



Dear CATDC Community and Friends,

For the past 20 years, CATDC has built community and created opportunities for California independent school educators to learn with and from each other, to become more skilled and responsive teachers and leaders in order to better serve students in a changing world. The pace of change has accelerated exponentially during the global pandemic, summoning us to bring our creative energy, community sensibility, and collective energy to bear as we navigate uncertainty together.

Our vision is to be the most inspiring and empowering source of connection, collaboration, and learning for California independent school educators, responding to their most urgent and evolving needs and taking them to the next step of their professional journeys. The students in our schools today will be the leaders of tomorrow. We have a great responsibility to support each and every one of them to succeed academically and to thrive emotionally, so that they themselves can become agents of change.

That is why we are so excited about this strategic plan, which has both affirmed the work we have been doing and helped us to define four priorities for the next five years: equity at the center; educator growth; connection and belonging; and organizational sustainability. As a flourishing organization that has pivoted successfully in the time of COVID-19, CATDC is poised to be even more intentional and creative about our own growth, to set in place new structures and programs to better serve educator learning, deepen and extend our community, and build vital relationships that amplify individual development.

Equity is not only a priority, but also a core value, especially given all that has been brought to light during the pandemic and our mission to provide the most fruitful learning experiences for educators so that they can in turn create the best outcomes for their students. Independent school educators are well positioned to adapt systems and practices to not only be more diverse and inclusive, but also more equitable, supporting all students to reach their fullest capacity. We believe independent schools have an important role to play in moving the needle toward social justice. And CATDC has a unique opportunity to support and encourage this transformation.

I want to extend my deepest appreciation to CATDC board and staff as well as the many educators who have given so much to this organization, inspiring me with their passion for our work, and helping us to develop a clear vision and plan for the future, one that will hold us steady and true as we meet the challenges on the near horizon.

LISA HANEY
Executive Director | CATDC

CATDC Strategic Plan 2020 - 2025



CATDC
California Teacher
Development Collaborative



EQUITY AT THE CENTER

Understanding the need for independent schools to address the challenge of perpetuating systems of privilege and power, we believe that CATDC has a role to play in putting equity at the center for education overall, our schools, and ourselves. This is why having an equity lens on our internal systems is a priority for this next phase of CATDC's history. It is by making sure we are walking our talk that we can lead our schools and education to do the same.



GOAL

Infuse equity in all aspects of CATDC operations and offerings.

STRATEGIES

- Continue to develop CATDC's understanding of equity in an independent school context.
- Assess CATDC processes, policies, and offerings and its impact on promoting equity.
- Redesign and operationalize CATDC processes, policies, and offerings with an equity lens.

EDUCATOR GROWTH

bell hooks* says it best: “Teachers must be committed to a process of self-actualization that promotes their own well-being if they are to teach in a manner that empowers students.” It is imperative that CATDC understand what today’s educators need most in order to thrive both personally and professionally, enabling them to reach their fullest potential and give back to the field. How we can best measure the impact we have on educators and through them, students, is a question we need to explore.

*bell hooks - pen name for Gloria Jean Watkins - author, professor, feminist, social activist



GOAL

Inspire, ignite, and invigorate educators at all stages of their professional journeys to empower and engage students in learning.

STRATEGIES

- Better understand what California independent school educators need and want for their growth and development.
- Customize programs and services aligned to educator personal growth and professional development goals.
- Create and formalize opportunities for educators to lead and give back within the CATDC community.

CONNECTION & BELONGING

Creating strong local and regional connections for independent school educators is what differentiates CATDC from other organizations. Close and connected relationships foster the deepest learning, and we all long to belong. At this moment in CATDC's growth, we want to be more intentional about what connection and belonging to the CATDC community really means. We have an opportunity to formalize and deepen what makes CATDC unique.



GOAL

Differentiate and strengthen local and regional California independent school communities allowing educators to have meaningful connections and feel a sense of belonging.

