



MID-VALLEY SPECIAL EDUCATION COOPERATIVE

Strategic Plan, 2011-2016

Updated for Executive Board Meeting, September 4, 2015

Carla Cumblad, Ed.D.

Executive Director

Mid-Valley Special Education Cooperative
Strategic, Long-Range Plan
2011-2016

Strike-throughs indicate tasks completed or established to be continued; highlights are initiatives for 2015-16

Mid-Valley Special Education Cooperative (MVSEC) was formed in 1963 by a joint agreement to serve students with special needs from participating school districts. Currently, MVSEC serves students and staff from Batavia District 101, Central District 301, Kaneland District 302, St. Charles District 303, and Geneva District 304. MVSEC owns one location, the Mades-Johnstone Center (MJC) that houses administration and a small number of programs. Most of the other programs and services are located in district schools or at the Shelby Transition Center.

The Mid-Valley Mission

In collaboration with our colleagues to serve the children and families of Batavia, Kaneland, Central, St. Charles and Geneva Community Unit School Districts, and to:

- *provide service and support to member districts;*
- *embrace the diversity of all students;*
- *empower students to become independent, contributing members of their communities; and*
- *foster and inspire life-long learning.*

Our Vision

Create positive, collaborative learning communities to facilitate the advancement of academic, social-emotional, vocational and independent living skills for our students by providing excellent, research-based instruction and therapies that meet individual student needs, and provide high-quality technical assistance and support to our colleagues in our member districts.

The Strategic Plan
2011-2016

This strategic plan has been developed in collaboration with district administrators, Mid-Valley Staff and families to frame the goals and activities of the cooperative as we serve the students and families of our member districts. It is also intended to facilitate separate and independent operations from the St. Charles CUSD 303. Progress on the strategic plan will be reported to the district liaisons and Board on an annual basis. Modifications will be made as necessary.

Overall Goals

There are five overarching goals in the Strategic Plan. They are:

1. Provide quality programs and services for member district students
2. Improve networking, communication, and collaboration among stakeholder groups
3. Establish and maintain efficient operations
4. Provide meaningful and effective professional development and support for MV and district staff
5. Promote advocacy, vision, and leadership for students with special needs, staff who serve them and families who love them

Mid-Valley Special Education Cooperative
Strategic Plan
2011-2016

For each goal, there are a number of key actions that align with the goals. They are:

Goal	Key Actions
1. Provide quality programs and services for member district students	1A. Recruit, hire, and retain quality staff
	1B. Improve programming
	1C. Improve the delivery of related and itinerant services
	1D. Develop and adjust programming options as indicated by district needs
2. Improve networking, communication, and collaboration among stakeholder groups	2A. Improve relationships
	2B. Promote a positive MV image
3. Establish and maintain efficient operations	3A. Establish and maintain efficient and responsible fiscal operations
	3B. Establish and maintain efficient human resources operations
	3C. Establish and maintain efficient policies and procedures
4. Provide meaningful and effective professional development and support for MV and district staff	4A. Establish and implement an ongoing professional development plan
	4B. Provide technical assistance, coaching, team support, as necessary
	4C. Provide Professional development for MV
	4D. Provide support for MV staff
5. Promote advocacy, vision, and leadership for students with special needs, staff who serve them and families who love them	5A. Foster and promote advocacy for students with disabilities and their families
	5B. Provide leadership among various stakeholder groups
	5C. Share expertise; learn from others

