

CAIU FIRST YEAR STRATEGIC PRIORITIES



Strategic Priorities	Indicators of Success	Year 1: 2020 Goals	Actions Needed	Owner(s)	Notes/Status
<p>Provide Innovative Services to Schools, Families & Communities</p>	<ul style="list-style-type: none"> Equitable opportunities will be provided to all SDs regardless of SES Matrix will demonstrate additional use and access to service Identify and implement a new and different approach to solve a problem that is life-changing Behave differently (collaboratively) about our problem and solution identification 	<p>1 -Partner with SDs and EI to address collaborative services for the EI Transition Community, identifying most critical needs, by June, 30, 2020.</p>	<ul style="list-style-type: none"> Identify & collect pertinent regional and LEA level statistics Create and deliver a PD focused on an overview to deliver to advisory groups & superintendents Working with advisory groups, create a prioritized management strategy plan (service delivery, fiscal, facility, etc) 	<p>Student Services</p>	<ul style="list-style-type: none"> Identify service delivery models and potential partners to meet LRE definitions Create implementation plan for service delivery models with LEA and IU responsibilities/roles/outcomes Identify PD needs to plan for and engage with CAIU & LEAs in training
		<p>2 - Create a matrix of IU services/programs (program profiles) that indicates what SDs access, across all divisions, by June 30, 2020.</p>	<ul style="list-style-type: none"> Create matrix services with description of services, CAIU contacts, and chart of District use. Create branded front cover 	<p>EDLP under AS</p>	
		<p>3 - Develop project management protocols to foster cross-team collaboration ("pull a row together") in the development & implementation of projects, by June 30, 2020.</p>	<ul style="list-style-type: none"> Cross-team collaboration training Common meeting norms and agenda protocols 	<p>Ed Services & Ldshp Sub Committee</p>	
		<p>Comprehensive Plan Goal #1: Establish a system within the CAIU that fully ensures the consistent implementation of effective instructional practices across all classrooms at each CAIU learning site.</p>	<ul style="list-style-type: none"> Design PD Opportunities <ul style="list-style-type: none"> ELA Implement Instructional Rounds Training with cross-team participants <ul style="list-style-type: none"> Train Teams & Pilot Curriculum Maps <ul style="list-style-type: none"> Build & share 	<p>Student & Ed Services</p>	
		<p>Comprehensive Plan Goal #2: Establish a system within the CAIU that fully ensures assessments aligned with established course curricula and instruction are used to monitor student achievement and to adjust instructional practices.</p>	<ul style="list-style-type: none"> Data Analysis - Instructional <ul style="list-style-type: none"> Data Teams 	<p>Student & Ed Services</p>	
<p>Attract, Support, and Develop Our</p>	<ul style="list-style-type: none"> Best place to work 	<p>1 - Develop a talent acquisition plan including a wide variety of activities, events, opportunities to engage/diversify our potential applicant pool, creating a yearly calendar of events and outreach, by June 30, 2020.</p>	<ul style="list-style-type: none"> Activity calendar for the year Identify strategies to increase diversity Investigate hiring practices that promote diversity in the applicant pool 	<p>HR & Communications</p>	

<p>Employees to Thrive Professionally and Personally</p> <p>Comprehensive Plan Goal #4: Improve employee retention, engagement, and satisfaction.</p>	<ul style="list-style-type: none"> • Length of service incr. • Retention incr. Individual employees involved in their own professional & personal growth • A more diverse workforce Improve employee engagement as measured by the employee engagement survey 	<p>2 - Train and pilot with identified groups on Growth/Goals setting for support staff and paraprofessionals tied to the Strategic Goals, including training for staff and supervisors inclusive of feedback systems, by June, 30, 2020.</p>	<ul style="list-style-type: none"> • Comprehensive Plan Goal #4 • Performance Evals <ul style="list-style-type: none"> • Draft new tools and create focus groups • Train supervisors and staff & