



The Education Cooperative

Strategic Plan

2022 – 2027

Together we create more possibilities...

Presented to the TEC Board of Directors September 23, 2022

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

Dan Shovak, Director of Finance & Operations

Susan Donelan, TEC Director of Student Services

Zachary Abrams, Director of Student Services (appointed)

Kerry Kubera, Nurse Leader

Michelle Fusco, Human Resources Manager

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

Antonio Nicolazzo, Principal, TEC Phoenix Academy (appointed)

Hayley Gardiner, TEC Assistant to Director Student Services

Antoinette LeShore, TEC OnLine Learning Coordinator

Emily Manz, TEC Internship & Career Exploration Coord.

Tricia McKim, TEC Purchasing Coordinator

Joan Preble, TEC Accounts Receivable Analyst

Joyce Primavera, TEC Payroll Coordinator

Ellen Van Wert, TEC Campus School

Dana Gurwitch, TEC High School

Aimee Brisbin, TEC High School

Nadea Coleman, TEC High School

Keri Bonney, TEC High School

Lisa Silletti, TEC High School

Monica Tweedy, TEC High School

Colleen Flaherty, TEC High School

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 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.

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"> 1. 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 2. Refine and continue to implement formats for teams to analyze data in order to enhance instruction and provide evidence of outcomes. 3. Develop a strategic, prioritized purchasing plan supporting students' various equipment and resource needs. 	Program Director, Nurse Leader, Director of Student Services, Related Service Coordinator, Professional Staff	7/1/22	6/30/23	
Indicators of Accomplishment: <ol style="list-style-type: none"> 1. Training, implementation, and assessment in the use of best practices, person centered planning, and integrated related services approach including collaboration within and between departments and best practice groups and specialized training by area (therapy, academic, life skills/transition, health, wellness) 2. Efficient and robust Team Time meetings, ACE (behavioral and skill acquisition), individual or group professional goals through Educator Evaluations, creation and analysis of individualized data collection systems resulting in more accurate and "efficient" progress reports 3. Budgeting and assessment of current equipment/resource availability and anticipated needs by nurses/teachers/therapists, communication with equipment/resource companies regarding pricing 				

Action Plan Form **TEC Campus School**

Date: 6/30/22

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
<p>1. To increase community-based learning opportunities in a variety of settings (ex. Vocational opportunities, school-based extra-curricular activities, social and recreational environments, community events, functional community learning opportunities) including transportation, medical, and behavioral supports.</p> <p>2. Work collaboratively and creatively with the TEC Career Exploration Internship department.</p>	<p>Program Director, Nurse Leader, Director of Student Services, Related Service Coordinator, Professional Staff, Transportation Coordinator</p>	<p>7/1/22</p>	<p>6/30/23</p>	
<p>Indicators of Accomplishment:</p> <p>1. Develop community-based job sites, community learning programs for students, connect with sending districts and agencies outside of TEC, coordinate plans for transportation/medical/behavioral supports.</p> <p>2. Internship or expanded learning opportunities for students to gain experience in their own areas of interest</p>				

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	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<p>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.</p> <p>2. Attract, support, and retain highly qualified and skilled staff</p>	<p>Program Director, Related Service Coordinator, Nurse Leader, Director of Student Services, Professional Staff</p>	<p>7/1/22</p>	<p>6/30/23</p>	
<p>Indicators of Accomplishment:</p> <ol style="list-style-type: none"> 1. Develop a plan that provides adequate resources (funds and time) for the implementation and application of knowledge and new skills <ul style="list-style-type: none"> ● PD survey to address staff areas of requested professional development ● PD plan and calendar and budget ● Synopsis of group and individual development as well as applications within the TEC Campus School setting 2. Create and nurture a dedicated, skilled, and qualified staff in order to meet a wide range of students' needs <ul style="list-style-type: none"> ● Collaborate with human resources on job postings, interviewing, and hiring process in order to find and identify the highly qualified candidates ● Implement a consistent schedule of <ul style="list-style-type: none"> ○ Supervision ○ Evaluation ○ Support of all staff members 				

