

April 7, 2014

The Executive Board of the Massachusetts Organization of Educational Collaboratives (herein after, MOEC) is pleased to announce its adoption of its strategic plan effective July 1 2014. The plan continues and builds on its plan of 2011(**which can be found at the end of this document**) that its members designed with the assistance of the Office of Public Collaboration at the University Of Massachusetts at Boston. The plan incorporates both external and internal stakeholder perspectives, an analysis of existing and emerging school district needs, and the recognition that the increased capacity of educational collaboratives is a benefit and in the interest of public school districts. The plan design includes the articulation of an organizational vision and mission as well as strategic goals designed to promote that vision and mission.

Vision

MOEC is the statewide voice for Massachusetts Educational Collaboratives. MOEC will:

- Communicate internally and externally the purpose, expertise, and standards that are inherent among Collaboratives individually and regionally
- Advocate with stakeholders, legislators, and policy makers about the capacity, efficiency, and quality that districts derive from Educational Collaboratives
- Educate executive directors in strategies to promote the advantages of the high quality services and programs that their economies-of-scale create

Mission

To communicate internally and externally about Collaboratives, MOEC will:

- Convene the Collaborative executive directors and department leaders to articulate the purpose and standards of Collaboratives and share expertise, data, and challenges

To advocate for Collaboratives with stakeholders, legislators and policy makers, MOEC will:

- Gather data and share Collaborative success with stakeholders, legislators, and policy makers to enable the passage and protection of legislation, regulation, and policy that promote Collaboratives

To educate executive directors, MOEC will provide professional development in:

- Non-profit entrepreneurial expertise that enables Collaboratives to thrive individually and regionally and respond to emerging challenges
- Job-alike groups for those in leadership roles within the Collaboratives in order to build internal capacity.
- The many legal issues that continually evolve impacting Collaboratives

REVISED

Goal #1: Measure regional Educational Collaborative capacity based upon nine elements of regional Collaborative services and programs.

Goal #2: Advocate for greater recognition and use of Educational Collaboratives

1. Increase dialogue and partnerships with DESE, EOE, MASS, and MASC
2. Explore opportunities to partner with DESE to better meet the needs of teachers, students and their school districts.
3. Publish directory of Collaborative services and programs
4. Publish an annual report to document and commend collaborative programs and services
5. Prepare and publish a series of white papers, op-ed pieces, articles, and public service announcements about Collaborative concerns and opportunities
6. Update MOEC website

Goal #3: Expand the role of MOEC as a statewide resource for Educational Collaboratives

1. Analyze student placement data to identify trends, challenges, and opportunities for program development among out-of-district disabled students and low-incidence students.
2. Create a depository of policies and templates to facilitate information sharing among Collaboratives
3. Organize and facilitate the work of the Professional Development Committee to develop a multi-year professional development calendar for executive directors and Collaborative personnel
4. Organize and facilitate an ongoing MOEC legislative committee to review and propose bills to be filed in current session

MOEC Strategic Plan

July 1, 2011

The Executive Board of the Massachusetts Organization of Educational Collaboratives is pleased to announce its adoption of its strategic plan effective July 1, 2011. Its members have designed the plan with the assistance of the Office of Public Collaboration at the University of Massachusetts at Boston. The plan incorporates both external and internal stakeholder perspectives, an analysis of existing and emerging school district needs, and the recognition that the increased capacity of Educational Collaboratives is a benefit to and in the interest of public school districts. The plan design included the articulation of an organizational vision and mission as well as strategic goals designed to promote that vision and mission.

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Strategic Goals

Goal #1: Measure regional Educational Collaborative capacity based upon nine elements of regional Collaborative services and programs.

Goal #2: Increase dialogue with DESE, EOE, MASS, and MASC to advocate for greater recognition and use of Educational Collaboratives

Goal #3: Analyze student placement data to identify trends, challenges, and opportunities for program development among out-of-district disabled students and low-incidence students.

