



Strategy for Collaborative Improvement Plan 2023 – 2026

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Collaborative**

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Executive Summary

Southern Worcester County Educational Collaborative began the process of updating its multi-year district action plan during the 2021-2022 school year. This action plan is important on two levels: 1) the last time a strategic plan was drafted and implemented at SWCEC was over a decade ago in 2011 and, 2) the ever-changing educational and business climate since the COVID-19 pandemic impacted how we as educators and a community of support for our students need to respond. This strategic plan defines our community's values and the steps we will take to best support student growth and independence as well as strengthening the work that our educators and specialists do both in and out of our member districts. The goals and initiatives of SWCEC's strategic plan are spread across multiple years and will require staff across departments as well as our member districts to work in concert with each other to yield the long-term goal of refining our product to promote student independence, autonomy, and prosperity in a challenging world.

We followed the Massachusetts Department of Elementary and Secondary Education (DESE) *Planning for Success* process recommended for district strategic planning and continuous improvement. The purpose of following this model is to create a cycle of data-based improvement and data-informed decision-making for each of the focus areas that SWCEC shall commit to engaging in and improving our outcomes. Just as important is the process of improving our collaboration and two-way communication with our member and non-member school districts as well as related services to further develop our already strong commitment and execution of relationship building and community support.

Approach and Scope

From the outset of work done in 2021, we strove to include members of our community inside the collaborative as well as to gather input from members of our Board of Directors and our Special Education Advisory Board. Building engagement and ownership, we aimed to gather information from a variety of stakeholders and their values, experiences, and desires related to SWCEC.

The SWCEC Strategic Planning Committee met several times during the 2021-2022 school year and were able to develop three overarching goal areas. Taking some time off over the summer and with reflection on the work already accomplished, the Committee gathered again at the beginning of the 2022-2023 school year. Work immediately commenced around developing benchmarks, timelines, and ownership of the goal areas with a one, two, and three-year timeline. Reflecting on work done in the Strategic Planning Committee as well as work done within the structure of the 2022-2023 Extended Tuesday Professional Development series, it is evident that much of the goals listed in this Strategic Plan document are already in process or in a stage of development and discussion toward implementation. As you read this document, you will find that this Strategic Plan will outline action steps, resources needed to support implementing the action steps, expectations, those responsible for the action steps, and a benchmarking for completion of steps and larger goals. Specific improvement plans will become a part of the framework of continuous improvement and growth of the Collaborative to be responsive to the needs of our member and non-member districts. Regular updates to the Board of Directors and the Special Education Advisory Council will be continuous checks and balances to the work that will encompass the individual and team-based goals of the SWCEC administration and staff.

Strategic Goals

The three priority areas that we believe will improve opportunities and achievement for our students are captured in these three goals:

District Strategic Goals
1. <u>Student Outcomes and Achievement</u> : Our educators and therapists will have the tools, resources, and time to provide rigorous and excellent educational experiences that promote student achievement in an efficient and evidence-based manner.
2. <u>Product and Professional Development</u> : There will be shared understanding and execution of the scope and sequence of the curriculum to create marketable and gold-standard products for educational progress, therapeutic and behavioral intervention, and related services.
3. <u>Marketing and Community Outreach</u> : There will be continuous and robust community engagement, outreach, and awareness of SWCEC programs, services, and benefits to member districts and families of our students with an end goal of streamlined pathways to resources and services for districts, families, and students of SWCEC.

Our Commitment

Our commitment to the process of strategic planning, implementation, and execution lies in the process of measuring progress in all three goal areas while implementing parts of each goal's benchmarks and initiatives in a stepwise manner. Feedback loops and regular communication among stakeholders will be paramount to the success of this plan and SWCEC is firmly engaged in expanding its influence as a leader of solid educational practice, relationship building, and community growth.

Planning for Success Process & SWCEC

*From Data Analysis to Outcome-Driven Planning to System Alignment
From Action Planning to Progress Monitoring to Potential Redesign*

Create—Align—Implement represent the three phases of *Planning for Success*, a planning process that is designed to strengthen coherence and support district and school success. This planning process centers on the creation of a multi-year District Plan that is grounded in analysis of a wide array of district data; sets specific, measurable outcomes and identifies the objectives and initiatives to accomplish them; and serves as the foundation and guide for all other district systems.

This planning process also centers on the creation of an annual action plan that supports success of the District Plan by identifying benchmarks districts can use to monitor progress and measure impact while implementation is underway. The activities and resulting plans for each phase are depicted in the graphic below.



Vision

SWCEC provides programs and services which are of high quality, comprehensive in nature, fiscally efficient, and student centered. Programs and services are developed and implemented according to those needs which have been identified by member districts. Highly qualified and dedicated staff believe in maximizing each student's potential for success. Programs and services are conducted in facilities conducive to student achievement.

Core Values

EQUITY

COLLABORATION

RESPECT

RESPONSIBILITY

Mission

The Southern Worcester County Educational Collaborative’s mission is to provide programs and services to meet the unique educational needs of all of its students.

SWCEC Strategic Plan – 2023-2026

Goal 1:

SWCEC (SOUTHERN WORCESTER COUNTY EDUCATIONAL COLLABORATIVE) educators and therapists will have the tools, resources, and time to provide rigorous 21st century educational experiences that promote student achievement in an efficient and evidence-based manner.

Theory of Action:

SWCEC (SOUTHERN WORCESTER COUNTY EDUCATIONAL COLLABORATIVE) is responsible for delivering high-quality instruction to its diverse learning population representing over 15 communities across Southern Worcester County. Our students arrive in our classrooms with multiple learning challenges. We must seek appropriate strategies to differentiate our instruction to meet their wide-ranging disabilities. SWCEC will strive to meet these needs through professional dialogue, regular collection and analysis of data, and feedback from students, staff, parents, and the greater community.

Initiative 1-1: SWCEC will ensure that all students receive curriculum and instruction grounded in research and aligned with state standards.

<p>Expected Outcomes:</p> <ul style="list-style-type: none"> Vertically aligned curriculum that provides access and achievement to the core curriculum and state standards. Communication with member and non-member districts including literature (end product such as a Program of Studies, curriculum map, and/or scope and sequence). 			
Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Review, update, align, and implement curriculum across all subject areas and grade levels.	Building Principals; Program Directors; Curriculum Committee (TBD)		
Opportunities to meet in grade level teams to align curriculum with state standards	Building Principals		
Collect and review data to adjust practices to meet changing and individual needs of students	Teachers; Building Administrators		
Identify indicators within data to regularly measure student progress	Curriculum Committee; IT Coordinator		
Engage in professional dialogue relating to student achievement and outcomes	All Staff		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Initiate curriculum review across all grade levels and ages	Building Administrators	September 2023	
Compare course catalogues and scope and sequence models from member districts.	Curriculum Committee	January 2024	
Assess MA Core Curriculum as a part of SWCEC curriculum (course offerings)	Curriculum Committee	December 2023	
Identify curriculum leader at grade levels	Grade level PLCs / volunteers	September 2023	
Assess use of common planning time	Building Administrators and Teachers	October 2023	
<p>Essential questions:</p> <ul style="list-style-type: none"> What do we teach (MA Core vs. individual district requirements)? How do we document what we teach? Assess whether we teach what we say we teach. 	Building Administrators	May 2024	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date
Develop Course Catalogue (Secondary) and Scope & Sequence / Curriculum Mapping (Elementary)	Curriculum Committee and Volunteer Teachers	March 2025	
Ensure vertical alignment	Building Principals	December 2024	

Assess STAR testing data and IXL data across students relative to MA State Standards	Teachers, IT Coordinator	December 2024	
Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
Assess data regarding student access and achievement in the developed Course Catalogue and Scope and Sequence	Teachers and Administrators	March 2026	

Initiative 1-2: Teachers will be provided with time, resources and professional development opportunities required to meet benchmarks. SWCEC will continue to promote continuous growth among all staff members by encouraging and supporting the Professional Learning Community model.

Expected Outcomes:

- Identify baseline measures of PLC shared understanding.
- Allow for personal choice in pursuing areas of interest.
- Development and sharing of permanent products of PLC work.
- Create opportunities for programmatic and professional growth.

Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Implement common planning time (such as PLC groups on Extended Tuesdays)	Professional Development Committee & Administration		
Baseline data collection for benchmarks and access to the MA State Standards	Teachers		
Use of surveys and exit tickets to assess needs, wants, challenges, and progress.	Teachers		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Determine which PLC groups from the 2022-2023 Year that shall continue to be areas of focus for SWCEC	Professional Development Committee	September 2023	
Review products of 2022-2023 PLC groups	Building Administrators and Executive Director; Board of Directors	May 2024	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date
Implement designated PLC subject areas	Building Administrators	Summer 2024	
Implement and follow data cycle to assess progress and needs moving forward	Building Administrators and Teachers	September 2024 - May 2025	

Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
Evaluate effectiveness of PLC groups	Building Administrators and Executive Director	Summer 2025	
Surveys: <ul style="list-style-type: none"> SWCEC Staff Member Districts 	Executive Director	September 2025	
Product Development Discussions	PLCs, Volunteers	October 2025	

Initiative 1-3: SWCEC will make use of its diverse staff resources to provide a wide range of valuable learning experiences for its students. Staff from multiple disciplines (speech therapists, occupational therapists, behavior specialists, job coaches, school adjustment counselors, etc.) will work together and share successful strategies for meeting the needs of the students in all programs.