**Mid-Valley Special Education Cooperative
Strategic, Long-Range Plan
2011-2016**

Goal #1: Provide quality programs and services for member district students

Key Action	Objectives	Indicators/Measures	Completion Timeframe	Person(s) Responsible
1A. Recruit, hire, and retain quality staff	1. Evaluation System	<ul style="list-style-type: none"> a. Revise certified plan b. Update certified plan c. Revise teaching assistants plan d. Revise secretary /admin. assistant plan e. Revise therapists' plan f. Train evaluators 	<ul style="list-style-type: none"> a. September, 2012-16 b. June, 2013 c. June, 2012 d. June, 2014 e. June, 2014 f. September, 2013-2016 	<ul style="list-style-type: none"> a. Joint Committee b. Joint Committee c. Joint Committee d. Joint Committee e. Joint Committee f. ISBE; Leadership
	2. New Teacher Week	<ul style="list-style-type: none"> a. Create framework/schedule b. Provide orientation c. Revise/implement evaluation session d. Review IEP's and NetChemia, implementation manual e. Implement summer CPI training 	<ul style="list-style-type: none"> a. August, 2011 b. August, 2012 c. August, 2013 d. August, 2013-14 e. August, 2012 	<ul style="list-style-type: none"> a. Leadership b. Leadership c. Leadership d. Leadership e. Leadership
	3. Mentoring	<ul style="list-style-type: none"> a. Develop plan, compensation b. Implement/Review plan/training c. Create courses and compensation--NA d. Recruit/maintain mentors 	<ul style="list-style-type: none"> a. June, 2012 b. June, 2012-17 c. June, 2015 d. June, 2012-17 	<ul style="list-style-type: none"> a. Leadership/HR/Bus. b. Leadership/HR c. Leadership/HR d. Leadership
	4. Recruitment	<ul style="list-style-type: none"> a. Implement Applitrack b. Participate in job fairs--NA c. Partner with universities d. Establish internships--NA e. Establish recruitment, orientation--NA f. Substitute recruitment, training 	<ul style="list-style-type: none"> a. September, 2010 b. Spring, 2014 c. June, 2014-17 d. June, 2014/15 e. August, 2013 f. August, 2013, ongoing 	<ul style="list-style-type: none"> a. HR b. HR c. Leadership d. Leadership e. Leadership/HR f. Leadership/HR
	5. Provide meaningful professional development	See professional development		

Goal #1: Provide quality programs and services for member district students

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
1B. Improve programming	1. Establish program goals with a focus on independence and generalization	a. Develop program goals/indicators b. Investigate/research best practices c. Establish and implement specific improvement plans for programs and services	a. 2014-2015 b. January, 2015 c. January, 2015	a. Leadership/Staff b. Leadership/ Staff c. Leadership/ Staff
	2. Revise comprehensive curriculum, with a scope and sequence for each program	a. Revise curriculum road map b. Create scope and sequence in strands for key areas throughout all ages of programming c. Align curriculum with common core, as feasible	a. June, 2015 b. June, 2015 c. 2015-2016	a. Leadership/ Staff b. Leadership/ Staff c. Leadership/ Staff
	3. Align instructional materials and methodology	a. Employ/enhance research-based materials and instructional methods i. Core ii. Specialty b. Promote active student engagement c. Employ assistive and instructional technology in the classrooms	a.i. June, 2013-2015 a.ii. June, 2015-2016 b. June, 2016 c. June, 2013-2015	a. Leadership/Depts. b. Leadership/Depts. c. Leadership/AT
	4. Make data-based decisions regarding student progress, behavior, instruction, and programming	a. Improve individual student progress monitoring b. Design and implement program assessments, aligned with student needs and curriculum (academics, functional skills, social/emotional skills) c. Use student and program data for program improvement and communication	a. June, 2013 b. June, 2015 c. June, 2016	a. Leadership/ Staff b. Leadership/ Staff c. Leadership/ Staff
	5. Provide training, coaching, and support for methods and materials	See professional development		

Goal #1: Provide quality programs and services for member district students

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
1C. Improve the delivery of related and itinerant services	1. Promote integrated model for related service delivery, when appropriate	<ul style="list-style-type: none"> a. Implement small group collaborative planning for programs and IEPs b. Study models for service delivery through site visits, interviews, and research. c. Increase number or groups or integrated sessions 	<ul style="list-style-type: none"> a. June, 2013 b. 2014-2015 c. June, 2015 	<ul style="list-style-type: none"> a. Leadership/Depts. b. Leadership/Depts. c. Leadership/Depts.
	2. Align methodology and materials with best practices in service delivery	<ul style="list-style-type: none"> a. Study intervention and methodology for all related/itinerant services: SW/Psychs, OT/PT, SLP, HI, VI, APE, CSN/RN b. Implement research based methodology and materials for delivery of related services 	<ul style="list-style-type: none"> a. 2014-2015 b. 2014-2016 	<ul style="list-style-type: none"> a. Leadership/Staff b. Leadership/Staff
	3. Make data-based decisions regarding student progress, behavior, instruction, and programming	<ul style="list-style-type: none"> a. Improve individual student progress — monitoring b. Design and implement program assessments, aligned with student needs and curriculum c. Use student and program data for program improvement and communication 	<ul style="list-style-type: none"> a. June, 2013 b. June, 2015 c. June, 2016 	<ul style="list-style-type: none"> a. Leadership b. Leadership c. Leadership
	4. Provide meaningful professional development	<ul style="list-style-type: none"> a. Provide professional development regarding collaboration and common goals b. Provide training, coaching, and support for methods and materials 	See professional development plan	

