

**The Education Cooperative
(TEC)**



**Strategic Plan
2016 - 2019**

DRAFT to TEC Board of Directors June 10,2016

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, school committee members, 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 direction to follow to achieve its mission and objectives;
- ◆ communicating 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 five years.

The Education Cooperative

Strategic Planning Committee Members

Rose Bragdon – TEC Director of Human Resources
Susan Donelan – TEC Director of Student Services
Meredith Faletra – TEC Campus School Director
Nancy Gallivan – Chair, TEC Board of Directors, Walpole School Committee
Susan Keaney – TEC Technology Specialist
Dr. Cathy MacLeod – Hopkinton Superintendent
Liz McGonagle – TEC Executive Director and Strategic Planning Meeting Facilitator
Joan Preble – TEC Accounts Receivable Analyst
Dr. Moira Rodgers – TEC Director of Professional and Online Learning
Dan Shovak – TEC Director of Finance & Operations
Telma Sullivan – TEC Coordinator, Internships and Career Exploration
Abbie La Francesca – TEC Executive Assistant
Jim Stockless – School Committee Member Framingham
Paula Marini – TEC Online Learning Specialist
Firkins Reed – School Committee Member Natick
Dr. Connie Barr – School Committee Member Needham
Sheila Thomas – Director of TEC Phoenix Academy

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

Mission Statement	<i>The Education Cooperative (TEC) actively develops and coordinates educational and organizational programs to meet the needs of member communities and their students.</i>
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Guiding Beliefs

We believe...

- ◆ inter-district collaboration strengthens all participants and offers the opportunity to do more than one district can do individually.
- ◆ each student learns differently and should be provided with personalized learning experiences designed to optimize individual potential to meet their goals.
- ◆ data-driven student centered decisions guide planning and practice.
- ◆ high expectations are integral to student achievement.
- ◆ it is our responsibility, along with students and families, to prepare our students to be life-long learners as contributing members of a global 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.
- ◆ a school culture, which embraces diversity, change, risk-taking and shared decision-making is the catalyst for change.
- ◆ TEC and its member districts work in a proactive partnership to anticipate and address emerging needs.
- ◆ TEC's responsibility is to provide the environment for positive academic, physical, social, emotional and aesthetic growth of our students.
- ◆ in supporting educators with a comprehensive array of professional development opportunities to improve student outcomes.

Vision Statement	<i>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.</i>
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Goals and Objectives

- 1. Student Achievement Goal: To enhance and expand learning opportunities to meet the diverse needs of all students**
 - 1.1 To utilize and collaborate on data from a variety of sources to design instructional programs to meet the diverse needs of all students.
 - 1.2 To continue to identify and strengthen relationships with community members.
 - 1.3 To fully implement DESE Educator Evaluation System for TEC teachers, therapists, counselors, and administrators.
- 2. Professional Development Goal: To create professional learning opportunities that meet member districts' needs**
 - 2.1 Save time and money for member districts by leveraging the collective interest or sharing resources
 - 2.2 Expand educational leadership training and networking opportunities
 - 2.3 Develop partnerships to support college and career readiness for member district students
- 3. Communication Goal: Build stronger relationships with TEC Superintendents and School Committee members**
 - 3.1 Increase active participation of our member districts
 - 3.2 Promote TEC as a resource that is prepared to help member districts solve local issues in times of need
- 4. Operations Goal: To improve our ability to provide proactive support to TEC programs**
 - 4.1 To update our operational systems to improve efficiency and eliminate redundancy.
 - 4.2 To improve communications, both within the organization and from within our organization to communities throughout the Commonwealth
 - 4.3 To provide & maintain cost-effective infrastructure that supports all aspects of TEC
- 5. Online and Blended Learning Goal: To expand TEC's leadership role in Online and Blended Learning**
 - 5.1 Collaborate with districts to strengthen capacity to engage in and support online learning
 - 5.2 Expand opportunities for educators, administrators, and other staff to learn via online options

