engage as part of a team, and have experiences that support their self-esteem and well-being.

In addition to our standard programs, THS also offers placements for students seeking educational and social-emotional support, for example while transitioning out of a hospitalization with a goal of returning to their home district.

"TEC was a wonderful fit for my daughter. By the time you're faced with finding an out of district placement for your child, you've already experienced a lot of emotional distress. The staff, teachers and students were all so welcoming, compassionate and understanding." THS Parent

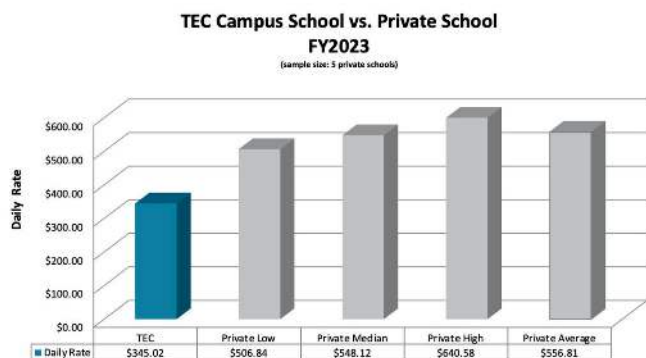


Special Education Programs: Cost Effectiveness

TEC's special education programs offer high-quality, cost effective options for our member districts, as well as other regional districts. The section below presents the costs incurred by schools districts' placement of students at TEC compared to those at comparable private schools that offer substantially similar programs.

TEC Campus School (TCS)

TEC Campus School provides high quality, cost-effective education programs that maximize the growth and development of children, adolescents, and young adults with identified intensive special needs through highly specialized teaching methodologies within substantially separate classrooms of public school environments. The Campus School program at TEC has an annualized in-district tuition rate of \$62,103 or \$345.02 per day. This rate is 37% lower than the median and 30% lower than the average rate of similar private school programs.



As a result of TEC's ability to provide programs at a cost-effective rate, our member districts realize substantial savings by educating students at TEC versus in private placements. The table at right reflects the FY'23 cost savings to TEC's member districts for students enrolled at the TEC Campus School:

FY'23 Per District Savings - TCS vs. Private		
Member District	# of students	District Savings
Canton	0.70	\$26,687
Dedham	3.00	\$114,372
Dover-Sherborn	1.00	\$38,124
Framingham	5.00	\$190,620
Holliston	3.90	\$148,684
Hopkinton	2.00	\$76,248
Medfield	0	N/A
Medway	2.00	\$76,248
Millis	0	N/A
Natick	0	N/A
Needham	4.00	\$152,496
Norwood	7.15	\$272,587
Walpole	3.00	\$114,372
Wayland	2.00	\$76,248
Westwood	0	N/A
Sub-Total (In-District)	33.75	\$1,286,685
Out-of-District	14.15	\$347,906
Extended Total Savings	47.90	\$1,634,591

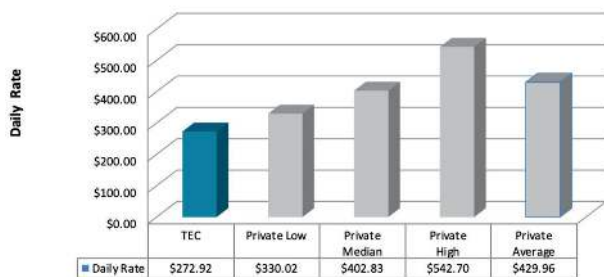
Average Annual Savings per Student (In District): \$38,124
Average Annual Savings per Student (Out of District): \$24,587

Special Education Programs: Cost Effectiveness (cont.)

TEC Phoenix Academy (TPA)

TEC Phoenix Academy provides a safe, supportive, and structured environment in which students with complex emotional, behavioral, and academic challenges 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 \$49,126 or \$272.92 per day. This rate is 32% lower than the median and 37% lower than the average rate of similar private school programs.

