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## Four Corners

# Regional Education Cooperative #1

*Aztec Municipal Schools – Bloomfield Municipal Schools – Central Consolidated  
Schools – Farmington Municipal Schools – Gallup-McKinley County Schools – Zuni  
Public Schools – San Juan College*

# Strategic Plan

Approved: 4/9/2024

# Four Corners Regional Education Cooperative #1

## Vision

Guiding and supporting the development of FCREC#1 to empower educators to support student growth while celebrating diversity.

## Mission

Building and sustaining a self-sufficient and collaborative FCREC#1 for all educational partners.

## Guiding Principles

- We value opportunities for collaboration.
- We commit to doing our work well.
- We hold ourselves accountable and operate transparently.
- We believe in providing value for stakeholders.

## Goals

- Goal 1      Cultivate consistent communication with Coordinating Council members through heightened collaboration among Coordinating Council members and the Executive Director.
- Goal 2      Support certified and classified professional staff working in FCREC#1 school districts to acquire the tools and resources necessary to meet the challenges within their respective roles.
- Goal 3      Over the next three-five years, propose opportunities to increase the number of Career Technical Education (CTE) programs in FCREC#1; assist districts with fostering partnerships with local business and industry leaders, including securing sustainable funding sources.
- Goal 4      Attain fiscal solvency and sustainability for FCREC#1 by increasing entrepreneurial services; strive to generate a positive cash balance through innovative programs and partnerships that will also benefit member school districts; regularly monitor financial statements for progress.

## Goal 1

Cultivate consistent communication with Coordinating Council members through heightened collaboration among Coordinating Council members and the Executive Director.

**Objective A** By the end of May, annually beginning in 2025, Coordinating Council members will indicate at least 80% satisfaction with communication with FCREC#1 through a survey based on the progress measures outlined in this goal.

**Objective B** By the end of May, annually beginning in 2025, Coordinating Council members will indicate 80% satisfaction with the sufficiency of opportunities offered in collaboration with the FCREC#1 to express their diverse conditions, interests, and needs to policy makers and external governance agencies.

Critical Actions	Timeline	Responsibility	Progress Measure
1.1 Conduct a needs assessment of member district leadership annually to ascertain professional learning and support needs	Spring 2024 and Annually	Executive Director, FCREC#1 District Leadership (responses, participation)	Needs assessments are conducted annually; results are utilized for planning the following fiscal year
1.2 Develop and disseminate a bi-monthly brief to the FCREC#1 Coordinating Council, highlighting activities, status of projects, potential services to be provided.	May 2024 and Ongoing	Executive Director, FCREC#1 Superintendents (read and review)	A bi-monthly brief is developed and disseminated to FCREC#1 Superintendents
1.3 Conduct semi-annual site visits to each member district for discussion of local needs	Spring 2024 and Ongoing	Executive Director, FCREC#1 Superintendents (scheduling and participation)	Visits are conducted
1.4 Keep informed of PED mandates related to the findings of the semi-annual needs assessment; deliver individualized	SY 2024–2025 and Ongoing	Executive Director	Technical assistance data are collected and quarterly reports are prepared and shared with Superintendents

support to member districts as requested			
1.5 In collaboration with district leadership, facilitate a spring and fall networking meeting with leadership from at least 3 participating FCREC#1 members and leaders from various state agencies that provide direct and indirect services to students and families	July 2024, January 2025, and Ongoing semi-annually	Executive Director, in collaboration with partnering agencies and FCREC#1 District Leadership (event planning, fiscal support, facilities)	Two networking meetings are held each year
1.6 In collaboration with district leadership, plan and host an annual Legislative function with leadership from at least 3 participating FCREC#1 members and respective Legislators from the region	Late Summer/early Fall 2024 and Ongoing annually	Executive Director, FCREC#1 District Leadership (event planning, fiscal support, facilities)	An annual Legislative function is held each year

## Goal #2

Support certified and classified professional staff working in FCREC#1 school districts opportunities to acquire the tools and resources necessary to meet the challenges within their respective roles.

Objective A Through surveys following regional professional development opportunities, 75% or more of participating individuals will indicate use of the professional development content to enhance their job performance.