Expected Outcomes:

- Inventory of learning experiences will be developed
- Scope and sequence of curricula will be identified
- Development of a catalogue of curricula (courses)
- Data regarding longitudinal study of students as learners during and beyond enrollment at SWCEC

Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Administrators' professional development.	Executive Director		
Routine survey of students: trends in postgraduates, return-to-district students, and currently enrolled students.	Counselors and Administrative Assistants		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Student survey: development and implementation	Transition Specialist; Director of Special Services	September 2023	
Demographic survey (from member districts).	Director of Special Services	September 2023	
Establish clear expectations for student engagement and deeper learning opportunities	Teachers, Building Administrators	September 2023	
Identify MCAS data points and cross walk with current rubrics and curriculum (data analysis by student and grade level)	Teachers and Administrators	October – November 2023	
Identify other data points available to SWCEC to measure student access and growth to the MA State Standards and Curriculum Frameworks	Building Administrators	October – November 2023	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date

Incorporate authentic learning experiences in grade level / content area curriculum	Building Administrators & Teaching / Therapy Staff	Summer 2024 – October 2024	
Create and implement regular formative or summative assessments	Building Administrators, Committee Work	Summer 2024 – October 2024	
Develop rubrics to assess student progress across the curriculum (this includes IEP Goals and Objectives and use of SWIS / PBIS Data)	Building Administrators, Committee Work	Summer 2024 – October 2024	
Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
Inspect and use data at student level, classroom level, grade level, and building level to determine growth across years (e.g.: use of data walls and data walks during professional development opportunities and extended Tuesday work).	Building Administrators, Teachers	Summer 2025 – October 2025	
Develop and / or revise Course of Study	Building Administrators, Teacher Volunteers	December 2025- June 2026	

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Goal 2:

There will be shared understanding and execution of the scope and sequence of the curriculum to create marketable and gold-standard products for educational progress, therapeutic and behavioral intervention, and related services.

Theory of Action: The Southern Worcester County Educational Collaborative would be a valuable resource to school districts in providing learning experiences for all stakeholders with the development of a high-quality professional development series and supporting products. Massachusetts’ Department of Elementary Secondary Education defines high quality professional development (HQPD) as a set of coherent learning experiences that is systematic, purposeful, and structured over a sustained period with the goal of improving teacher practice and student outcomes. If SWCEC teachers, behaviorists, and related service providers continually build their knowledge, skills, and expertise, then the Collaborative will be better positioned to deliver distinguished professional development and related products and resources to member and non-member district stakeholders.

Initiative 2-1: There will be an interest inventory to assess areas of proficient practice, exemplary practice, and areas of need related to practice.

Expected Outcomes:			
<ul style="list-style-type: none"> Continued professional development opportunities and product development. Partnerships with member districts for job-alike groups and professional development 			
Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Interest assessment of SWCEC employees, districts, parents	Director of Special Services, Executive Director		
Plan for Professional Development needs and offerings	Professional Development Committee		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Assessment of employee interest inventory, district inventory, parent inventory for professional development	Professional Development Committee, Director of Special Services, Executive Director	Spring 2023	
Professional Development calendar (prior to each school year)	Professional Development Committee; Director of Special Services	Summer 2023	
Share STAR data from student entry into enrollment with member districts to highlight student strengths and weaknesses (identify patterns)	Building Administrators; Executive Director (to Board)	November – December 2023 and May 2024	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date
Engage member districts in professional development	SWCEC administration / staff	October 2024	
Parent Advisory Council input	Director of Special Services, Executive Director	December 2024	
Pilot programming / curriculum of course offerings		January 2025	
Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
Use data from surveys and stakeholder input to develop products for both in-house and district-based	Administration	September 2025	
Review data and effectiveness of pilot programs and / or professional development	Administration	December 2025	

Initiative 2-2: SWCEC will design and provide high quality professional development for member and non-member districts.

