

**Report of the Board's Delegate to
Cooperative Educational Service Agency #1
(CESA #1)**

January 26, 2017

Submitted by Director Terry Falk

December 20, 2016: Board of Control Meeting

Report of Visits to CESA by Other States

Wisconsin is looked at as a model of regional support for school districts through its CESAs.

Reports by Board Members Who Attended the AESA National Convention

The Board of Control received reports of members who attended the annual conference of the Association of Educational Service Agencies, which was held November 29-December 2, 2017, in San Antonio, Texas.

January 10, 2017: Board of Control Meeting

Board approved supporting a resolution to the WASB Delegate Assembly. Each CESA has one delegate at the WASB Assembly.

Descriptions of new services were provided. They include:

- American Sign Language Interpreter
- Leadership Design Academy
- New Connections (alternative program for students with autism spectrum disorder)
- Profession Teaching Permit Program (Teaching content areas in which teachers are in short supply)

Several service areas had minor modifications.

January 18, 2017: CESA Breakfast

Held at the Hilton across from the Wisconsin Center during the Education Convention.

**January 23, 2017: Meeting with Mary Gavigan,
Executive Director of CESA#1**

This meeting was a one-on-one requested by your Delegate to get a better understanding of the work of CESA #1.

Mary Gavigan offered two major documents to share with the Milwaukee Board: CESA #1 Agency Business Plan and CESA #1 Action Plan. These documents are of importance to members of the Milwaukee Board of School Directors because these documents are not provided electronically and are *not* on the CESA #1 website.

While responsible for the school districts in its region, each CESA is developing expertise in a few areas in which it shares with other CESAs and school districts from around the state. Among its many services, CESA #1 is known for its promotion of individualized learning. Board members are encouraged to examine these documents, which are attached to this report.

* * * * *



*Engaging Students
Creating Learners*

CESA #1

Agency Business Plan

2014-2017

*Growing Agency Capacity, Building on Our Strengths,
and Leveraging the Opportunities*

Mary J. Gavigan, Ph.D.

Executive Director

August 1, 2014



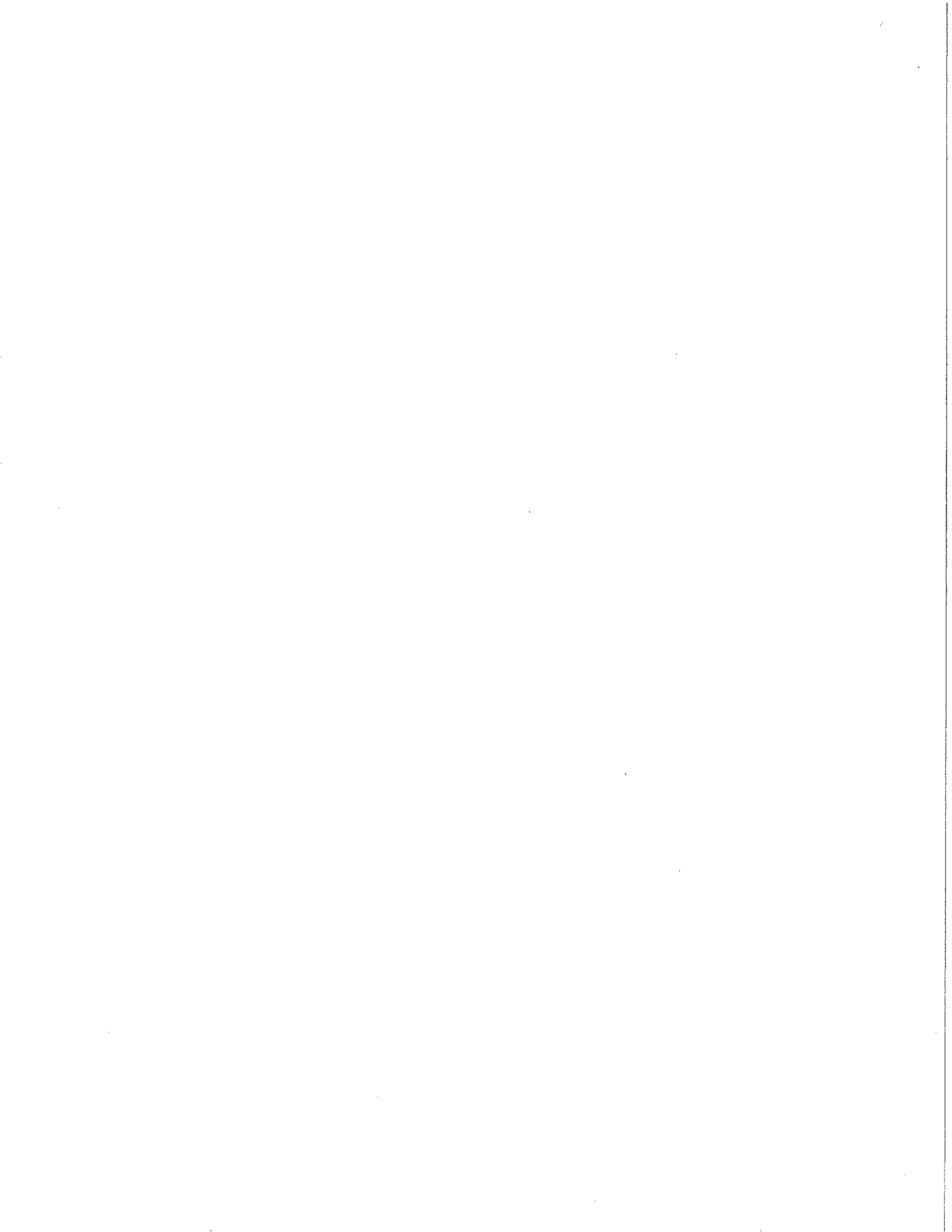
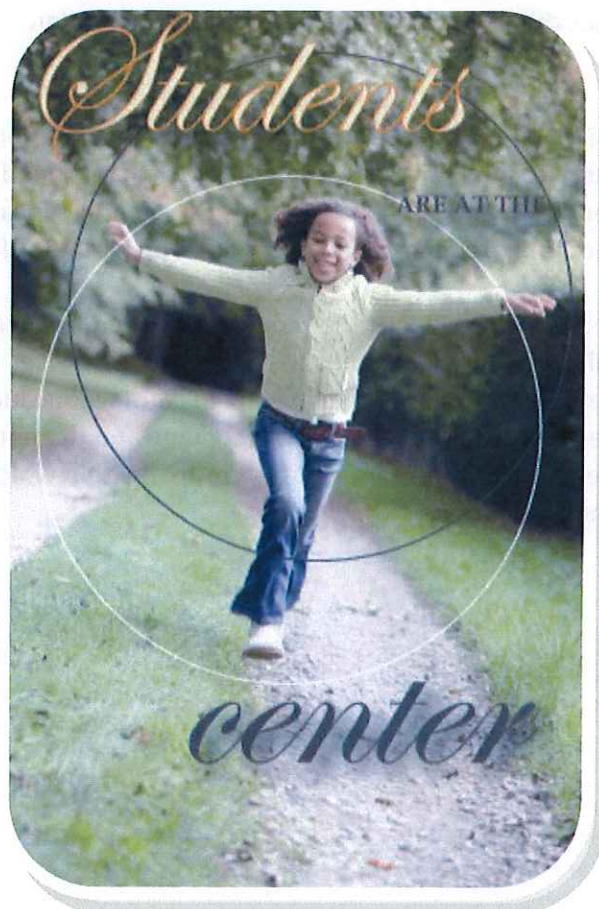