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

Plan # 5

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

Date: 5/6/16

Action Steps	Persons Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> 1. Each program will design a format for teams to analyze data, make revisions to instruction and document outcomes. 2. Continue to analyze assessment results in order to inform classroom instruction, identify gaps in instructional practices, and develop alternative instructional interventions. 3. Develop a professional development plan that is specific to each program. 	Director of Student Services, Program Directors	8/29/16	6/30/17	PD Budget

Indicators of Accomplishment:

- **Scheduled PLC time**
- **Evidence Scheduled PLC times**
- **Improved student attendance**

Action Plan Form

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

Plan # 5

Objective 1.2: To continue to identify and strengthen relationships with community members

Date: 5/6/16

Action Steps	Persons Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> 1. To explore increased resource sharing with member districts (i.e.outreach to districts for reverse inclusion) 2. Continue year 2 of Walpole/TPA partnership. 3. Continue to expand community partners for inclusion and intern experiences for all students. 	Director of Student Services, Program directors	8/29/16	6/30 17	TBD

Indicators of Accomplishment:

- Scheduled PLC time
- Evidence of adjustment to practice
- Graduation
- Internship completion
- Schedule of Events

Action Plan Form

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

Plan #5

Objective 1.3: To fully implement the new DESE Educator Evaluation System for TEC teachers, therapists, counselors and administrators

Date: 5/6/16

Action Steps	Persons Responsible	Begin Date	Completion Date	Projected Expenses
1. Develop individualized process based on teacher performance. 2. Develop a streamlined evaluation process	Director of Student Services, Program Directors	8/29/16	6/30/17	TBD

Indicators of Accomplishment

- **Scheduled PLC time**
- **Evidence of adjustment to practice**
- **All evaluations completed within established timelines**

Action Plan Form

Goal #2: To create professional learning opportunities that meet member districts’ needs

Plan # 5

Objective 2.1: Save time and money for member districts by leveraging the collective interest or sharing resources

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<p>1. Identify common PD needs of member districts</p> <ul style="list-style-type: none"> • Utilize job-alike meetings to discuss common PD opportunities that districts fund each year (ex: training for new staff, mentors, DESE initiatives, etc.) • Identify common dates for PD for low incidence staff needs (art, music, physical education, guidance, related service, paraprofessionals) • Promote PD and register participants through TEC • Gather feedback and use to inform plans for future needs 	Liz McGonagle, Moira Rodgers, TEC PD Coordinator Assistant Superintendents	Summer '15	Ongoing	TEC staff time
<p>2. Save districts time and/or money by using a shared online PD module approach</p> <ul style="list-style-type: none"> • Create online course focused on behavioral health/social emotional learning • Continue to promote online ELL and SPED modules to non-member districts to support maintenance of online courses at no-cost to member districts • Create a space on the TEC website to allow districts to post opportunities to share PD that has been planned within host district. 	Moira Rodgers, TEC PD Coordinator, Assistant Superintendents	Summer '16	On-going	TEC staff time
<p>Indicators of Accomplishment</p> <ul style="list-style-type: none"> • Job Alike Meeting notes • PD programming for low incidence teachers on November 8th • Completion of BH/SEL course and roll-out to districts – Fall 2016 • TEC web page with shared offerings from member districts 				

Action Plan Form

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

Plan # 5

Objective 2.2: Expand educational leadership training and networking opportunities

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Secure training opportunity for district-based educational leaders as part of the Friday Institute's <i>Leadership in Blended and Digital Learning</i> initiative	Moira Rodgers	Spring '15	Spring '17	\$1000 for FY17
2. Explore new opportunities to support inductions programming within districts by offering targeted professional learning in the areas that match up with Educator Evaluation criteria	Moira Rodgers	Summer '16	On-going	Up to \$6000
3. Reframe TEC-NET as bi-annual event for "disrupted innovation" and networking with local, state, national & international experts	Moira Rodgers	Summer '16	Spring '17	Up to \$12,000
4. Leverage job alike groups to provide leadership PD <ul style="list-style-type: none"> • Generate two meetings a year for content-specific training or professional development identified by group members • Share best practices and resources to build district capacity 	Liz McGonagle, Moira Rodgers, Assistant Superintendents	Summer '15	Spring '16	Budget for Job Alikes
5. Build on existing relationships with other Collaboratives to enhance and expand on member district access to innovative programs and/or services. <ul style="list-style-type: none"> • Engage other collaboratives in discussion about mutually beneficial partnerships. 	Moira Rodgers Liz McGonagle	Summer '15	Ongoing	None