Goal #1: Provide quality programs and services for member district students

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
1D. Develop and adjust programming options as indicated by district needs	1. Additional programming to extend the continuum of services for students with autism	a. Secure location, materials, equipment b. Hire staff c. Communicate with parents, staff, administrators d. Implement comprehensive curriculum	a. August, 2013, ongoing b. August, 2013 c. August, 2013 d. 2013-2015	a. Leadership b. Leadership c. Leadership d. Leadership
	2. Expand programming to extend the services for students who are transitioning either in high school or post-high school environments	a. Study/create plan for case management services b. Hire/train staff c. Study/create plan for additional vocational services for district high school students d. Enhance transition programming	a. August, 2013 b. August, 2013 c. August, 2013 d. August, 2014	a. Leadership b. Leadership c. Leadership d. Leadership
	3. Possible programming alternatives for non-traditional high school students	a. Study option	a. June, 2015	a. Leadership and District representatives
	4. Develop and adjust programming as necessary	TBD	TBD	TBD

**Mid-Valley Special Education Cooperative
Strategic, Long-Range Plan
2011-2016**

Goal #2: Improve networking, communication, and collaboration among stakeholder groups

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
2A . Improve relationships	1. Improve relationships with district personnel	a. Conduct regular productive meetings; assure consistent communication b. Host open houses, tours, visits c. Visit district programs d. Foster relationships with satellite school staff and administration	a. 2012—ongoing b. Annually, as necessary c. June, 2014 d. 2013—ongoing	a. Leadership b. Leadership c. Leadership/Staff d. Leadership/Staff
	2. Improve relationship with community agencies, organizations	a. Participation in community service organizations b. Foster relationships with community agencies, e.g. police department, mental health services, etc. c. Foster working relationships with adult service agencies	a. June, 2012—ongoing b. June, 2013—ongoing c. June, 2013—ongoing	a. Leadership b. Leadership c. Leadership
	3. Improve internal relationships	a. Regular communication b. Regular meetings c. Effective committees d. Active social committee and personnel support (See #4)	a. June, 2012 b. June, 2012 c. June, 2012—ongoing d. June, 2012—ongoing	a. Leadership/ED b. Leadership c. Leadership/Staff d. Leadership/Staff

	4. Improve relationships with families	<ul style="list-style-type: none"> a. Create and implement report cards b. Improve parent-teacher conferences and IEP meetings with parents c. Establish/continue parent network, support group d. Establish a multi-district parent university discontinued e. Hold celebrations and special events f. Establish parent educational opportunities g. Foster parent leaders and parent-to-parent contacts h. Create parent/student handbook, registration procedures i. Establish parent electronic resources 	<ul style="list-style-type: none"> a. June, 2015 b. June, 2015 c. June, 2012—ongoing d. June, 2015 e. June, 2012—ongoing f. June, 2014 g. June, 2015 h. June, 2013 i. June, 2015 	<ul style="list-style-type: none"> a. Leadership/Staff b. Leadership/Staff c. Leadership/Parents d. Leadership/Districts e. Leadership/Parents f. Leadership/Parents g. Leadership/Parents h. Leadership i. Leadership/Parents
--	--	--	---	---

Goal #2: Improve networking, communication, and collaboration among stakeholder groups

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
2B. Promote a positive MV image	1. Improve communication and MV image	<ul style="list-style-type: none"> a. Establish accurate website b. Create brochures, handbook, written documents c. Host open houses d. Visit district programs e. Celebrate 50-Year Jubilee f. Participate in conference presentations and awards g. Create and update annual report h. Create Mid-Valley foundation 	<ul style="list-style-type: none"> a. June, 2013 b. September, 2013 c. Ongoing d. June, 2014 e. September, 2013 f. June, 2012—ongoing g. June, 2014 - ongoing h. June, 2016 	<ul style="list-style-type: none"> a. Leadership/ED b. Leadership/Staff c. Leadership d. Staff e. Leadership f. Leadership/Staff g. Leadership/ED h. Leadership/ED