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Agency Overview and History

In 1965, the Wisconsin legislature created a network of Cooperative Educational Service Agencies (CESAs) designed to provide high-quality, cost-effective services for schools, educators and students. The CESA structure is unique. While the 12 agencies are accountable to the state through the Department of Public Instruction, their existence is solely dependent upon their ability to provide value-added services to clients with diverse needs. This entrepreneurial nature, combined with local governance and a cooperative structure, ensures that services are regularly evaluated and updated to meet the changing needs of the education community in their service area.

CESA #1 is Unique—Mission, Vision, and Commitments

Cooperative Educational Service Agency (CESA) #1 offers more than 100 services that help education providers meet the diverse needs of their students. Located in Southeastern Wisconsin, CESA #1 is governed by an 11-member Board of Control, comprised of elected school board members from the six-county region. In addition, the Agency receives guidance from its Professional Advisory Committee, which is open to the superintendents from all 45 member districts. By remaining flexible and responsive, CESA #1 has successfully served multiple clients with divergent and sometimes competing needs for more than four decades.

The CESA #1 region is unique. It is home to both the largest and smallest districts in the state, as well as some of the most advantaged and disadvantaged students. Some districts are urban, while others are rural, and some districts have broad diversity, while others do not. These differences require a philosophy and a team that are highly connected to the needs and people of the region, while keeping students and educators at the forefront of everything that the Agency does. This philosophy is evident in both the Agency's **Mission and Vision**.

The **Mission** of Cooperative Educational Service Agency (CESA) #1 is to provide high quality, cost-effective programs and services that are responsive to the dynamic needs of our members, clients, and the students they serve. As a regional cooperative, we leverage local, state, and national resources to support schools in providing quality learning opportunities for all students.

CESA #1's **Vision** is to be a regional catalyst that enables our clients to create their future by taking action now. As a regional leader in innovation and collaborative services in Southeastern Wisconsin, the Agency mobilizes the potential of school districts, educators, educational institutions, and business partners to face the challenges of a global economy and the need for world-class schools. Our mission has never been more important and the context within which we and our clients are serving has never been more dynamic.

Furthermore, CESA #1's work centers around four **Key Commitments**:

- **Capacity building:** Focusing efforts on building capacity to minimize long-term reliance on CESA #1 services unless school districts choose or see the need to have Agency services as an extension of their internal capacity.
- **Excellence driven:** Committing to provide the highest level of expertise, service and support, aligned with the goals and priorities of the school district with which the Agency is working.
- **Solutions created through innovation:** Striving to develop solutions and uncover opportunities that might not be readily apparent using traditional tools and approaches.
- **Achievement focused:** Consistently working to lift the level of performance of learners and educators, as well as the contributions of CESA #1 staff.

The acronym formed by these commitments – **CESA** – has been a constant reminder that the Agency is much more than a collection of services offered to clients. Its work is and must increasingly become an integrated, coherent, and connected array of supports upon which schools in Southeastern Wisconsin can rely. The staff members at CESA #1 are active partners, supporters, coaches, and trainers assisting in developing readiness, monitoring progress, and building capacity to meet the educational challenges of our region. CESA #1 is honored to work alongside the talented, committed, and often courageous educational leaders who provide wisdom and guidance to our collective efforts serving the learning needs of our students.

Value Added Benefits

As a result of CESA #1 services, clients are able to:

- Reduce costs through services and shared staffing arrangements for low-incidence, high-cost student needs.
- Access local, regional, state, and national resources not otherwise available to individual districts.
- Partner with other districts and organizations through various consortia arrangements.
- Realize cost savings through large-scale, multi-district purchasing of technology and other products and services.
- Implement state and federal legislative requirements with increased efficiency through the use of Agency expertise and resources.
- Design and pilot innovative solutions to critical issues through collaborative initiatives.

CESA #1 Service Selection and Delivery

Because the educational landscape often changes, and because our clients are so diverse, CESA #1 proactively scans the horizon to anticipate educational needs, often before educators are aware that the need exists. Some of the ways that CESA #1 does this is through collaboration with the Department of Public Instruction, the Professional Advisory Committee, national educational leaders, and other key district staff.

When data indicates that a need exists and/or when a new service is requested, the Agency mobilizes resources. The need could be met through modification of an existing service, development of a new service, or connecting the client to another service provider. Because the Agency's primary purpose is to link rather than warehouse resources for our clients, the Agency will only establish and maintain direct services if they: a) are requested by our clients; b) cannot be found in any other source; c) cannot be provided in a more cost-effective manner from another source.

Key milestones for adjusting Agency services are determined by the Agency benchmarks. Strategies for adding or transitioning a service involve:

- Review of service feedback information from the service evaluations and district representative focus groups
- District representative input regarding shifting needs and anticipated reduction in service contracts
- Monitoring federal and state funding priorities signaling reduction of resources in support of a service
- Administrative team analysis of information to determine whether a service should be redesigned or eliminated
- Implementing a timetable for reduction of staff to facilitate the elimination of a service
- Considering the potential of designing an alternative service
- Eliminating the service by reallocating the staff and physical resources of the service.
- Establishing a specific action plan for any new service, expanded service, or declining service each year



In 2013-14, CESA #1 initiated a process to develop a new Agency Business Plan that is designed to grow capacity and build on our best work ensuring that the Agency further empowers educators and districts in our region to support the success of each learner. The new 2014- 2017 Agency Business Plan will build on Agency strengths while leveraging new, innovative opportunities. As a steward of best practices, CESA #1 strengthened its resolve to evolve, adapt, and grow, living in a time of rapid educational, societal, and global change. In these dynamic times, CESA #1 stands ready to embrace expectations for success moving into a new era and responding to the changing demands of our members and clients.