Goal #4: Plan, design, and schedule a statewide event to include national and state policymaker association leaders and board members from each Collaborative

Goal #5: Publish directory of Collaborative services and programs

Goal #6: Prepare a series of white papers, op-ed pieces, articles, and public service announcements about Collaborative concerns and opportunities

Goal #7: Update MOEC website and monitor DESE website

Goal #8: Create a depository of policies and templates to facilitate information sharing among Collaboratives

Goal #9: Convene MOEC legislative committee to review bills filed in current session

Goal #10: Develop an annual professional development calendar for executive directors and Collaborative personnel

MOEC Strategic Plan – in detail

Goal #1: Measure regional Educational Collaborative capacity based upon nine elements of regional Collaborative services and programs.

A. Design survey to gather quantitative and qualitative data on each of the nine regional elements

1. Programs and services for disabled and at-risk students by Collaborative within region
 - Disability type
 - Program description
 - # of students served
 - # of districts served
 - base tuition or fee assessed per student
 - additional costs assessed per student
 - total cost per student
2. Programs and services for low-incidence students
 - Low incidence type
 - Program description
 - # of students served
 - # of districts served

- base tuition or fee assessed per student
- additional costs assessed per student
- total cost per student

3. Provision of transportation services

Regular Education

- # of students transported
- # of districts served
- cost to provide service

Special Education

- # of students transported
- # of districts served
- # of sites served
- # of round-trip routes run
- # of vehicles used
- average ridership per trip
- average cost per trip

4. High quality professional development

- Program description
- # of participants
- # of districts served
- # of credit hours awarded per participant or # of PD points awarded per participant
- cost per participant

5. Cost savings achieved through cooperative purchasing

- Program description
- # of districts served
- approximate cost per unit purchased
- estimated cost per unit if purchased without participation in the program
- estimated savings per unit purchased
- estimated savings accrued in total among participating districts

6. Expansion of capacity for participating districts

- Program description
- # of positions
- # of districts served
- value provided to district

7. Multi-district shared staffing model

- Program description
- # of positions
- # of districts served
- value provided to districts

8. Design and management of technology innovation centers

- Program description
- # of districts served

- # of staff participating
- # of students served
- value provided to districts

9. Grant management and acquisition

- Program description
- # of districts served
- # of staff participating
- # of students served
- value provided to districts
- value provided to students

B. Gather and interpret data to describe by region services and programs offered and breadth and depth to which they are available

1. Identify redundancies and make judgments about viability
2. Identify gaps in service and develop business model to create services and programs
3. Assess opportunities for creating new services and programs

C. Evaluate every two years program and service delivery satisfaction and make adjustments as necessary

Timeline

Task	Date	People Responsible
Survey design	September 2011	
Survey distribution	October-December 2011	
Survey data analysis	January-March 2012	
Reporting of results	May 2012	

Goal #2: Increase dialogue with DESE, EOE, MASS, and MASC to advocate for greater recognition and use of Educational Collaboratives

- A. Meet with Deputy Commissioner Baehr to assess ways in which the Collaborative message can be more effectively positioned to influence policy makers.
- B. Meet with Commissioner Chester to explain advocacy goal and request opportunity in Fall 2011 to present to the Board of Education
- C. Meet with Secretary Reville to explain advocacy goal and share with him our request of the Commissioner to present to the Board of Education
- D. Meet with co-chairs Chang-Diaz and Peisch to share information about the extent to which Collaboratives provide savings and quality service to districts.
- E. Prepare presentation for the Board of Education
- F. Prepare presentation for new superintendents at the MASS Summer Institute
- G. Prepare presentation to MASS/MASC joint conference

Timeline

Task	Date	People Responsible
Baehr meeting	March 2011	
Chester meeting	April 2011	
Reville meeting	April 2011	

Meetings with Education Committee co-chairs	ongoing	
MASS Summer Institute presentation	July 2011	
MASS/MASC joint conference	November 2011	
Board of Education presentation	Fall 2011	

Goal #3: Analyze student placement data to identify trends, challenges, and opportunities for program development among out-of-district disabled students and low-incidence students.

- A. Share out-of-district student placement data with Collaborative directors and program leaders to promote reflection both individually and regionally on service challenges and opportunities
- B. Share student data by special population and disability type with executive directors

Timeline

Task	Date	People Responsible
Data dissemination	March 2011	MOEC Executive Director

Goal #4: Plan, design, and schedule a statewide event to include national and state policymaker association leaders and board members from each Collaborative

- A. Design format for event including suggested panelists and keynote speaker. Select date, location, and proposed budget
- B. Design promotional materials and invitations
- C. Lock in location, price, keynote speaker, and panelists
- D. Confirm attendees

Timeline

Task	Date	People Responsible
Design format		
Lock in location, price, keynote speaker, and panelists		
Design promotional materials and invitation		
Confirm attendees		

Goal #5: Publish directory of Collaborative services and programs

- A. Prepare for publication the program description data gathered in Goal #1
- B. Work with graphic artist and editor for camera-ready edition
- C. Prepare cost estimate
- D. Publish directory

Timeline

Task	Date	People Responsible
Prepare program descriptions	January-March 2012	
Work with graphic artist and editor	April-May 2012	

Prepare cost estimate	May 2012	
Publish directory	Summer 2012	

Goal #6: Prepare a series of white papers, op-ed pieces, articles, and public service announcements about Collaborative concerns and opportunities

- A. Survey and brainstorm with members for potential topics for MOEC public information documents
- B. Develop white paper on virtual learning and how it can be advanced through regional Collaborative efforts
- C. Publish subsequent public information materials

Timeline

Task	Date	People Responsible
Survey and brainstorm	MOEC Annual Meeting, May 2011	MOEC General Membership
Develop white paper on virtual learning		Anne McKenzie
Publish subsequent documents	ongoing	

Goal #7: Update MOEC website and monitor DESE website

Task	Date	People Responsible
Update MOEC website	ongoing	MOEC Executive Director
Monitor DESE website	ongoing	MOEC Executive Director

Goal #8: Create a depository of policies and templates to facilitate information sharing among Collaboratives

- A. Identify the policies and templates of interest to members
- B. Gather policies and template
- C. Develop a method for occasional updating of policies and templates
- D. Determine access protocols to keep documents confidential

Timeline

Task	Date	People Responsible
Identification of policies	Spring 2011	Patric Barbieri
Gathering	Summer 2011	Patric Barbieri
Updating	ongoing	Patric Barbieri
Access	ongoing	Patric Barbieri

Goal #9: Convene MOEC legislative committee to review bills filed in current session

- A. Identify bills on which MOEC should take a position
- B. Prepare written and oral testimony of bills
- C. Testify at legislative hearings
- D. Work with MOEC lobbyist to provide advocacy

Timeline

Task	Date	People Responsible
Convene legislative subcommittee	March 2011	MOEC Executive Director
Identify bills	March-April 2011	MOEC legislative committee
Prepare testimony	April-May 2011	MOEC legislative committee
Testify at legislative hearings	as scheduled	MOEC legislative committee
Work with MOEC lobbyist to ensure advocacy	ongoing	MOEC legislative committee

Goal #10: Develop an annual professional development calendar for executive directors and Collaborative personnel

- A. Convene MOEC professional development committee
- B. Survey membership to gather suggestions for potential professional development topics and activities
- C. Prioritize suggested items and develop 2011-2012 professional development calendar
- D. Publish calendar and solicit participation by MOEC members
- E. Gain approval for MOEC as a provider of professional development points

Timeline

Task	Date	People Responsible
Convene committee	April 2011	MOEC Executive Director
Survey membership	May 2011	MOEC professional development committee
Prioritize suggestions and develop calendar	Summer 2011	MOEC professional development committee
Publish calendar	August 2011	MOEC professional development committee
PDP provider approval	Spring 2011	Richard Murphy