Indicators of Accomplishment:

- **Agendas from *Leadership in Blended and Digital Learning* training days**
- **Teacher Induction speaker flyers and attendance sheets**
- **TEC NET flyers and attendance sheets; evaluation results**
- **Meeting notes from discussions with potential partner collaboratives**

Action Plan Form

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

Plan # 5

Objective 2.3: Develop partnerships to support college and career readiness for member district students

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Develop viable, mutually beneficial partnerships that provide awareness of college readiness demands/issues <ul style="list-style-type: none"> • Conduct fall and spring college fairs • Raise awareness of guidance counselors to innovative tools and resources that promote college information/readiness 	Telma Sullivan, Moira Rodgers	Spring '16	Ongoing	Ongoing
2. Provide networking opportunities for guidance counselors to strengthen effectiveness in supporting students <ul style="list-style-type: none"> • Job Alike meetings 	Telma Sullivan, Moira Rodgers	Summer '15	Ongoing	Ongoing
3. Disseminate career exploration information to schools and promote internship program <ol style="list-style-type: none"> a. Ongoing sponsor recruitment for internship placements b. Secure <i>Career Development Facilitator (CDF)</i> credential for program coordinator and year-round internship advisor c. Explore idea of teacher corporate job shadowing for professional learning 	Telma Sullivan, Moira Rodgers	Summer '15	Ongoing	None for FY17

Indicators of Accomplishment:

- **College Fair Report**
- **Agendas from Job Alike Meetings; Presentation/notes notes**
- **Newsletter to sponsors; Infographic report to BOD; School visits and info sessions**
- **CDF completion by both staff members**

Action Plan Form

Goal #3: Communication: Build stronger relationships with TEC Superintendents and School Committee members.

Plan # 5

Objective 3.1: Increase active participation of our member districts.

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Designate 1 – 2 meetings and invite both Superintendents and School Committee representatives to attend the TEC Board Meeting together.	Liz McGonagle Nancy Gallivan	September 2016	Ongoing	0
2. Offer Open House Events for TEC Member School Committee Members including an event that coincides with the new playground ribbon cutting ceremony in the Fall 2016.		Fall 2016	Ongoing	\$500
3. Support the TEC update at local school committee meetings by sending the TEC Newsletter to the Superintendent and his/her executive assistant for distribution to each committee member.	Executive Assistant	Fall 2016	Ongoing	0
4. Increase presentation by TEC personnel at member School Committee meeting: within 3 years period present at every district.	Liz McGonagle	Fall 2016	Ongoing	\$200
5. Survey districts regarding best time and day for TEC Board Meetings	Liz McGonagle	Spring 2016		

Indicators of Accomplishment:

- **Attendance of Superintendents and School Committee Members at TEC Board Meetings.**
- **TEC Presentations at member district School Committee Meetings**
- **Member district attendance at Open House**

Action Plan Form

Goal #4: Operations: To improve our ability to provide proactive support to TEC programs.

Plan #5

Objective 4.1: To update our operational systems to improve efficiency and eliminate redundancy.

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Continue to evaluate current operating infrastructure at TEC to improve efficiency and eliminate redundancy	Dan Shovak Rose Bragdon	7/1/16	9/1/16	\$1,000 Implementation Fee
2. Collaborate with our tenants at the TEC Campus School to effectively share resources	Dan Shovak Liz McGonagle Rose Bragdon	7/1/16	9/1/16	\$8,000 for the HR and Payroll Module with additional salaries for the administration of the two functions

Indicators of Accomplishment:

- **Implementation of HR module to interface with the ADP payroll system**
- **Creation of central area in the TEC administration area for HR and finance forms with description and instructions**
- **Creation of a user-friendly written on boarding process document to make the new hire process more efficient and effective**
- **Collaboration with TECCA to implement an HR and Payroll process that is administered by TEC and is effective and efficient**