**TEC Phoenix Academy vs. Private Schools
FY2023**
(sample size: 7 private schools)



As a result of TEC's ability to provide programs at a cost-effective rate, our member districts realize substantial savings by educating students at TEC versus in private placements. The table at right reflects the FY'23 cost savings to TEC's member districts for students enrolled at the TEC Phoenix Academy:

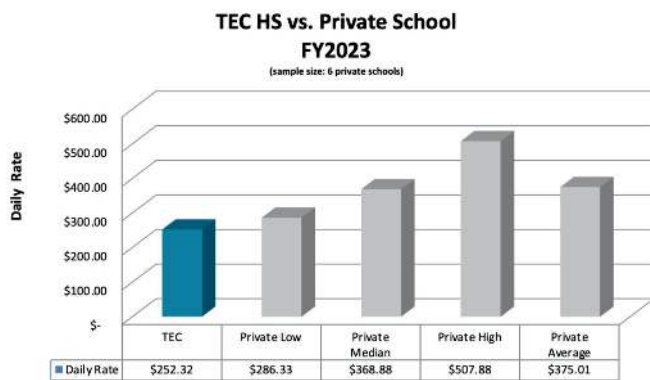
FY'23 Per District Savings - THS vs. Private		
Member District	# of students	District Savings
Canton	3.85	\$108,828
Dedham	0	N/A
Dover-Sherborn	0.35	\$9,983
Framingham	1.20	\$33,920
Holliston	0.95	\$26,854
Hopkinton	0	N/A
Medfield	0	N/A
Medway	1.10	\$31,094
Millis	0.70	\$19,787
Natick	0.25	\$7,067
Needham	0.40	\$11,307
Norwood	1.90	\$53,707
Walpole	2.00	\$56,534
Wayland	0	N/A
Westwood	0.50	\$14,134
Sub-Total (In-District)	13.20	\$373,124
Out-of-District	15.55	\$282,124
Extended Total Savings	28.75	\$655,248

Average Annual Savings per Student (In District): \$28,267
Average Annual Savings per Student (Out of District): \$18,143

Special Education Programs: Cost Effectiveness (cont.)

TEC High School (THS)

The goal of TEC High School is to enable students to overcome 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 student 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 MA. The annualized tuition rate at TEC High School is \$45,418 or \$252.32 per day for in-district placements. This rate is 32% lower than the median and 33% lower than the average rate of similar area private schools.



As a result of TEC's ability to provide programs at a cost-effective rate, our member districts realize substantial savings by educating students at TEC versus in private placements. The table at right reflects the FY'23 cost savings to TEC's member districts for students enrolled at the TEC High School:

FY'23 Per District Savings - THS vs. Private		
Member District	# of students	District Savings
Canton	0	N/A
Dedham	0	N/A
Dover-Sherborn	3.00	\$66,249
Framingham	0	N/A
Holliston	0	N/A
Hopkinton	1.00	\$22,083
Medfield	0	N/A
Medway	0	N/A
Millis	0	N/A
Natick	0.90	\$19,875
Needham	0.10	\$2,208
Norwood	0	N/A
Walpole	1.00	\$22,083
Wayland	0	N/A
Westwood	2.70	\$59,624
Sub-Total (In-District)	8.70	\$192,122
Out-of-District	10.90	\$89,936
Extended Total Savings	19.60	\$282,058

Average Annual Savings per Student (In District): \$22,083
Average Annual Savings per Student (Out of District): \$8,251

Professional Learning

The Education Cooperative provides high quality, low cost Professional Development to support districts, schools, teams and individual educators, and support staff to improve their professional practice and enable student success by offering a variety of opportunities: facilitated synchronous and asynchronous online courses, courses that cover a breadth of topics and content areas and are appropriate for all types of educators, administrators, support personnel and paraprofessional staff. Many of TEC's courses offer graduate credit as well as Professional Development Points (PDPs) for licensure renewal.

As a collaborative, we continually assess the needs of our districts and adapt to the changing landscape.

Job-Alike Groups

Another highly effective means of professional learning is through job-alike collaboration. Monthly sessions are offered **free of charge** to TEC members. The agendas are developed by participants and TEC team members. The following are job-alike groups were offered in FY'23:

- Superintendents
- Assistant Superintendents
- Technology Directors
- Special Education Directors
- Higher Education Committee
- Guidance/School Counseling Directors
- Occupational Therapists
- School Adjustment Counselors/Social Workers
- Food Service/School Nutrition Directors

Through TEC's partnership with **Worcester State University**, TEC is able to offer graduate credit for many of its courses at a **significantly reduced rate of \$125/credit** (compared to the on-campus cost of \$383/credit),

Highlighted FY'23 PD Opportunities:

TEC offered multiple **summer workshops** for PreK-12 educators and administrators, including:

- Orton-Gillingham Training
- Supporting Learners with Autism
- What is Mathematical Thinking
- Pathways to Happiness
- Promoting Student Engagement, Wellbeing, and Safety
- Strengthening Social Competencies
- Mentor Training

TEC's partnered with Amy Lucenta and Grace Kelemanik to provide webinars, workshops, and full courses to educators across the country.