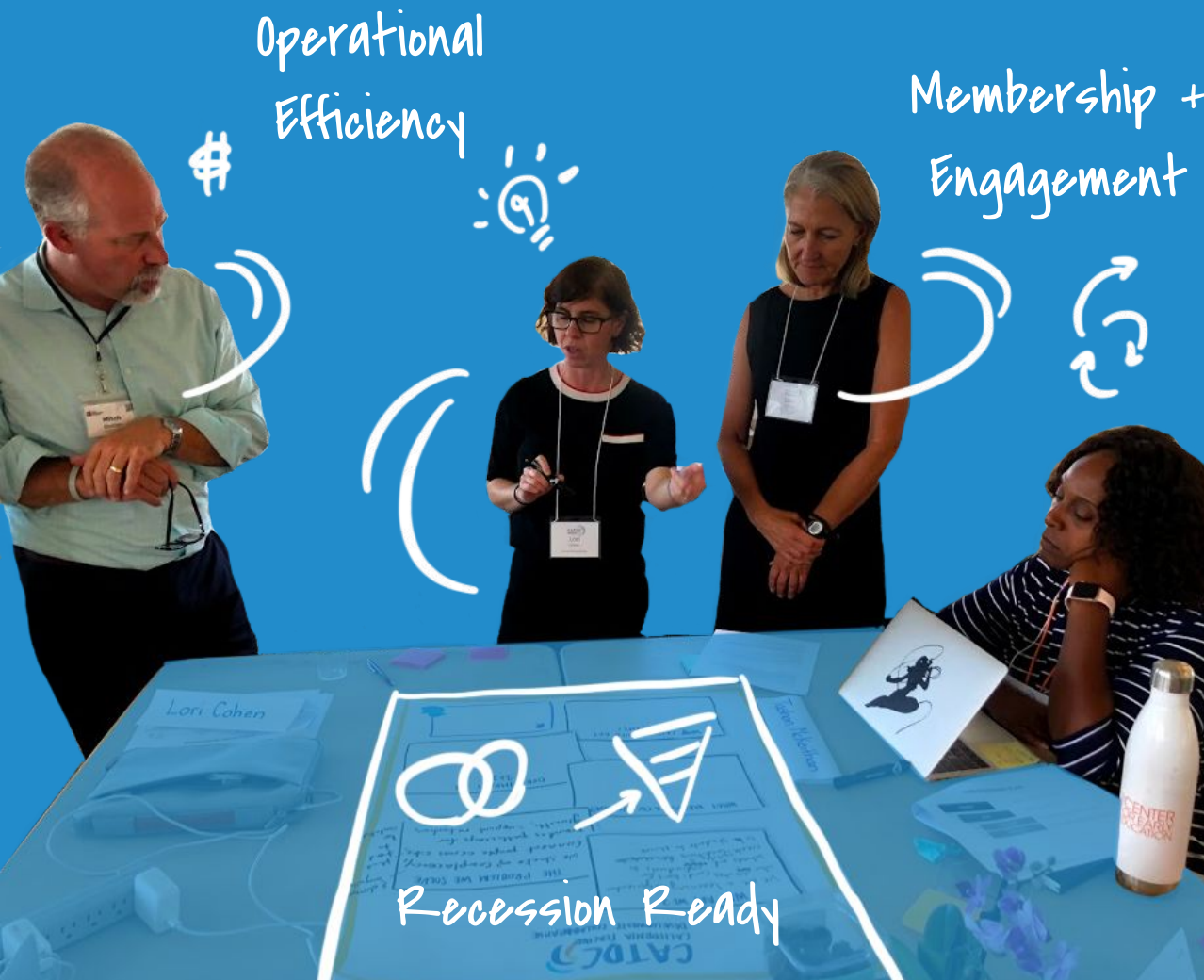
STRATEGIES

- Develop our definition for what connection and belonging to the CATDC community means and how to measure it.
- Formalize opportunities for meaningful connections between educators as well as between schools within the CATDC community.
- Deepen connections between CATDC and member schools to promote a greater sense of belonging to the community.