In the spring of 2014, the Agency began its planning process and began collecting data. The planning process provided time to reflect on CESA #1's purpose or mission, while conducting an analysis of trends to understand what is changing around us and how Associations of Educational Service Agencies (AESAs) will be affected nation-wide in the future. An Executive Summary of the 2011 - 2014 Agency Plan was developed and data describing the success of CESA #1 services was also reviewed. 2013 - 2014 Agency highlights were celebrated.

Emerging trend data of AESA's was analyzed. A summary of trend data of AESAs across the country showed a focus on innovation and design; increased partnerships, networks, and shared services; and that the new role of the ESEA is one of a catalyst, convener, facilitator, designer, participant, partner, and/or evaluator. Trends also indicated more communication and partnering occurring across public and business sectors and bridging worlds with cooperation, collaboration, and synergy, while creating a future of shared responsibilities and shared benefits. Data also showed a focus on competency-based education and personalized learning where achievement is the expectation and/or constant and time is the variable. There was also the understanding that we are living in a time of great demographic and generational shifts, along with economic and political uncertainty.

As part of the Agency planning process, a series of focus groups occurred with more than 80 participants from diverse stakeholder groups participating. Input was solicited regarding Agency strengths, opportunities for growth, and hopes and dreams for the future. The Agency's mission and vision were reaffirmed and focus group data was then analyzed for compelling, high-leverage themes. The themes that were identified are consistent with external trends and were verified with multiple key stakeholder groups during the spring of 2014. These broad theme areas include Capacity Building, Expansion, Excellence, and Innovation, and led to the development of the 2014—2017 overarching Business Goals outlined on pages 6 and 7.

Business Plan Executive Summary (cont.)

Within the context of the 2014—2017 Agency Business Plan, a separate Action Plan will be developed annually that will outline specific benchmarks and deliverables for each department. The Action Plan will establish the most powerful ways to achieve Agency Business Plan Goals. Using multiple data sources, the Agency Business Plan Goals will be realized and communicated.

In addition, a marketing plan will be developed that is tied to the Agency Business Plan. The marketing plan will integrate marketing strategies and activities enabling the Agency to communicate with its clients about programs, products, and services, thereby supporting strategic goals. These strategies and activities will further promote the Agency's visibility and its programs, products, and services over the next three years.



Based on the data gathered through the Business Plan development process, the following goals have been established.

1. Capacity Building

Through exemplary programs, practices, and innovative solutions, CESA #1 will build the capacity of learners to grow, educators to teach, leaders to lead, and schools and districts to improve.

- Programs, products, and services will reflect a future orientation addressing the needs of the 21st Century learner, teacher, leader, and school/district.
- Frameworks, scaffolding, and consultation efforts will align with a philosophy of capacity building to support the learner, educator, leader, and districts to improve.
- Reorganize Agency services, operations, and staffing to align with Agency Business Plan Goals.
- Position the Agency to identify, track, and prepare clients to address emerging issues and take advantage of and leverage new opportunities and approaches.
- Engage clients in collaborative efforts to pool resources and expertise, share costs, and accelerate progress to transform practices and systems in response to new expectations and initiatives.

2. Excellence

Develop the highest-quality programs, products, services, and innovative solutions while attaining maximum efficiency and effectiveness for the good of the Agency, our clients, and the learners we serve.

- Benchmark with the best and be a benchmark of the best.
- Programs, products, and services reflect a future orientation addressing the needs of the 21st Century learner.
- Indicators of Excellence will document: client engagement, customer service, client satisfaction, product and service process/quality, workforce, and financial performance and efficiency.

3. Expansion

Grow and leverage strategic advantages to successfully expand programs, products, services, and innovative solutions.

- Conduct on-going outreach to members and clients regarding how to best leverage CESA #1 regional collaboration and customer-based service delivery to meet their needs.
- Establish expanded revenue-generating partnerships, networks, support services, and/or direct or indirect services to students.
- Increase the depth and number of districts and networks engaged in the Transformation Initiative for Personalized Learning.
- Reorganize Agency services and operations to support expansion of teaching and learning services and educator/leader capacity building.

