



Central Kentucky Educational Cooperative Strategic Plan 2021-2025

MISSION

To ensure growth, learning and resiliency of all students, the Central Kentucky Educational Cooperative (CKEC) will provide a network of resources, support, and advocacy to maximize innovative, courageous leadership in member districts.

VISION

We believe we are the face of professional learning and educational services in the Central Kentucky region. We focus on maximizing the resources we provide to member districts in order to facilitate continuous improvement. We cultivate a growth mindset, build bridges of collaboration between shareholders, influence and initiate change when necessary, and support continuation of best practices. We strive for excellence in every aspect of our organization.

THEORY OF ACTION

If the Central Kentucky Educational Cooperative provides a network of resources, support, and advocacy to maximize innovative, courageous leadership in member districts, then student learning, growth, and resiliency will increase and improve for every students, in every classroom, every day.

CORE VALUES

- Relationship and Trust
- Shared Responsibility
- Respect for all District Staff
- Academic Excellence
- Shareholder Empowerment and Engagement
- Lifelong Professional Learning and Continuous Improvement
- Advocacy

EXECUTIVE SUMMARY

In Fall 2019, CKEC held a series of meetings with four groups of stakeholders: 1) CKEC member superintendents, 2) CKEC member Directors of Special Education, 3) CKEC District Service Coordinators, and 4) CKEC Staff. Using Adaptive Schools activity, each group reviewed the mission and vision by discussing the following questions: 1) Who are we? 2) Why are we doing this? 3) Why are we doing it in this way? All stakeholders agreed that the mission and vision remains the focus of the work over the next few years.

Next, each group explored four aspects of the organization using SWOT analysis. Each group discussed CKEC's strengths, weaknesses, opportunities, threats. From these discussions, each group developed "Big Rocks" on which the strategic plan is focused.

Finally, the groups brainstormed three words for which they believe CKEC should be known. The three most prominent words surfacing were: Innovate. Advocate. Lead.

In Fall 2019 the staff participated in an online book study of *The Innovator's Mindset: Empower Learning, Unleash Talent, and Lead a Culture of Creativity* by George Couros. The author defines innovation as the belief that abilities, intelligence, and talents are developed, leading to the creation of better ideas. In addition to that, the quote, "Change is an opportunity to do something amazing" empowered staff to grow our mindset in terms of how professional learning could be delivered. While reading the book, the staff discussed the limitations in districts' budgets for substitute teachers and the shortage of substitute teachers. They began exploring ways to reach more teachers through various media platforms. With this work underway, the work of CKEC in supporting districts was not disrupted with COVID-19.

The groups determined that **advocate** refers to voice, support and action for students and their needs, for the future of the teaching profession and for public education. All groups feel strongly that advocacy is a vital part of the work within CKEC. After completing Donald Clifton's Strengthsfinder Assessment, the staff discovered their common strength was in the area of relationship building. Positive relationships with superintendents, building administrators, teachers, students, parents, and community are vital to CKEC's advocacy.

Finally, each group of stakeholders determined that **leadership** is an integral part of CKEC's work. The stakeholders agreed that developing instructional leaders, teacher leaders and student leaders is a pivotal role of CKEC. Recurring points of discussion in each of the stakeholder groups were teacher recruitment and retention, as well as supporting districts as they build capacity in developing program leaders.

BY MAY 2025:

Goal 1: CKEC will build relationships to increase opportunities for advocacy as measured by division reports.

Goal 2: CKEC will expand various methods of innovative professional learning and its effectiveness over the next 3 to 5 years as measured by evaluation/session feedback.

Goal 3: Leadership CKEC will increase opportunities for (shared) leadership capacity as measured by increased professional learning offerings and participation.

Goal Addressed	Goal 1: CKEC will build relationships to increase opportunities for advocacy as measured by division reports.	
Objective: CKEC staff will pursue innovative ways to advocate for superintendents, district and building administrators, teachers, parents, community members and organizations		
Description of Activities <i>What will be done? How will it be done?</i>	Person(s) Responsible	Timeline
Focus on a united voice by developing a CKEC communication/monthly report for superintendents, DoSE, DSC to share with legislative leaders through texts, phone calls, visits, emails and encourage superintendents to reach out to legislative leaders.	All CKEC Staff	
Invite legislators, community stakeholders (e.g. Chamber of Commerce, United Way, law enforcement, advocacy groups, etc.) to attend meetings related to relevant topics.	CKEC CEO, CKEC Directors	
Expand upon social media presence (FB, etc.) to highlight innovation and recognize districts and their work; and share information on upcoming events for CKEC and partnering agencies.	All CKEC Staff	
Host press conferences as needed to garner a united voice in our region.	All CKEC Staff	

Goal Addressed	Goal 2: CKEC will expand various methods of innovative professional learning and its effectiveness as measured by evaluation/session feedback.	
Objective: CKEC will address the professional learning needs of our region through data analysis, planning, innovative professional learning and follow up and support.		
Description of Activities <i>What will be done? How will it be done?</i>	Person(s) Responsible	Timeline
Regularly assess the needs of CKEC districts to ensure that district needs are reflected in professional learning offerings.	All CKEC Staff responsible for training/facilitation of meetings	On-going
Participate in Data Meetings to assess the needs of CKEC districts to ensure that district needs are reflected in CKEC’s professional learning offerings.	All CKEC Staff responsible for training/facilitation of meetings	On-going
Review district and/or school data prior to district meetings and professional learning offerings.	All CKEC Staff responsible for training/facilitation of meetings	On-going
Outline goals, objectives, support and a follow-up plan through the Sketch for Success guide when offering professional learning within a district.	All CKEC Staff responsible for training/facilitation of meetings	On-going
Deliver innovative professional learnings for administrators and teachers beyond face-to-face regional events (e.g. online book studies, podcasts, self-paced modules, virtual learning resources, etc.)	All CKEC Staff	On-going
Attend and actively participate in professional learning in order to stay abreast of new information and developments in state and national education.	CKEC Staff	On-going

Goal Addressed	Goal 3: CKEC will increase opportunities for leadership capacity as measured by increased professional learning offerings and participation.	
Objective: CKEC will provide strategies for building capacity within the CKEC districts.		
Description of Activities <i>What will be done? How will it be done?</i>	Person(s) Responsible	Timeline
Conduct needs assessments with various leadership groups (i.e. DoSE, DSC, Superintendents, Instructional Coaches) and stakeholders to gather input on specific professional learning needs within districts, schools, and identified groups.	CKEC CEO, CKEC Directors	On-going
Establish leadership development opportunities for aspiring instructional leaders (e.g. principal cadres, DoSE, instructional coaches, etc)	CKEC CEO, CKEC Directors, CKEC Staff	On-going
Build district capacity to extend professional learning beyond the CKEC support.	CKEC Staff	On-going
Objective: CKEC will provide support to recruit and retain teachers in the CKEC region.		
Description of Activities <i>What will be done? How will it be done?</i>	Person(s) Responsible	Timeline
Provide resources to districts to intentionally focus on recruitment/retention (e.g. New teacher induction programs, salary comparisons, coaching supports, climate/culture strategies, etc.)	CKEC Staff	On-going