TEC offered professional learning opportunities in the areas of social emotional learning, project based learning and instructional design, Universal Design for Learning (UDL), and personalized learning strategies.

TEC partnered with **DESE Safe Schools** staff to offer webinars regarding LGBTQ+ issues, focusing on supporting transgender students.

The TEC PD team collaborated to engage educators through "**Education Rejuvenation**", facilitating informal gatherings to share participants' successes, challenges, and effective strategies for student engagement and personalized learning.

TEC offered DESE **SEI Endorsement** courses in Fall and Spring for teachers and administrators. These courses focus on strategies to support Multilingual Learners, enabling students to access content instruction through evidence based reading, writing, and vocabulary interventions. TEC worked closely with DESE to update the course content and requirements for successful course completion. SEI courses were offered virtually throughout FY23.

TEC Student Data Privacy Alliance

The TEC Student Data Privacy Alliance (TEC SDPA) continues to be at the forefront of safeguarding student data privacy. TEC serves as the Massachusetts alliance for the Student Data Privacy Consortium (SDPC). In collaboration with SDPC, we have crafted a comprehensive 5-State National Student Data Privacy Agreement (DPA) to cover our five participating states: Massachusetts, Maine, New Hampshire, Rhode Island, and Vermont. These agreements define the responsibilities and obligations of digital providers to ensure the protection of student data in accordance with all relevant federal and state privacy regulations, including FERPA, PPRA, and COPPA.

Our five-state alliance significantly bolsters our ability to negotiate effectively with vendors, regardless of their size. Through our collective efforts, we have harnessed substantial economies of scale and strengthened our bargaining power to uphold student data privacy. TEC's annual service provides school districts with access to our expert legal counsel Felicia Vasudevan, our experienced director Ramah Hawley, our trainer Cynthia Tougas, and our administrative assistant Deb Lutz. Together this team works to secure signed DPAs on our districts' behalf.

Value of TEC SDPA's Collaborative Approach:

- Savings to districts from economies of scale and shared costs
- Increased leverage to negotiate with vendors
- Efficient processes - one district requests a DPA and districts in all 5 states can be covered
- Vendors have fewer DPAs to review and sign, reducing processing time
- Ability to establish point-of-contact relationships with vendors and districts to flexibly respond when issues arise

28,972

signed data privacy agreements
(DPAs) across five states

Massachusetts: 12,137

New Hampshire: 11,098

Rhode Island: 1,875

Maine: 2,210

Vermont: 1,652

The TEC SDPA is now a national leader in data privacy, safeguarding the information of over 733,305 students across 292 districts in the five states. Our team has negotiated more than 2,000 legally binding DPAs which include an "Exhibit E," (general offer of privacy terms). This has allowed Member districts to swiftly adopt the protections outlined in the original data privacy agreements with an electronic signature, resulting in nearly 29,000 signed DPAs/Exhibit Es.

TEC also actively develops and shares Student Data Privacy Training Materials and conducts webinars to assist member districts in implementing data privacy standards. We extend our sincere appreciation to our TEC Technology Directors and Steering Committee members for their invaluable leadership and support. Their contributions have been instrumental in shaping this solution, and they have diligently promoted the program through regional conferences and webinars to assist their fellow public school colleagues.

TEC Student Data Privacy Alliance: Cost Effectiveness

TEC's member district receive the services of the Student Data Privacy Alliance free of charge. The table below illustrates the cost savings per district as compared to non-member districts, who are charged an annual fee of \$1.10/student (with a district cap of \$6,000) to belong to the SDPA.