ORGANIZATIONAL SUSTAINABILITY

As an organization that cares deeply about educator development and supporting the best teaching and learning in all our member schools, we seek to secure strong future sustainability, both programmatic and financial, fostering increased member school engagement and greater educator participation. We look forward to exploring new possibilities in our membership model, programs, and other offerings while creating an efficient organization to support all that is possible.



GOAL

Define a business model that promotes long-term stability and allows for flexibility to innovate.

STRATEGIES

- Identify key measures to ensure financial sustainability and recession-readiness.
- Explore membership model and other revenue streams to sustain membership commitments and engagement from the CATDC community.
- Evaluate organization structures and practices in order to define and align roles and resources to more efficient and effective operational practices.

OUR JOURNEY... is just as important as our strategic plan.

Lots of smiles and hard work on video calls along the way!



4. DEVELOP PHASE | SEPT - DEC
We iterated on the plan based on feedback from additional surveys, interviews, and focus groups.

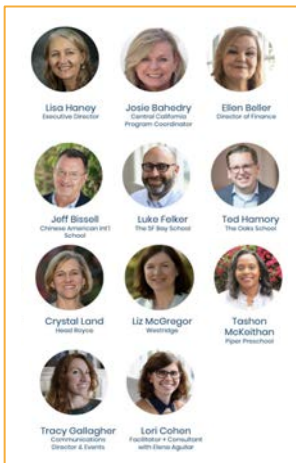
JANUARY 2020 + BEYOND
Focus on bringing the plan to life!



3. DESIGN PHASE | RETREAT IN SEPT
The CATDC board + staff gathered for 2 intensive days of deep thinking, future-focused conversations, and fun!



Many post-its to make our thinking visible!



1. GETTING STARTED | JUNE
We formed our Vision 2020 Committee and kicked off the work.

JUNE 2019

2. DISCOVERY PHASE | JUNE - SEPT
Research, surveys, personas, interviews with experts + leaders, focus groups with participants, PD decision makers, CATDC facilitators, and heads of school



Thank you!

Alice Moore, Amada Torres, Brad Weaver, Bree Pickford-Murray, Brett Quimby, Caroline Blackwell, Cecily Burrill, Cristina Calcagno, Deb Dowling, Deborah Levy, Denise Pope, Elena Aguilar, Jake Kaplove, Jefferson Burnett, John Umekubo, Julie Galles, Karen Whitaker, Katherine Dinh, Kathy Koo, Kerry Martin, Kindra Briggs, Kristin Dwelley, Laura Cartwright, Leslie Powell, Lilas Lane, Mark Silver, Meredith Monk Ford, Michael Hanas, Michael Nachbar, Nassim Shandy, Nayo Brooks, Phil Gutierrez, Quise Edwards, Rebecca Shapiro, Roz Benjamin, Sarina Fierro, Sharon Thompson, Stella Beale, Sunne Clark

Vision 2020 Committee: Crystal Land, Ellen Beller, Jeff Bissell, Josie Bahedry, Lisa Haney, Elizabeth McGregor, Lori Cohen, Luke Felker, Tashon McKeithan, Ted Hamory, Tracy Gallagher

CATDC Team: Cathy Aragon, Ellen Beller, Eryn Hoffman, Josie Bahedry, Lisa Haney, Tracy Gallagher

CATDC Board of Trustees: Andrew Davis, Angela Taylor, Cheryl Ting, Crystal Land, Elizabeth McGregor, Howard Ruben, Jeffrey Bissell, Jeneen Graham, Jennifer Tolbert, Joe Harvey, John Bracker, Luke Felker, Meera Ratnesar, Mitch Bostian, Tashon McKeithan, Ted Hamory, Valentina Imbeni

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