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"> 1. All students will participate in self assessment in the development of a Personal Learning Profile (PLP). 2. Based on each learner's Personal Learning Profile (PLP) and Backpack, teachers will assess the barriers and strengths of each learner when designing lesson plans. 3. Based on the principles of UDL and personalized learning, teachers will develop lessons to meet the needs of their students. 4. Staff will participate in professional development with Dr. Naami Turk in order to understand how the mental health challenges of our students impact their executive functioning. 5. Staff will discuss executive functioning profiles with Dr. Turk to further understand how to meet the needs of our students when they are experiencing emotional dysregulation. 	Teachers, Principal	September 2022	Within the first month of a student entering TEC High School	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Completed PLP Plans for each student. ● Lessons based on Principles of UDL and Personalized Learning ● UDL Lesson Plans that address the strengths and barriers of the learners ● Completed Executive function profiles ● Professional development with Naami Turk on early release days 				

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"> 1. Redesign the TEC High School Schedule to allow time for opportunities for students to participate in meaningful Community Engagement activities. 2. Placement leaders for our community engagement project will meet quarterly to discuss challenges and strengths of the current program. 3. Create opportunities for eligible students to have access to independent community engagement opportunities. Create criteria to determine eligibility. 4. Reflect on the pilot year of community engagement activities from 2021-2022 and implement changes as necessary using student/staff feedback. 	Principal, TEC High School staff	September 2022		

Indicators of Accomplishment:

- **Develop a new schedule that would allow academics 4 days per week and community engagement 1 day per week.**
- **Partnerships with Community Members up to 5 for students to rotate through**
- **Development of eligibility criteria for independent community engagement opportunities.**
- **New action steps derived from quarterly meetings to discuss successes and barriers of various sites.**

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	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> 1. Introduce TEC High School Staff to Dr. Naami Turk to review the Professional Development Plan for next year as it pertains to Emotion Regulation and how it impacts student executive functioning. 2. Develop a Professional Development plan for the school year 2022-2023 3. Teachers will develop Personal and Professional Learning Goals based on our Strategic Plan. 	TEC High School Principal	September 2022		
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Completed 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: 6/30/22

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
<p>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.</p> <p>2. Continue to analyze the assessment results in order to inform classroom practice, identify gaps in instruction and develop alternative differentiated interventions.</p> <p>3. TEC Phoenix Academy will continue to redesign/enhance/expand digital assessment that allows for accurate reporting of student progress.</p>	<p>TPA Principal</p> <p>Teachers, Specialists, TPA Principal</p> <p>Teachers, Specialists, TPA Principal, TEC Director</p>	<p>Sept 2022</p> <p>Sept 2022</p> <p>Sept 2022</p>	<p>June 2023</p> <p>June 23</p> <p>June 2023</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; acquiring a functional computer monitoring system to supervise students during class time throughout the school day; utilized in 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: 6/30/22

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
<p>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.)</p> <p>2. Expand community integration opportunities.</p> <p>3. Create programs that meet the districts' criteria for community service hours.</p> <p>4. Develop a collaborative relationship with TEC Career Exploration Internship Department.</p>	TPA Principal, Counselors	Ongoing	Ongoing	
	TPA Principal, Counselors, Teachers	Ongoing	Ongoing	
	TPA Principal, Counselors, Teachers	Ongoing	Ongoing	
	TPA Principal, Counselors	Ongoing	Ongoing	
<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 2022 and 2023 School Year. ● Student involvement in district school extra-curricular activities. ● Student Involvement in community-based learning, vocational, and/or service experiences 				

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

Date: 6/30/22

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"> 1. Identify the competencies for skill development 2. Coordinate professional development from external and internal consultants. 3. Develop and publish a plan that provides adequate resources (funds and time) for the implementation and application of knowledge and new skills. 	TPA Principal, Director of Student Services	June 2022	September 2023	
<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) 				

Action Plan Form **Professional Development**

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

Date: 6/30/22

Objective 2.1: To create innovative learning opportunities that promote educator and student growth.

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> 1. Expand partnerships with community professionals and post secondary representatives to increase opportunities for community, public, and private colleges and careers. 2. Explore technical and vocational career options to provide related internships for students. 3. Implement student internship tasks, including journal reflections, interviewing professionals, mentor feedback evaluations, internship orientation kick-off and exploration of online resources, to promote self-reflection and guide decision-making regarding the choice of college programs and careers. 4. Expand the internship network to attract 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. 5. Plan and create internship opportunities during the school year. 6. Continue to facilitate monthly Job-Alike meetings with high school counselors and higher education representatives to support their needs and collaboration opportunities. 7. Examine options for virtual and personalized learning for students in TEC-member and other Massachusetts districts. 	<p>Emily Manz, Lauren Merriam, Jennifer Sullivan, Deb Lutz (Career Exploration & Internship staff)</p> <p>Career & Internship staff members collaborating with school counselors</p> <p>Career & Internship staff members</p>	<p>7/1/22 All action steps</p>	<p>6/30/23</p>	<p>Salaries, Marketing products</p>

Indicators of Accomplishment: <ul style="list-style-type: none">● 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. *Scheduling of College Fairs in Fall and Spring. <ul style="list-style-type: none">● 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.