Member District	Student Enrollment	Value to District (\$1.10/student)
Canton	3,219	\$3,541
Dedham	2,555	\$2,811
Dover	502	\$552
Dover-Sherborn	1,151	\$1,266
Framingham	9,274	\$6,000
Holliston	2,776	\$3,054
Hopkinton	4,163	\$4,579
Medfield	2,513	\$2,764
Medway	2,108	\$2,319
Millis	1,206	\$1,327
Natick	5,346	\$5,881
Needham	5,525	\$6,000
Norwood	3,486	\$3,835
Sherborn	401	\$441
Walpole	3,649	\$4,014
Wayland	2,754	\$3,029
Westwood	2,890	\$3,179
TOTAL	53,518	\$54,591

TEC FY'23 SDPA Steering Committee:

Elizabeth McGonagle, Executive Director, TEC
 Ramah Hawley, Director, TEC SDPA, TEC
 Cynthia Tougas, SDPA Support Coordinator, TEC
 Don Langenhorst, Director of Technology, Dedham PS
 Ashoke Ghosh, Director of Technology, Hopkinton PS

Eoin O'Corcora, Director of Technology, Medfield PS
 Dennis Roche, Technology Director, Natick PS
 Leisha Simon, Director of Technology, Wayland PS
 Steve Ouellette, Director of Technology, Learning, & Innovation, Westwood PS

Career Exploration, Internships, & College Fairs

The Education Cooperative's Internship Program is an inclusive, highly-personalized career exploration placement program open to students from any high school or college. For more than 20 years, we have developed outstanding relationships with highly sought after businesses, organizations and public sector employers. The 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 businesses where they are mentored by a professional 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 on their interests before entering college. The Internship Program benefits districts by offering opportunities to their students that may not be available within their community. Our program is designed primarily for rising high school juniors and seniors and works closely with our over 150 sponsor organizations where they are placed under the supervision of dedicated career mentors. In 2022-2023 a total of 85 students participated in summer and academic (school year) internships through TEC. During their internship, students receive one-on-one career counseling from an Internship Coordinator and learn new skills including: resume development and writing, interviewing, career exploration and self-reflection and professional networking.



"The internship exceeded my expectations because I worried that I would be stuck in back rooms, but instead I was able to interact with visitors and be visible around the museum. I would recommend this placement to other students because it satisfies an interest in history and museum studies. It provides a view into what working with the public is like and how a museum operates from day to day, seeking to be interactive for different age groups."

– Lucie, Westwood High School
USS Constitution Museum, Charlestown

"I would definitely recommend this placement to other students because of how immersed you become in the work life! You are in a real office working on a computer and completing real projects which gives the intern a great sense of what work life is and gives them a chance to learn what an office dynamic looks like and how to interact with other workers. I also really appreciated how inviting everyone was in the office, especially my mentor. They really trusted me to help on projects, and I am grateful that I have been able to learn so much from this internship."

– Evelyn, Needham High School
Equitable, Wellesley



Career Exploration, Internships, & College Fairs (cont.)

TEC College Fairs

The college search process can be both confusing and time consuming. The Education Cooperative's (TEC) college fairs are a convenient way for students and parents to have direct access to a multitude of schools while exploring the many options available. It is a great way to kick-off the college search process or "visit" targeted schools before incurring travel expenses.

Each year, TEC brings together a large selection of colleges, community colleges, universities, military and gap year programs from around the world to showcase their program offerings to hundreds of potential college applicants. Students are encouraged to attend and speak to representatives and gather information. Our college fairs are free and open to all students, families and guidance counselors. Typically, TEC hosts two college fairs each year; a spring fair in late March at Westwood High School, and a fall fair in early October at Waltham High School. Both College Fairs are free to attend and all interested students and families are welcome!



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 2022-2023 academic year, this job alike discussed relevant timely topics including how best to support students through mental health crises, navigating the transition process for educators from Naviance to SCOIR, the college application process and admissions trends, and much more. Discussion of these topics informed professional learning opportunities that were developed and provided by TEC.

TEC Online Learning

TEC is a regional leader in online learning and the proud sponsor of the TEC Connections Academy Commonwealth Virtual School (TECCA). 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 across Massachusetts.

TEC Connections Academy (TECCA):

TEC sponsored TECCA in its application to be a Commonwealth Virtual School which was approved by the Board of Elementary and Secondary Education (DESE). TECCA is autonomous of all other public bodies, including TEC.

The mission of TECCA is to offer Massachusetts students a quality online alternative to the traditional classroom by providing a supportive, individualized program of study; effective instruction; engaging learning experiences; and diverse curriculum offerings to stimulate curiosity, advance personal growth, and promote academic achievement.