**Mid-Valley Special Education Cooperative
Strategic, Long-Range Plan
2011-2016**

Goal #3: Establish and maintain efficient operations

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
3A. Establish and maintain efficient and responsible fiscal operations	1. Improve financial planning and communication	<ul style="list-style-type: none"> a. Establish and maintain finance committee b. Establish annual reporting, communication, budgeting process c. Establish and maintain state and federal reporting requirements d. Improve communications with the Board 	<ul style="list-style-type: none"> a. October, 2010 b. June, 2011 – ongoing c. Ongoing d. June, 2012 – ongoing 	<ul style="list-style-type: none"> a. Leadership/Bus./HR b. Leadership/Bus./HR c. Dir. of Business/HR d. Leadership/Bus./HR
	2. Establish and maintain internal fiscal responsibilities	<ul style="list-style-type: none"> a. Establish accounts payable b. Establish payroll c. Establish internal control procedures (P-cards, activity funds, banking, etc.) d. Refine tuition billing, cost sheets e. Refine grant writing f. Establish destruction cycle 	<ul style="list-style-type: none"> a. June, 2012 b. June, 2012 c. June, 2012 d. June, 2012 e. June, 2012 f. June, 2014 	<ul style="list-style-type: none"> a. Dir. of Business/HR b. Dir. of Business/HR c. Dir. of Business/HR d. Dir. of Business/HR e. Leadership/Bus./HR f. Dir. of Business/HR
	3. Establish and maintain orderly physical plant and operations	<ul style="list-style-type: none"> a. Establish custodial services b. Create physical plant, planning c. Transfer land ownership d. Facilitate the purchase of phones, computers, equipment e. Establish moving/storage procedures f. Establish technology equipment inventory, planning, orderly purchasing g. Secure appropriate facilities for programming as necessary (e.g., Shelby) 	<ul style="list-style-type: none"> a. June, 2012 b. June, 2013 c. June, 2012 d. June, 2013 – ongoing e. June, 2013 – ongoing f. June, 2013 – ongoing g. TBD 	<ul style="list-style-type: none"> a. Dir. of Business/HR b. Leadership/Bus./HR c. Leadership/Bus./HR d. Dir. of Business/HR e. Leadership/Bus./HR f. Leadership/Bus./HR g. Leadership/Bus./HR
		4. Seek and acquire additional revenues	<ul style="list-style-type: none"> a. Establish Alternative Learning Opportunities program b. Seek local foundations/foundations c. Establish University Partnerships 	<ul style="list-style-type: none"> a. June, 2012 b. June, 2015 - ongoing c. June, 2015 - ongoing

		d. Maintain/improve Medicaid funding e. Seek other relevant sources	d. Ongoing e. TBD	d. Leadership/Staff e. Leadership
--	--	--	----------------------	--------------------------------------

Goal #3: Establish and maintain efficient operations

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
3B. Establish and maintain efficient human resources operations	1. Establish and maintain a consistent hiring process	a. Implement consistent hiring process (notification, screening, hiring, notification, employment paperwork)	a. June, 2013	a. Leadership/HR
	2. Establish and maintain internal human resource responsibilities	a. Insurance b. Retirement c. Attendance d. Mandatory staff trainings e. Wellness, Support (See #4) f. Certification/licensure g. Destruction cycle	a. June, 2012 b. June, 2012 c. June, 2012 d. August, 2012 e. June, 2012, ongoing f. June, 2013, ongoing g. June, 2014	a. HR b. HR c. HR d. HR e. Leadership/HR f. HR g. HR
	3. Establish and maintain communication	a. State and federal reporting requirements b. Board communication c. Staff communication	a. June, 2012 b. June, 2012 c. June, 2012	a. HR b. HR c. HR
	4. Negotiate agreements	a. Separation agreement b. Contract negotiations c. Ongoing communication with bargaining units	a. June, 2011 b. June, 2013, ongoing c. June, 2012 ongoing	a. Leadership b. Leadership c. Leadership

Goal #3: Establish and maintain efficient operations

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
3C. Establish and maintain efficient policies and procedures	1. Board policies	a. Establish policy committee b. Contract with IASB c. Establish Board policies to align with MV cooperative	a. January, 2012 b. January, 2012 c. June, 2012, -- ongoing	a. Leadership/ED b. Leadership/ED c. Leadership/ED
	2. Internal procedures	a. Procedures to align with approved Board policy b. Internal fiscal procedures c. Internal HR procedures	a. June, 2015 -- ongoing b. June, 2013 -- ongoing c. June, 2013 -- ongoing	a. Leadership b. Leadership/Bus./HR c. Leadership/Bus./HR
	3. Compliance and staff related procedures	a. Create and update a staff handbook b. Create and update compliance-related communication and training (See #4)	a. June, 2012, -- ongoing b. Ongoing as needed	a. Leadership b. Leadership

**Mid-Valley Special Education Cooperative
Strategic, Long-Range Plan
2011-2016**

Goal #4: Provide meaningful and effective professional development and support for Mid-Valley and district staff