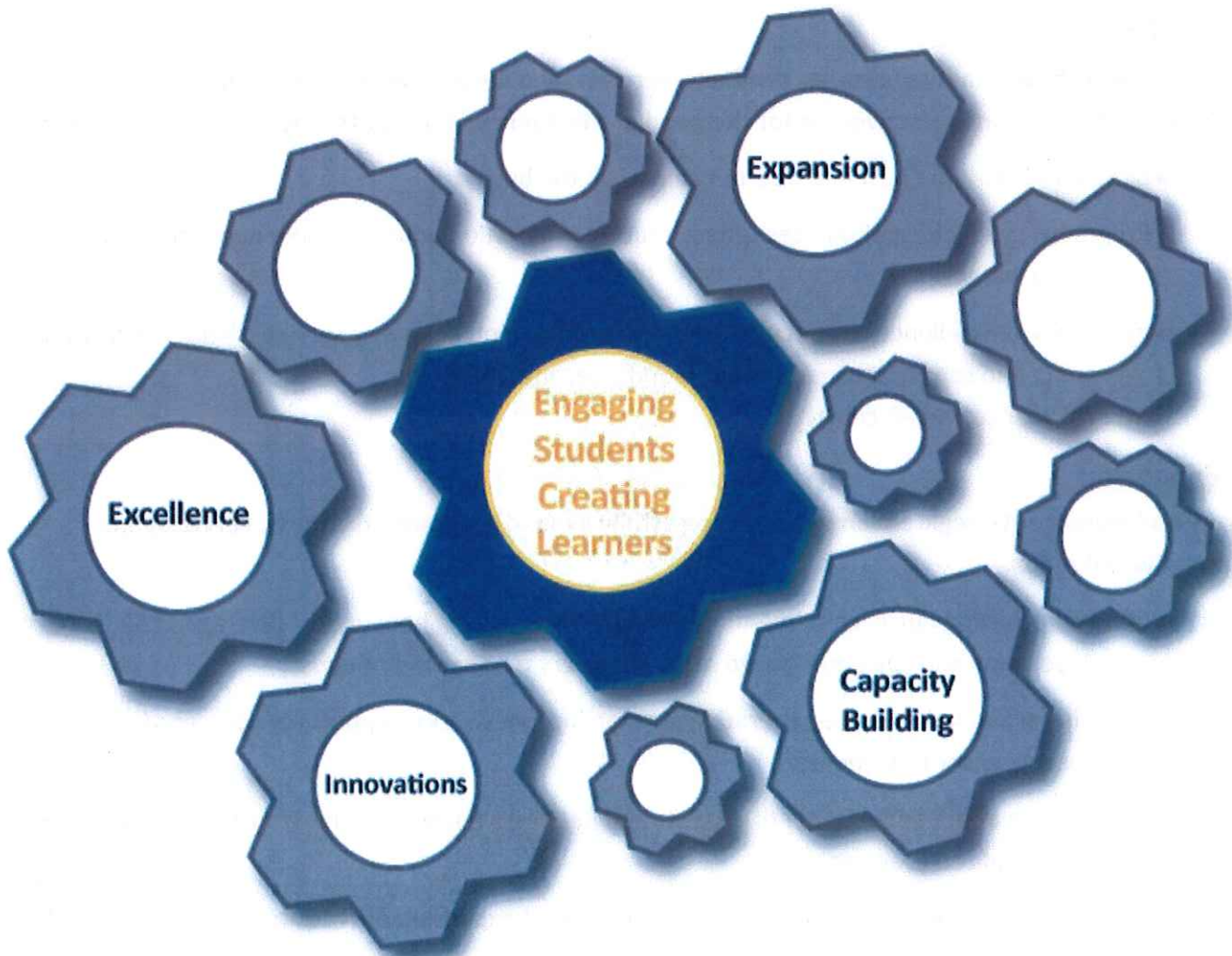


4. Innovation

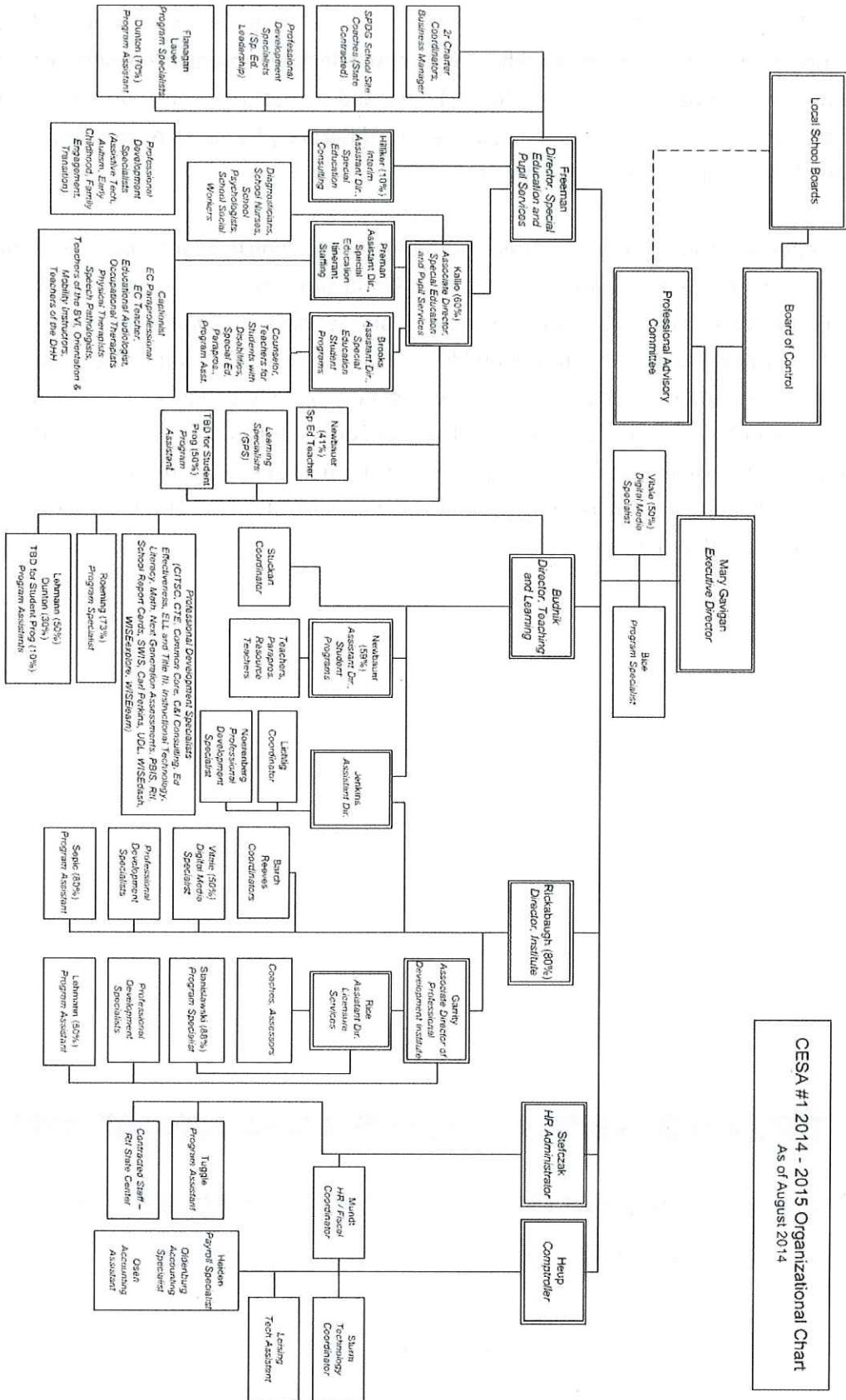
Develop, advance, and champion innovative practices, solutions, and methods so that CESA #1 is recognized as a place for the best ideas to be created and shared.

- Increase the number of districts and/or participants engaged in various innovative networks.
- Increase the number of service contracts, partnerships, grants, and networks supporting innovation.
- Provide leadership in the educational community in new and innovative ways to better serve the leader and the learner with 21st Century products, services, and innovative solutions.

2014-2017 Agency Business Plan



2014-2015 Organizational Chart



CESA #1 2014 - 2015 Organizational Chart
As of August 2014

Annually, the CESA #1 Organizational Chart is reviewed and updated to align with the Agency Business Plan Goals, programs, products, services, and client needs.