Date: 6/30/22

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. Expand course offerings, maintaining the SEI Endorsement courses. 2. Expand self-paced workshops and market to TEC staff and districts. 3. Expand communication and marketing of our PD offerings (e.g. Constant Contact & Twitter). 4. Expand professional learning for culturally proficient teaching and learning. 5. Examine TEC Moodle options for additional offerings 6. Cultivate partnerships with community organizations such as Mass Audubon, Mass Historical Society, and other non-profits. 7. Collaborate with TEC Program staff to provide professional learning opportunities specific to their needs.	Jean Kenney, Janet Buerklin, Antoinette Leshore, Deb Lutz (PD staff) Jean Kenney and Janet Buerklin PD Staff PD Staff PD and TEC Program Staff	7/1/22 All action steps	6/30/23	Salaries, Instructor stipends, course development fees

Indicators of Accomplishment:

Increased offerings for professional learning reflecting current initiatives

(Cultural proficiency, SEL, DEI, accelerated learning)

Increased enrollment in courses, workshops, and seminars across TEC
member and non-member districts

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: 6/30/22

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

Action Steps	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, 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 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. Collaboration with MOEC collaboratives to provide expanded opportunities for professional learning 	<p>Jean Kenney, Janet Buerklin, Deb Lutz, Antoinette Leshore (PD Staff)</p> <p>PD Staff</p> <p>Jean Kenney/PD Staff</p> <p>SDPA</p> <p>Online Learning Coordinator</p> <p>Jean Kenney and MOEC PD Job Alike</p>	<p>7/1/22 for all action steps</p>	<p>6/30/23 Continuing</p>	<p>Salaries, Instructor compensation, online course fees</p>

7. Continued participation in MOEC PD Job-Alike to collaborate, learn from, and contribute to MA collaboratives				
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Indicators of Accomplishment:
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: 6/30/22

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
<ol style="list-style-type: none"> 1. Evaluate all staff pay scales to ensure competitiveness with TEC districts and other Collaboratives. <i>(As part of the FY24 budget process).</i> 2. Review Finance and Operations Policy and Procedure manual and update as needed. 3. 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> 	<p>Dan Shovak Liz McGonagle Michelle Fusco</p> <p>Dan Shovak</p> <p>Dan Shovak John Spears Liz McGonagle</p>	<p>7/1/22</p> <p>9/1/22</p> <p>9/1/22</p>	<p>2/28/23</p> <p>6/30/23</p> <p>6.30/23</p>	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Written analysis of pay scales ● Policy and Procedure Manual updated as needed ● Written analysis of alternatives to Microsoft Dynamics 				

Action Plan Form **Finance & Operations**

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

Date: 6/30/22

Objective 3.2: To improve communication within the organization

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> 1. Quarterly central office staff meetings to communicate information to staff from the leadership team. 2. Formalize weekly staff meetings to review work schedules and check ins. 	<p>Dan Shovak Liz McGonagle Michelle Fusco</p> <p>Dan Shovak</p>	<p>9/1/22</p> <p>7/1/22</p>	<p>6/30/23</p> <p>6/30/23</p>	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Informative meetings ● Weekly staff meetings 				

Action Plan Form **Finance & Operations**

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

Date: 6/30/22

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
<ol style="list-style-type: none"> 1. Explore areas of school grounds (internal and external) for possible enhancements to better serve our students. 2. Investigate possible alternative campus sites for TPA program. 	<p>Dan Shovak Zachary Abrams Meredith Faletra Debbie Caligaris</p> <p>Dan Shovak Liz McGonagle Antonio Nicolazzo</p>	<p>9/1/22</p> <p>7/1/22</p>	<p>6/30/23</p> <p>6/30/23</p>	
<p>Indicators of Accomplishment:</p> <ul style="list-style-type: none"> ● Written proposal for enhancements to Campus School space ● Written analysis for alternative TPA sites 				