Critical Actions	Timeline	Responsibility	Progress Measure
2.1 Conduct an annual staff needs assessment to identify the essential needs for staff professional development	By March 30 and Ongoing annually	Executive Director, FCREC#1 District Leadership (participation in and/or distribution of needs assessment)	Summary report distributed to FCREC#1 District Leadership by the end of April annually
2.2 Based on annual needs assessments and subsequent discussion with district leadership, provide three or more regional trainings	SY 2024–2025 and Ongoing	Executive Director, FCREC#1 District Leadership (support for participation in trainings, facilities, fiscal support)	Minimally, three regional trainings are held annually
2.3 Develop and publish an electronic calendar for registration for regional training and professional development events	SY 2024–2025 and Ongoing	Executive Director	Annual electronic calendars are developed and published
2.4 Offer leadership development opportunities for staff in managerial or supervisory roles to better equip them with the skills needed to support and guide their teams effectively	SY 2024–2025 and Ongoing	Executive Director, FCREC#1 District Leadership (fiscal support, facilities, support for participation)	Minimally, two leadership development opportunities are provided annually
2.5 Create a centralized on-line library of	SY 2024–2025 and Ongoing	Executive Director	An on-line repository/library is established

professional resources for regional education personnel			
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### Goal #3

Over the next three to five years, propose opportunities to increase the number of Career Technical Education (CTE) programs in FCREC#1; assist districts with fostering partnerships with local business and industry leaders, including securing sustainable funding sources.

Objective A Within 5 years, increase the regional student graduation rate by 10% compared to the SY 2023–2024 baseline.

Objective B Increase regional student participation in Career Preparation opportunities by 5% annually.

Critical Actions	Timeline	Responsibility	Progress Measure
3.1 Continue implementation of the four-year federally funded research project, <i>Extending Equity into the Digital Workforce</i>	2021–2026	Executive Director	Research results available to inform policies and practices related to engaging under-represented populations in career pathways
3.2 Continue offering student and teachers participation opportunities statewide technology initiative, as available	SY 2023–2024 and Ongoing	Executive Director, FCREC#1 District Leadership (to support participation)	FCREC#1 schools participate in education technology initiatives
3.3 Establish metrics to track the success of CTE programs regionally, including post-graduation employment rates, further education pursuits and skills acquisition; use these data to refine and improve CTE offerings	SY 2024–2025 and Ongoing	Executive Director, FCREC#1 District Leadership (for data contributions and design)	Metrics are established; data are collected and shared with Superintendents annually
3.4 Provide new career and CTE learning opportunities through grant and other funds that represent a diverse array of student	SY 2024–2025 and Ongoing	Executive Director, FCREC#1 District Leadership (support for implementation of new opportunities)	Increase in career preparation opportunities and opportunities for economic diversification within FCREC#1 districts

interests and career opportunities in the Four Corners area			over the next three to five years
3.5 Initiate new opportunities for career preparation and CTE in partnership with external organizations	SY 2024–2025 and Ongoing	Executive Director, FCREC#1 District Leadership (to support implementation of new opportunities)	Number of CTE opportunities provided in collaboration with partnerships

## Goal # 4

Expand the capacity of the FCREC#1 and breadth of services to meet identified members' needs.

Objective A FCREC#1 will have sufficient cash balance to support a minimum of one year's operational costs by the end of FY 2026. (Critical actions 1–3)

Objective B By diligently implementing the multi-faceted critical actions outlined in Goal 4, FCREC#1 anticipates having sufficient revenue to support a full-time director, part-time business manager, and facility and operating costs within 5 years. (Critical actions 1–3)

Critical Actions	Timeline	Responsibility	Progress Measure
4.1 Identify and engage in opportunities for profit-model services, through grant funds, service provision, and IGAs.	SY 2023–2024 and Ongoing	Executive Director, FCREC#1 District Leadership (participation in funded programs and revenue generating activities aligned to results from needs assessments)	FCREC#1 account status
4.2 Apply for Federal Safe Schools grants available for school safety enhancements, including technology, equipment, and training and professional development.	SY 2024–2025 and Ongoing	Executive Director, FCREC#1 District Leadership (for data collection and analysis)	Grant and other funds are acquired to support school safety
4.3 Continue to pursue opportunities and funding to establish or acquire online learning options for FCREC#1 students who have dropped out or those who are at risk for dropping out.	SY 2023–2024, and Ongoing	Executive Director	Number of new online learning opportunities facilitated by FCREC#1

**Thank you to everyone who participated in the development of  
FCREC#1's Strategic Plan!**

**FCREC#1 Coordinating Council**

Steve Carlson, Superintendent, Central Consolidated Schools  
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Mike Hyatt, Superintendent, Gallup-McKinley County Schools  
Dr. Kim Mizell, Superintendent, Bloomfield Municipal Schools  
Kevin Summers, Superintendent, Aztec Municipal Schools  
Dr. Toni Pendergrass, President, San Juan College

**FCREC#1 Staff**

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