Conclusion

Living in a time of unprecedented educational, societal, and global shifting expectations, CESA #1 will continue the important work of providing high-quality, cost-effective programs and services that are responsive to the dynamic needs of our members, clients, and students we serve. In a time of rapid and dynamic change, we are committed to thinking and acting differently by investing in solutions, innovations, and leveraging strategic advantages.

The 2014-2017 Agency Business Plan will challenge the Agency to evolve, adapt, and grow, embracing new expectations for success in a new era. As a steward of best practices, CESA #1 will embrace the future through capacity building, expansion of programs and services, innovation and commitment to excellence to the learners we serve. Capacity building initiatives will lead to improved pedagogy for teachers, better student solutions, leadership for the 21st Century, and enhanced professional development opportunities and services for educators, schools, and districts overall. The 2014-2017 Agency Business Plan is designed to successfully grow new models of service, partnerships, innovation, and strengthened collaboration, while being committed to keeping students at the center with learning customized to unique student needs.

***To accomplish great things, we must not only act, but also
dream; not only plan, but also believe.***

- Anatole France

Engaging Students



Creating Learners

CESA #1

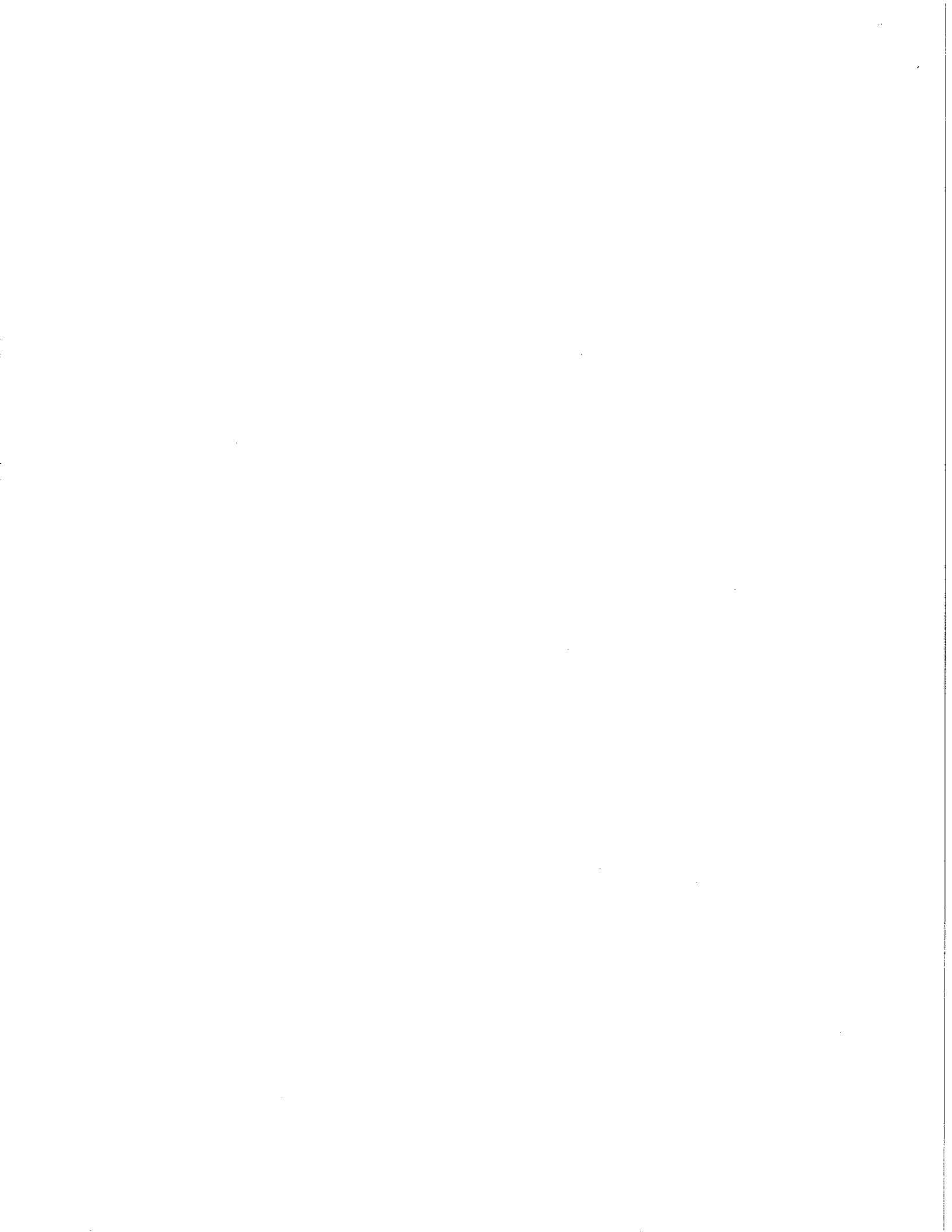
Action Plan

2016-2017

Mary J. Gavigan, Ph.D.
Executive Director

September 1, 2016





INTRODUCTION

The CESA #1 2014-2017 Agency Business Plan is used to guide the overall growth of the Agency ensuring the continuation of high-quality, low-cost services in an increasingly dynamic environment. As an Agency, we are committed to responding to the changing demands of our members and clients as we embrace expectations for success in a new era of education. After a successful two years of implementation of the CESA #1 Agency Business Plan, we are pleased to further leverage numerous strategies and new opportunities to build on our strengths and clients' needs during this coming year. Within the context of the three-year plan, the 2016-2017 Action Plan remains based on the following Agency Business Plan drivers:



2014-2017 AGENCY BUSINESS PLAN GOALS & INDICATORS

To meet its mission while responding to client needs, it is important for the Agency to focus and deliver its services and operations efficiently. It must become ever more nimble in deploying resources and staff to meet member and client changing expectations. In response to these expectations, the 2016-2017 Action Plan is aligned with the following Business Plan Goals and Indicators:

1. Capacity Building

Through exemplary programs, practices, and innovative solutions, CESA #1 will build the capacity of learners to grow, educators to teach, leaders to lead, and schools and districts to improve.

- Programs, products, and services will reflect a future orientation addressing the needs of the 21st Century learner, teacher, leader, and school/district.
- Frameworks, scaffolding, and consultation efforts will align with a philosophy of capacity building to support the learner, educator, leader, and districts to improve.
- Reorganize Agency services, operations, and staffing to align with Agency Business Plan Goals.
- Position the Agency to identify, track, and prepare clients to address emerging issues and take advantage of and leverage new opportunities and approaches.
- Engage clients in collaborative efforts to pool resources and expertise, share costs, and accelerate progress to transform practices and systems in response to new expectations and initiatives.