Online Learning Options for TEC-Member District Students

Each year TEC member districts, through TEC's sponsorship of TECCA, have the benefit of receiving 80 free online courses per district. These courses are taught by credentialed, MA certified teachers who provide synchronous instruction through weekly LiveLesson sessions, student- and teacher-initiated direct instruction.

TEC's Online Learning coordinator works closely with TEC-member district guidance departments to support his initiative and facilitates the student enrollment process. In FY2023 TEC member district students enrolled in 708 courses of which 517 were free to districts.

TECCA Board of Trustees:

Peter Sanchioni, Ph.D, Board President,
Natick Superintendent of Schools (retired)
Jean Kenney, Ed.D., Board Vice President/Treasurer,
Walpole Assist. Superintendent of Schools (retired)
Grace Magley, Board Secretary,
Director of Digital Learning, Natick Public Schools
Bob Maguire, Board Member,
Medfield Superintendent (retired)
Ed DeHoratius, Board Members,
Teacher, Wayland Public Schools
Sandra Einsel, Ph.D.,
Director of Special Education (retired)
Jerry Helsing, Parent Representative

Member District	Free Online Courses 2022-2023	District Savings
Canton	11	\$3,300
Dedham	1	\$300
Dover-Sherborn	5	\$1,500
Framingham	1	\$300
Holliston	80	\$24,000
Hopkinton	34	\$10,200
Medfield	38	\$11,400
Medway	80	\$24,000
Millis	49	\$14,700
Natick	80	\$24,000
Needham	41	\$12,300
Norwood	0	\$0
Walpole	30	\$9,000
Wayland	23	\$6,900
Westwood	19	\$5,700
TOTAL	492	\$147,600

TEC Cooperative Purchasing and AEPA

Cooperative Purchasing

In FY'23, TEC continued its commitment to improve efficiencies and increase cost savings through the facilitation of the 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 FY'23

Office and Classroom Supplies (e.g. copy paper, art supplies, computer-related supplies)

- 59 MA school districts participated
- \$12,803,220 bid value based on district estimates
- 1,288 bid items

Food Service Supplies (e.g. groceries, bread, milk, ice cream, vending and paper)

- 51 MA school districts participated
- \$15,144,311 bid value based on district estimates
- 624 bid item

Custodial supplies

- 17 MA school districts participated
- \$753,201 bid value based on district estimates
- 624 bid items

Athletic and PE Equipment and Supplies

- 11 MA school districts participated
- \$191,142 bid value based on district estimates
- 223 bid items

Fuel Oil

- 3 MA districts participated

Cost Effectiveness of Cooperative Purchasing FY'23

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. Table 1 provides estimated annual savings in FY'23 for categories of purchases made through TEC cooperative purchasing bids. Table 2 illustrates the savings per unit on several large quantity items purchased via the TEC bid.

Table 1

Bid	# of participating districts	Bid Items Awarded	Estimated Annual Savings Percentage
Office, Classroom Supplies & Copy Paper (POCAS-21)	59	1,288	15% paper 30% office
Food Service (FSB-21)	51	624	6%
Athletic and PE (A-PE-21)	11	223	24%
Custodial Supplies (C-21)	17	279	35%

TEC Cooperative Purchasing and AEPA (cont.)

Table 2			
Sampling of Bid Items	TEC Winning Bid	Highest TEC Bid	Savings Per Unit
TEC Bid for Paper and Classroom Supplies (59 districts)			
White, 8.5" x 11", sub 20: Purchase by <u>pallet</u> only (40 cases)	\$1595.20/pallet	\$1599.60/pallet	\$4.40/pallet
White, 8.5" x 11", sub 20: Purchase by <u>case</u> only (10 reams)	\$42.98/case	\$45.90/case	\$2.92/case
Construction Paper 76# 9"x12" (50 pkg)	\$0.89	\$1.36	\$0.47
Markers, Crayola (8 color set, broad)	\$1.39	\$2.92	\$1.53
Pencils #2 Ticonderoga with Eraser (1 dz)	\$1.54	\$2.66	\$1.12
Post it Notes, 1.5" x 2" (12/pk)	\$1.59	\$2.23	\$0.64
Sampling of Bid Items	TEC Bid	MA School Buying Group	Savings Per Unit
TEC Bid for Food Service (51 districts)			
Chicken Patty, Whole Grain White and Dark	\$89.40	\$90.95	\$1.58
Chicken Nuggets, Whole Grain Home-Style Bites	\$71.86	\$94.07	\$22.21
TEC Bid for Athletic & PE Equipment and Supplies			
Field Hockey: Penn Monto Tournament Ball	\$23.88	\$48.75	\$24.87
Baseball: Game Ball (D1 Pro Diamond)	\$79.98	\$92.20	\$12.22
Basketball: Game Ball Girls Spalding TF-1000	\$54.77	\$62.49	\$7.72