Expected Outcomes:			
<ul style="list-style-type: none"> Catalogue of professional development Creation of a Professional Development Division / Department within the SWCEC organizational structure 			
Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Interest assessment of SWCEC professionals willing to provide Professional Development in their area(s) of expertise	Executive Director		
PD providers to receive training to deliver / facilitate high quality professional development to member and non-member districts	Director of Special Services, Director of Finance, Executive Director		
Creation of website presence for professional development offerings	IT Coordinator		
Creation and dissemination of products and resources available to school districts to support improved teacher practice and student outcomes	Professional Development Committee		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Professional Development website shall have descriptions of PD offerings in a course catalogue format	IT Coordinator, Coordinator of Marketing	Spring 2024	
Professional development website shall have an annual calendar of PD opportunities	IT Coordinator, Director of Special Services	Spring 2024	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date
Professional Development website shall have a platform for member and non-member districts to request specific professional development topics.	IT Coordinator	July - September 2024	
Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
SWCEC Professional Development products shall support: <ul style="list-style-type: none"> Educator practices that impact student, learning, growth, and achievement. Educator practices that impact student health, behavior, and social/emotional well-being 	Professional Development Committee, Director of Special Services, Executive Director	December 2025	

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Initiative 2.3: SWCEC will promote and market high quality professional development offerings to their member and non-member school districts.

- Expected Outcomes:
- Robust communication with member and non-member districts
 - Expansion of professional development by engaging in the RFP process via MOEC / MASS / MASC or other agencies

Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Interface with stakeholders via SWCEC administration (overview of offerings)	Director of Special Services; Executive Director		
Interface with MOEC (Massachusetts Organization of Educational Collaboratives) – job alike opportunities	Executive Director		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Provide Districts with calendar of offerings for each school year	Director of Special Services	Spring 2024 (by Quarter 4)	
Coordination of calendar of professional development days along with preferred non-PD days for offerings	Director of Special Services; Executive Director	December 2023	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date
Assess effectiveness of professional development (surveys, exit tickets)	PD Participants, Professional Development Committee	September 2024	
Develop catalogue of professional development	Professional Development Committee; Director of Special Services	January 2025	
Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
Review PD offerings (both in- and out-of SWCEC) for the past 3 years and develop continuum of services	Professional Development Committee; Director of Special Services	October 2025	
Assess regularly provided PD services and update catalogue	Director of Special Services	January 2026	

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Goal 3:
There will be continuous and robust community outreach, engagement, and

awareness of SWCEC programs, services, and benefits to member districts and families of our students with an end goal of streamlined pathways to resources and services for districts, families, and students of SWCEC.

Theory of Action: Southern Worcester County Educational Collaborative will be able to effectively communicate its products, resources, and offerings to a wide range of clients and consumers in order to benefit the progress and growth of students and families in the region when there is a streamlined approach to public relations and public communications.

Initiative 3-1: Marketing

Expected Outcomes:

- SWCEC will become known for its high-quality products and services that districts, parents, and students can use

Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Research and determine if outside vendors are required to meet our goal of increased branding and marketing of SWCEC.	Executive Director; Marketing Coordinator		
Explore avenues of public relations	Executive Director		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Investigate individual cost of enlisting the help of groups such as a Personnel Relations firm (consider use of college or university students)	Executive Director; Marketing Coordinator	October 2023	
Consultation with MOEC members to determine if other Collaboratives have enlisted the help of outside agencies for marketing. This could also expand to MAAPS schools.	Executive Director	October 2023	
Develop and implement public relations and communications plan (e.g.: My Town or other services such as Red Dot, consider the current use of existing system: BlackBoard Connect)	IT Coordinator; Program Administrators; Executive Director	March 2024	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date

Presentation to Board of Directors, Advisory Boards, or School Committees of student engagement, success stories, and ongoing product development at SWCEC	Executive Director; Director of Special Services	December 2024	
Develop Media presence	Executive Director, IT Coordinator, Program Administrators	March 2025	
Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
Provide Open House opportunities	Program Administrators	Summer and Fall 2025	
50 th Year Anniversary Celebration	Administrators and Administrative Assistants	Fall 2025	

Initiative 3-2: Community Outreach

Expected Outcomes:

- There will be continuous communication with a variety of methods to reach audiences in order to share the message of the SWCEC products that are available
- Continued and expanded relations with community members (service agencies, wraparound services, local businesses)

Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Canvas local businesses, educational outlets (Chamber of Commerce, Nichols College, Educational resources – web based and in vivo)	Executive Director; Program Administrators; Director of Finance; Transition Specialist		
Testimonials (parents / graduates / districts): develop video spots for website, for video-based catalogue / brochure	Executive Director		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Interface and engage with Stonebridge Press for regular press releases of SWCEC Happenings and other newsworthy articles.	Marketing Coordinator; Program Administrators	Summer 2023	
Develop schedule of meetings with local Fire, Police, and Emergency Services Departments	Executive Director	October 2023	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date

Expand service learning, place-based learning, and community connections to increase authentic learning, engagement, and student achievement	Transition Specialist; Director of Special Services	February 2025	
Develop and implement greater opportunities for students' competitive employment opportunities with local businesses, area colleges and universities	Transition Specialist; Program Administrators	May 2025	
Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
Provide Parent Night Workshop Model offerings	Committee-based volunteers; Program Administrators	October 2025	
Provide workshops for parents (wraparound services; mental health services in the community; family support therapy)	Volunteers; Program Administrators	May 2026	

Initiative 3-3: Enhance and strengthen family and community partnerships.

Expected Outcomes:

- Development of network of community and family partners
- Establish robust communications with family and community partners with end outcome of strengthening student performance and long-term goal achievement (career, education, volunteer work)

Strategy	Person(s) Responsible	Projected Due Date	Completion Date
Local Police and Fire Departments: establish and / or strengthen communications and relations	Executive Director		
Develop family partnerships with wraparound service agencies (DDS, DCF, MCR, MCB, MCD, etc.)	Program Administrators; Adjustment Counselors (as volunteer basis)		
Action Steps (Year 1: 2023-2024)	Person(s) Responsible	Projected Due Date	Completion Date
Principals and Directors to hold regular meetings with Chiefs of Police, Fire Departments	Program Administrators	Quarterly: September December March June & ongoing	Ongoing upon completion
Establish communication chain for related services and wraparound service agencies	Program Administrators and volunteers	November 2023	
Establish Crisis Event planning and response protocols (written	Program Administrators	December 2023	

Emergency Operation Plan, Threat Assessments)			
Professional Development and community outreach regarding crisis management protocols	Program Administrators	May 2024	
Develop short video clips as a SWCEC brochure alternative to hard copy	Administration / Staff volunteers	Winter/Spring 2024	
Action Steps (Year 2: 2024-2025)	Person(s) Responsible	Projected Due Date	Completion Date
Engage with local Police and Fire Departments to review threat assessment protocols, risk assessment protocols, crisis protocols.	Executive Director; Program Administrators	September 2024	
Run-through / practice protocols for crisis situations	Program Administrators	October 2024 and March 2025	
Press kits or press materials that can be provided to districts and families	Administration / Staff volunteers	Fall/Winter 2024-2025	
Action Steps (Year 3: 2025-2026)	Person(s) Responsible	Projected Due Date	Completion Date
Expand community partnerships with local businesses	Program Administrators	January 2026	
Update and write plan of action for next three-year sequence of community outreach, planning, and communication events (e.g.: media presence)	Program Administrators	May – July 2026	

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Approved by unanimous vote at SWCEC Board of Directors meeting on March 17, 2023

SWCEC Strategic Planning Committee Members 2021-2023

Very special thanks to the individuals who volunteered their time, effort, and input into the development of this version of the Southern Worcester County Educational Collaborative Strategic Plan across the 2021-2022 and 2022-2023 school years.

Ms. Kathleen Baris	Director of Student Support Services, Webster Public Schools
Mr. Nathan Brodeur	Transition Specialist, SWCEC
Mr. Anthony Cacace	Principal, Grow Middle/High School
Ms. Carol Corriveau	Certified Occupational Therapy Assistant, SWCEC
Mr. Jeffrey Croteau	Principal, Grow Middle/High School
Ms. Christine Fadden	Human Resource and Outreach, SWCEC
Mr. Eric Glazier	Principal, Grow Elementary School
Mr. Jason Jarvis	Teacher, Grow Middle/High School
Mr. Jhan LaTulippe	Technology Coordinator, SWCEC
Mr. Richard Lind	Assistant Superintendent, Leicester Public Schools
Mr. Arnold Lundwall	Executive Director, SWCEC
Mr. Gregory Myers	Superintendent, Millbury Public Schools
Ms. Mary Jane Rickson	Superintendent, North Brookfield Public Schools
Ms. Pamela Smith	Assistant Superintendent of Student Services, Leicester Public Schools
Ms. Erica Stearns	Teacher, Developmental Program, SWCEC
Mr. Dennis Todd	Director of Special Services, SWCEC
Ms. Lena Travinski	Director of Finance and Operations, SWCEC