2. Excellence

Develop the highest-quality programs, products, services, and innovative solutions while attaining maximum efficiency and effectiveness for the good of the Agency, our clients, and the learners we serve.

- Benchmark with the best and be a benchmark of the best.
- Programs, products, and services reflect a future orientation addressing the needs of the 21st Century learner.
- Indicators of Excellence will document: client engagement, customer service, client satisfaction, product and service process/quality, workforce, and financial performance and efficiency.

3. **Expansion**

Grow and leverage strategic advantages to successfully expand programs, products, services, and innovative solutions.

- Conduct on-going outreach to members and clients regarding how to best leverage CESA #1 regional collaboration and customer-based service delivery to meet their needs.
- Establish expanded revenue-generating partnerships, networks, support services, and/or direct or indirect services to students.
- Increase the depth and number of districts and networks engaged in the Transformation Initiative for Personalized Learning.
- Reorganize Agency services and operations to support expansion of teaching and learning services and educator/leader capacity building.

4. **Innovation**

Develop, advance, and champion innovative practices, solutions, and methods so that CESA #1 is recognized as a place for the best ideas to be created and shared.

- Increase the number of districts and/or participants engaged in various innovative networks.
- Increase the number of service contracts, partnerships, grants, and networks supporting innovation.
- Provide leadership in the educational community in new and innovative ways to better serve the leader and the learner with 21st Century products, services, and innovative solutions.

PROJECTS AND DELIVERABLES

The following list of projects and deliverables for 2016-2017 has been prepared by the Agency's leadership team and align with the 2014-2017 Agency Goals.

Administrative/Central Services

The Administrative/Central Services team leads and facilitates the Agency's attainment of the Board of Control's vision of service for our members through highly effective and efficient management of Agency resources.

- Create an efficient 2016-17 staffing plan designed to leverage Agency Business Plan Goals.
- Support, enhance, and maintain the image of CESA #1 through Agency communications.
- Continue to implement marketing strategies that emphasize CESA #1's mission and commitments of capacity building, excellence, expansion, and solutions created through innovations and achievement.
- Develop mechanisms and processes to grow and develop 21st Century leadership across administrative roles throughout the region.
- Increase and/or maintain the number of districts and/or participants engaged in various innovation networks.
- Explore/develop models or a framework for CESA #1 business partnerships.
- Establish expanded revenue-generating partnerships, networks, support services, and/or direct or indirect services to students.
- Increase the number of service contracts, partnerships, grants, and networks supporting innovation.
- Maximize the engagement of Superintendents participating in the Professional Advisory Committee by ensuring just-in-time learning on designated topics and leadership collaboration.
- Enhance communication across departments and teams to facilitate a cohesive understanding of agency services and direction.
- Continue providing efficient technology solutions that positively contribute to Agency operations and service delivery.
- Continue to evaluate and recommend compensation, rewards, and benefits programs that attract and maintain high-quality staff, without negatively affecting service pricing.
- Continue to actively engage staff in the wellness program to contain costs related to health insurance premiums and missed work days due to illness.
- Continue the development of staff knowledge and understanding to manage the project budgets of the Agency.
- Continue to strengthen Agency capacity through refinement of Agency processes and procedures.

The Institute for Personalized Learning

The Institute continues to build awareness of, provide support for and assists in the expansion and scaling of personalized learning practices throughout CESA #1. To accomplish its mission, the Institute provides a variety of face-to-face and virtual seminars, customized support, and coaching and collaboration opportunities for school districts. In addition, the Institute continues to expand the development of tools and processes school districts can access to support personalized learning projects and efforts.

The Institute continues to grow, nurture and support an action network of participating school districts to share learning and provide mutual support. As a member of the Council of Chief State School Officers (CCSSO) Innovation Lab Network (ILN), the Institute also coordinates activities and shares learning with the ten other states' innovation labs.

The Proficiency-Based Licensure program (PBL) is a high-quality certification program that enables educators to effectively prepare digital-age learners for our rapidly changing world and is housed underneath the Institute's umbrella.

Personalized Learning

Capacity Building

Professional Learning:

- Integrate I4PL services into a coordinated professional development series (includes new additions such as *CIE Leadership Competencies*, the national *Educator Competencies for Personalized, Student-Centered Learning*, and other emerging frameworks).
- Expand the Institute Convening, to include increased number of participants and new venue.
- Continue Practitioner Studies Cohort and design the next generation of the Practitioner Studies Cohort, and networking, centered on emerging topics (i.e. 'scale'). Goal based on feedback and co-created PSC goals.
- Design, and launch, a I4PL certified fellows and innovator model.

Partnerships and Outside Networks:

- Design and develop a partnership model to be utilized with organizations/schools.
- Continue to develop scaling and policy strategies through KnowledgeWorks. (Scaling Practitioner Studies Cohort)
- Develop a fellows and/or trainer of trainers model (fellows / certified innovators) to support outside networks.
- Develop and launch a Networking Series based on the 'Design Thinking' (IDEO) model.

The Institute for Personalized Learning (cont.)

Communication

Administration:

- Review cost for services strategy (annual).
- Expand national reach -- the Institute is known as an expert in personalized learning nationwide.
- Complete and expand resources available on the Institute's website through the interactive honeycomb.

Development

Research:

- Document and share research-based best practices in personalized learning. (Build connections with: districts, UW, and Joyce)
- Incorporate results of research-based best practices, conducted by the University of Wisconsin under the RIPL (Research in Personalized Learning), into Institute change strategy and professional learning opportunities.
- Frame additional research efforts for a new value, or additional context. (Focus: Leadership, Transformational Change, Scale, Practice coaching)
- Explore multiple sources of funding to continue and expand Institute research priorities, including scaling, personal success skills, and workforce development.

Membership:

- Expand local and national membership.
- Develop school and individual membership options.
- Develop a membership recognition process.

Proficiency Based Licensure Program (PBL)

- Align the WI Ten Teacher Standards rubric with edTPA (Teacher Performance Assessment) so that candidates have an increased understanding of how their professional practices are connected to the standards for teaching and learning.
- Establish multiple levels of service delivery to accommodate our increased enrollment in broader geographical areas.
- Expand blended learning implementation of the coach and assessor professional development training sessions to support and accelerate candidate professional growth and development as they complete program requirements.
- Develop an electronic resource for candidates and coaches to use as needed for ongoing support.
- Develop a structure for Professional Teaching Permit Candidates to complete formal instruction in pedagogy focused on the application of modern curricula.