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
4A. Establish and implement an ongoing professional development plan	1. Create and conduct an annual assessment and review process	a. Assess staff and district needs b. Create a comprehensive professional development plan c. Implement/Review professional development plan d. Seek additional resources (financial independence) e. Improve registration, communication	a. June, 2012 b. June, 2013 c. September, 2013—ongoing d. June, 2015 e. June, 2015	a. Leadership b. Leadership c. Leadership d. Leadership e. Leadership
	2. Provide shared professional development opportunities	Provide Professional Development in: a. Behavior b. Autism c. Goal writing, progress monitoring d. Teaching assistant training e. Others as needed	a. Ongoing b. June, 2014 c. Ongoing d. June, 2015 e. TBD	a. Technical Assist. b. Technical Assist. c. Technical Assist. d. Leadership e. TBD
	3. Provide professional development specific to MV needs	See below.		
	4. Establish professional development plan for administration	a. Improve conference attendance, sharing b. Participate in networks, sharing c. Provide administrator academies	a. Ongoing b. Ongoing c. August, 2013—ongoing	a. Leadership/Staff b. Leadership c. Leadership

Goal #4: Provide meaningful and effective professional development and support for Mid-Valley and district staff

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
4B. Provide technical assistance, coaching, team support, as necessary	1. District staff	a. Behavior b. Autism c. Others TBD	a. June, 2011, ongoing b. September, 2013—ongoing c. TBD	a. Leadership b. Leadership c. Leadership
	2. MV Staff	Provide support, technical assistance and professional development for: a. Behavior b. Autism c. Others, TBD	a. June, 2011—ongoing b. June, 2012—ongoing c. TBD	a. Leadership b. Leadership c. Leadership

Goal #4: Provide meaningful and effective professional development and support for Mid-Valley and district staff

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
4C. Provide Professional development for MV	1. Ongoing professional development and support for new staff	a. Goal writing b. Progress monitoring c. Assistive/instructional technology d. Autism e. Behavior	a. Multi-year plan, 2012-17	a. Leadership
	2. Ongoing professional development and coaching support for <u>all staff</u>	Provide professional development in the following areas: a. IEP process and procedures, Netchemia b. Behavior and social/emotional methods c. Effective methods and materials d. Collaboration and common goals e. Facilitated IEPs f. Others as needed	a. Multi-year plan, 2012-17	a. Leadership

Goal #4: Provide meaningful and effective professional development and support for Mid-Valley and district staff

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
4D. Provide support for MV staff	1. Ongoing ownership, mental and physical health	a. Provide special events b. Provide shared leadership c. Provide personal support (EAP, wellness, yoga, gym memberships, etc.)	a. June, 2011 – ongoing b. June, 2012 – ongoing c. June, 2013 – ongoing	a. Leadership/Staff b. Leadership/Staff c. Leadership/Staff

**Mid-Valley Special Education Cooperative
Strategic, Long-Range Plan
2011-2016**

Goal #5: Promote advocacy, vision, and leadership for students with special needs, staff who serve them, and families who love them

Key Action	Objective	Indicator/Measure	Completion Timeline	Person(s) Responsible
5A. Foster and promote advocacy for students with disabilities and their families	1. Partner with various community and state-wide groups	<ul style="list-style-type: none"> a. Partner with advocacy and service groups (e.g., Special Olympics, AID, NAMI) b. Provide resources and links to advocacy resources c. Create parent-to-parent networks d. Expand transition services for students with mental health needs e. Update stakeholders with current information and trends 	<ul style="list-style-type: none"> a. June, 2015 b. June, 2014 - ongoing c. June, 2015 d. June, 2014 e. June, 2013 - ongoing 	<ul style="list-style-type: none"> a. Leadership/Staff b. Leadership/Staff c. Leadership/Staff d. Leadership/Staff e. Leadership
5B. Provide leadership among various stakeholder groups	2. Partner with community resources, create necessary resources	<ul style="list-style-type: none"> a. Partner with community resources (e.g., Tri-City services, police liaisons, community colleges, special recreation) b. Expand vocational and business opportunities for students c. Create resource networks for families (e.g., dentists, pediatricians, barbers, legal) d. Create electronic communication networks for families e. Partner with the ROE and other general education initiatives 	<ul style="list-style-type: none"> a. June, 2013 - ongoing b. June, 2015 - ongoing c. June, 2015 d. June, 2016 e. June, 2014 	<ul style="list-style-type: none"> a. Leadership/Staff b. Leadership/Staff c. Leadership/Staff d. Leadership e. Leadership
5C. Share expertise; learn from others	3. Become local, state, and national, leaders in the field	<ul style="list-style-type: none"> a. Participate in conferences, networks, state and national organizations b. Promote shared leadership; educator leaders 	<ul style="list-style-type: none"> a. June, 2012 - ongoing b. June, 2015 	<ul style="list-style-type: none"> a. Leadership/Staff b. Leadership/Staff