TEC Cooperative Purchasing and AEPA (cont.)

Table 2 (cont.)

Sampling of Bid Items	TEC Bid	MA School Buying Group	Savings Per Unit
TEC Bid for Custodial Supplies			
Clean-Up Vomit Kit, 24 Bag Case	\$31.92	\$59.75	\$27.83
Gloves, Nitrile, disposable, powder free 100/box, 10/case	\$47.00	\$89.90	\$42.90
Cleaners, Comet with Bleach, 32 oz, 8/case	\$49.20	\$62.96	\$13.76
Barrels, Wastebasket, 44 qt. Round, Plastic	\$9.89	\$20.58	\$10.69

Association of Educational Purchasing Agencies (AEPA)

In addition to TEC's 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, technology, printers and digital copiers and many others. Through AEPA each member state agency determines which vendor contracts are signed to best serve eligible clients within their state.

AEPA Bid Categories Offered for FY'23

- Digital Multi-Function Devices, Printers
- Digital Resources & Instructional Materials
- Custodial Supplies & Equipment
- School and Instructional Supplies
- Furniture
- Athletic Equipment and Supplies
- Technology Catalogue
- Facility Management Solutions
- Industrial Kitchen Equipment

"The importance of being part of the TEC Cooperative Purchasing program is its ability to promote efficiency and transparency in the procurement of goods for our District. In addition, by creating this competitive environment among vendors, the TEC bid process helps promote better terms and higher quality of products. Finally, the procurements are cumbersome and require a great deal of time and effort to develop, execute, and maintain. As a member of the TEC Food Bid, the work is done collaboratively and maintained by a Bid Governing Board to ensure State and Federal procurement requirement compliance."

—Maria Hall, Walpole Public Schools, Food Service Director

Dedication

The Education Cooperative gratefully dedicates this Annual Report to Elizabeth McGonagle who retired as TEC's Executive Director in December, 2022.

After serving as Administrator for Technology in the Dedham Public Schools and Assistant Superintendent of the Falmouth Public Schools, Liz came to TEC in September, 2011 as the Administrator for Instructional Services. In July, 2013, she became TEC's Executive Director.

In the decade that followed Liz's appointment, she distinguished herself as an innovative and visionary leader. Among her many accomplishments, Liz oversaw the implementation of TEC's Online Academy, facilitated the creation of TEC Connections Academy (TECCA), and forged an exciting partnership between TEC and the Highlander Institute, establishing the FUSE Fellowship program.



In 2014, Liz oversaw TEC's move to its current location at 141 Mansion Drive in E. Walpole. The consolidation into one main campus has brought TEC's programs together, allowing for the development of a strong team of educators and provided expanded opportunities for students, such as access to TEC's fully accessible playground and therapeutic pool.



A true champion of TEC's guiding principle that "together we create more opportunities," Liz worked with TEC's technology directors to support member districts' need to protect student data privacy. The result of that collaboration, the TEC Student Data Privacy Alliance (SDPA), now extends far beyond TEC's member districts, supporting schools across New England and contributing to TEC's financial wellbeing.

Liz's steady leadership and commitment to meeting the needs of students was apparent throughout the COVID-19 pandemic. She managed difficult operational and financial challenges at TEC, while also providing resources and support for superintendents who were navigating the terrain of virtual learning.

Finally, Liz's work ethic, belief in the power of new possibilities, sense of fun, and gracious spirit permeates the culture at TEC. With her commitment to TEC and its mission, without a doubt, Liz's contributions to TEC have shaped it into the organization it is today. We wish her a happy and healthy retirement!

Thanks, Liz!





FY2023 ANNUAL REPORT