Special Education/Pupil Services

The Special Education & Pupil Services Department is committed to providing comprehensive services focused on improving outcomes for all students, including those with disabilities. The department is focused on building capacity around student outcomes and offers high-quality leadership, professional development, consultation, coaching and technical assistance to professionals in the field. Direct services are offered through specialized and alternative programming and related services delivered by highly qualified specialists.

Special Education Leadership, Consultation, and Coaching:

- Develop relationships with districts throughout CESA #1. Through this collaboration determine innovative programs and services to best meet district needs for the immediate future and beyond.
- Build leadership capacity to ensure that Directors of Special Education in LEAs & 2r Charter Schools have the knowledge, skills, and resources to ensure compliance with IDEA and promote best practices for students with disabilities.
- Increase the capacity of new Directors of Special Education in the CESA #1 region through mentoring and technical assistance.
- Increase outcomes for students with disabilities, with an emphasis on literacy outcomes, through Results Driven Accountability (RDA), coordinated discretionary grant initiatives, and IHEs.
- Provide training and support the implementation of College and Career Ready (CCR) - IEP forms in order to increase outcomes for students with disabilities.
- Provide educators a forum to learn, implement, and reflect upon educational practices.
- Provide professional development and technical assistance to schools and LEAs that can lead to more successful transitions for students with disabilities and positively affect their post-school outcomes.
- Collaborate with and support families of students with disabilities to develop positive relationships with their LEAs.

Special Education Alternative Programming:

- Refine and support offerings for students with disabilities to better meet the needs of our districts, students, and their families.
- Review alternative programming facility and programming needs for short- and long-range planning.
- Expand use of data and resources to monitor students' progress towards their behavioral and academic goals and to improve communication with our clients.
- Utilizing various research-based instruction and curricula, students will achieve at least one year's growth in the areas of literacy and math as measured by formative and summative assessments.

Special Education/Pupil Services (cont.)

Special Education Itinerant Services:

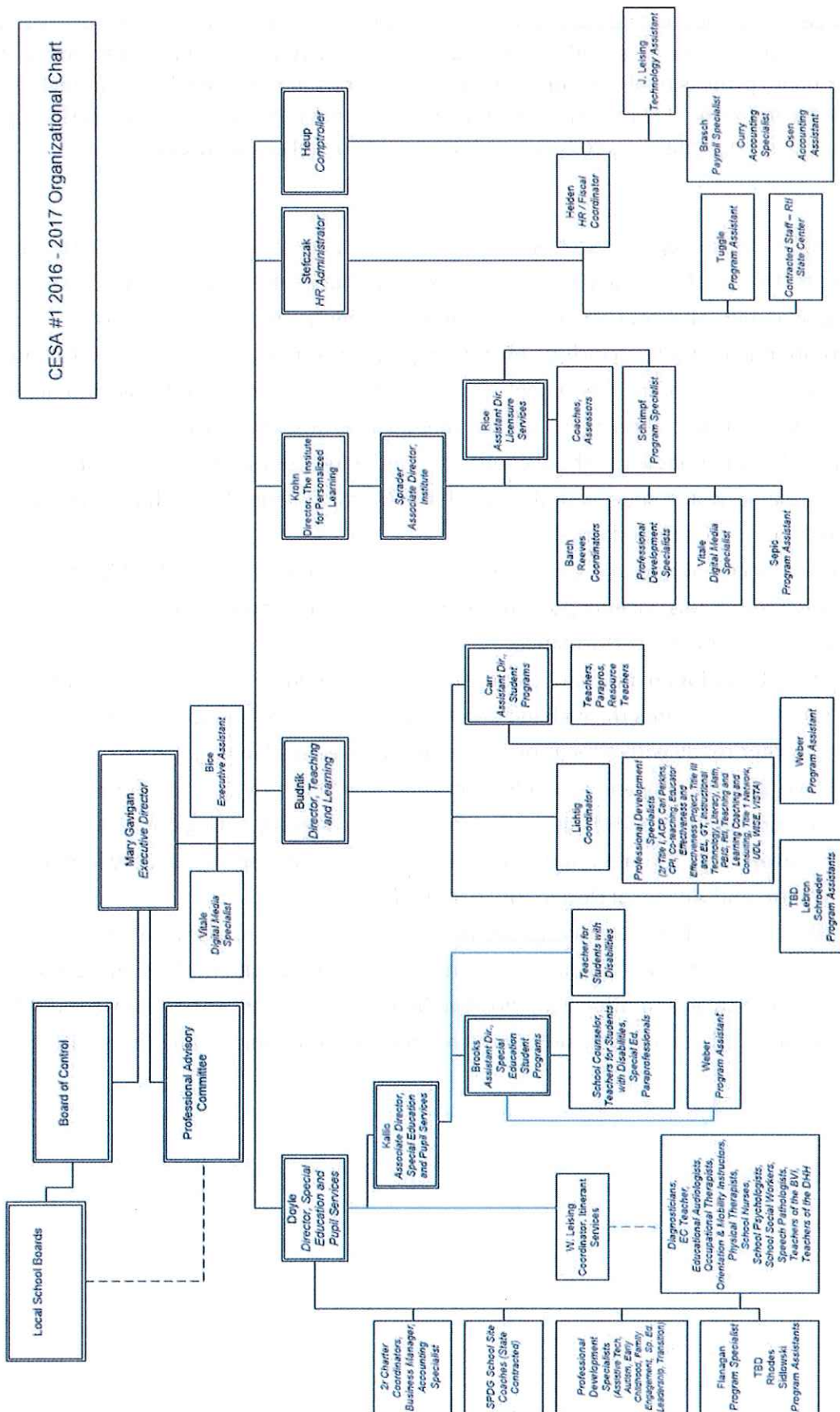
- Collect evidence from clients to determine their satisfaction with the itinerant services they are receiving and the impact staff has had on student outcomes.
- Collaborate with LEAs to determine innovative solutions to high demand positions (ie. DHH, interpreters).
- Work with CESA #1 itinerant staff to support their learning and use of CCR-IEPs as related to their special education service.
- Provide support and mentoring to new itinerant staff to ensure positive impacts on student outcomes.