Action Plan Form

Goal #4: Operations: To improve our ability to provide proactive support to TEC programs

Plan #5

Objective 4.2: To improve communications, both within the organization and from within our organization to communities throughout the Commonwealth

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<ol style="list-style-type: none"> 1. Continue to review operational policies and make revisions as appropriate 2. To market and promote the Cooperative Purchasing program and AEPA in order to increase statewide knowledge and utilization of this additional contract source for the Commonwealth 	<p>Dan Shovak</p> <p>Dan Shovak Joan Preble Patricia McKim</p>	<p>7/1/16</p> <p>7/1/16</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>\$0.00</p> <p>\$750.00 for conferences and promotional material</p>

Indicators of Accomplishment:

- Revised policy manual as appropriate with completed training
- Continuation of the TECBids newsletter for FY2017 and marketing of the Cooperative Purchasing and AEPA programs

Action Plan Form

Goal #4: Operations: To improve our ability to provide proactive support to TEC programs

Plan #5

Objective 4.3: To provide and maintain cost-effective infrastructure that supports all aspects of TEC

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Create capital plan for FY2018 budget	Dan Shovak Liz McGonagle	9/1/16	3/31/17	\$0.00
2. Continue to update the 5-year technology plan for all of TEC Programs	Dan Shovak Liz McGonagle Susan Keaney	7/1/16	Ongoing	\$0.00
3. Maintain an accessible playground for TEC Campus School students and research the feasibility of additional activity areas for students	Dan Shovak Liz McGonagle Rose Bragdon	7/1/16	Ongoing	Unknown
4. Research available space in order to alleviate the space needs at the TEC Campus School	Dan Shovak Liz McGonagle	7/1/16	Ongoing	\$0.00

Indicators of Accomplishment:

- **Written capital plan submitted with FY2018 budget**
- **Revisions to Technology Plan as appropriate**
- **Written research of cost benefit for additional activity areas**
- **Written recommendation to Board**

Action Plan Form

Goal #5: Online and Blended Learning: To expand TEC’s leadership role in online and blended learning

Plan # 5

Objective 5.1: Collaborate with districts to strengthen capacity to engage in and support online learning

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Provide on-going training to district site coordinators who advise students taking part-time online learning courses on how to help students be successful online learners.	Moira Rodgers	July 1, 2015	Ongoing	
2. Build awareness of best practice in blended and digital models within the brick and mortar classroom	Moira Rodgers	Fall, 2015 Spring, 2015	Ongoing	
a. Visit classrooms within TEC member district schools b. Develop a Professional Learning Network (PLN) and electronic newsletter to connect interested educators c. Facilitate districts posting initiatives on TEC website and the Christensen Institute’s BLU	Moira Rodgers	Fall, 2015	Ongoing	
3. Support strategic planning to implement online and blended learning models within TEC member districts a. Complete Leadership in Blended and Digital Learning training for cohort #1 b. Create and launch blended learning teacher course	Moira Rodgers, LBDL Facilitators	Fall, 2015	Ongoing	

Indicators of Accomplishment:

- **Training agenda and attendance sheets**
- **Notes from classroom visits, pictures; samples of PLN newsletter, BLU**
- **Agendas from LBDL trainings days, registrations from teacher course**

Action Plan Form

Goal #5: Online and Blended Learning: To expand TEC's leadership role in online and blended learning

Plan # 5

Objective 5.2: Expand opportunities for educators, administrators, and other staff to learn via online options

Date: 5/6/16

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Promote current online PD options	Maira Rodgers	Fall '15	Ongoing	Ongoing
2. Collaborate with interested districts on ways to generate online courses that will meet state mandated training objectives for teaching staff.	Maira Rodgers Liz McGonagle Assistant Superintendents	Winter '15	Ongoing	Ongoing
3. Secure a custom Moodle portal and online course hosting service to support significant growth in participation in online courses	Maira Rodgers	Summer '16	Ongoing	Ongoing

Indicators of Accomplishment:

- **Flyers and notices to districts**
- **Meeting notes**
- **Agreement with vendor to host and maintain courses that are being converted to online/hybrid formats**