Teaching and Learning

Teaching and Learning supports comprehensive services to the region's schools and districts with a focus on collaborative, research-based solutions essential to increase student achievement. We provide high quality professional development, networks, consultation, coaching and technical assistance. Our commitment is to customize our service to meet the unique needs of the region while intentionally connecting educators to leverage the benefits of collective intelligence.

- Support and refine the region's School Improvement Services (SIS) Network, District Assessment Coordinators (DAC) Network, and English Learners (EL) Network increasing participation by promoting dynamic collaboration, professional development, and resource sharing.
- Expand additional networks to include Elementary and Secondary Literacy Networks and ACP Network creating a forum for the region's specialists to leverage their collective intelligence and to build capacity for impactful practices leading to improved student learning.
- Develop and deliver support to school counselors and educators serving gifted and talented students via a unique and specific professional development series for each featuring experts and professionals on pertinent and timely topics.
- Increase the capacity of new and existing ESEA Title Coordinators and leadership teams in ESEA Title districts and schools, including 2r Charter schools, to develop systems and strategies to increase student academic performance.
- Deliver new and revised alternative education programming (including GEDO2) at multiple locations for at-risk students through increasingly customized instruction preparing them to be college and career ready with a focus on academic and career planning.
- Grow and leverage evolving and expanding Teaching and Learning capacity building services including, but not limited to, distributive leadership, data literacy, college and career readiness, social justice, student and staff wellness, elementary and secondary literacy instruction and assessment, and Universal Design for Learning (UDL).
- Increase the capacity of schools to improve literacy achievement and innovative service to students with gifts and talents through specific program analysis projects and professional consultation.
- Support Response to Intervention (RtI), Positive Behavior and Intervention Services (PBIS), Title III Consortium, and Carl Perkins Consortium maintaining participation through committed partnerships.

APPENDIX A: 2016-17 ORGANIZATIONAL CHART



APPENDIX B: MARKETING & COMMUNICATION STRATEGIES

Marketing Strategy

The primary market served by the Agency consists of its 45 member school districts and other education service providers including private, parochial, charter and choice schools. Secondary clients include the 29,000 professional educators in the region and the more than 300,000 school-age children in the region.

The Agency uses a combination of print media, one-to-one contacts, and electronic communications such as e-newsletters and the CESA #1 website to market service opportunities. Communications are clear, concise and designed for powerful impact with the reader. Periodic surveys help the Agency determine how and when clients prefer to receive information about services and other opportunities.

All staff are encouraged to promote Agency services and provide referrals where appropriate. Directors and other appointed staff make direct sales contacts that may include participation in local, regional and state professional meetings; attendance at national conferences; as well as direct site visits to area education providers.

The Agency-wide marketing strategy emphasizes CESA #1 service attributes such as:

- Value and cost savings
- High-quality staff and programs
- Regional collaboration
- Reliability
- Responsiveness
- Flexibility

Communication Strategy

In conjunction with the marketing strategy, a communication strategy is integral to the success of the service delivery program. The key elements are:

- Informal outreach by all employees who are versed in and aware of the services, quality of programs, and opportunities that exist in CESA #1. By informing and training all employees about services and how to secure them, our employees can help our partners meet the needs of students and staff.
- Provide regular communication via the internet to key communicators within the districts regarding services and programs.
- Use an "over communication" strategy, which includes hard copy as well as electronic media to ensure receipt and understanding of messages about service provisions.

Communication Strategy (cont.)

- Through survey efforts, determine how our clients receive information, how they would like to receive information, and how timely this information should be to better communicate services provided.
- All communication should be short, concise, and designed for powerful impact with reader.
- Work in collaboration with Wisconsin School Public Relations Association on key elements and message intent through training and joint effort between the Agency and WSPRA.
- Increase the capacity for communication by purposeful intent strategies that recognize the power of our network of 160 employees of the Agency.

Positioning of Services

The positioning of services in the market will focus on the Agency's key attributes:

- Capacity building
- Excellence driven
- Solutions created through innovation
- Achievement focused



ENGAGING STUDENTS CREATING LEARNERS

Our mission is to provide high-quality, cost-effective programs and services that are responsive to the needs of our members and the students they serve.

MEMBER DISTRICTS:

45



STUDENTS:

> 300,000

STAFF:

> 150



PROGRAMS and SERVICES:

> 100



Our vision is to be a regional catalyst that enables our clients to create their future by taking action now.



CESA #1 — Mission, Vision and Commitments

Cooperative Educational Service Agency (CESA) #1 offers more than 100 services that help education providers meet the diverse needs of their students. Located in Southeastern Wisconsin, CESA #1 is governed by an 11-member Board of Control, comprised of elected school board members from the six-county region. In addition, the Agency receives guidance from its Professional Advisory Committee, which is open to the superintendents from all 45 member districts. By remaining flexible and responsive, CESA #1 has successfully served multiple clients with divergent and sometimes competing needs for more than four decades.

The CESA #1 region is unique. It is home to both the largest and smallest districts in the state, as well as some of the most advantaged and disadvantaged students. Some districts are urban, while others are rural, and some districts have broad diversity, while others do not. These differences require a philosophy and a team that are highly connected to the needs and people of the region, while keeping students and educators at the forefront of everything that the Agency does. This philosophy is evident in both the Agency's **Mission and Vision**.

The **Mission** of Cooperative Educational Service Agency (CESA) #1 is to provide high quality, cost-effective programs and services that are responsive to the dynamic needs of our members, clients, and the students they serve. As a regional cooperative, we leverage local, state, and national resources to support schools in providing quality learning opportunities for all students.

CESA #1's **Vision** is to be a regional catalyst that enables our clients to create their future by taking action now. As a regional leader in innovation and collaborative services in Southeastern Wisconsin, the Agency mobilizes the potential of school districts, educators, educational institutions, and business partners to face the challenges of a global economy and the need for world-class schools. Our mission has never been more important and the context within which we and our clients are serving has never been more dynamic.

Furthermore, CESA #1's work centers around four **Key Commitments**:

- **Capacity building:** Focusing efforts on building capacity to minimize long-term reliance on CESA #1 services unless school districts choose or see the need to have Agency services as an extension of their internal capacity.
- **Excellence driven:** Committing to provide the highest level of expertise, service and support, aligned with the goals and priorities of the school district with which the Agency is working.
- **Solutions created through innovation:** Striving to develop solutions and uncover opportunities that might not be readily apparent using traditional tools and approaches.
- **Achievement focused:** Consistently working to lift the level of performance of learners and educators, as well as the contributions of CESA #1 staff.

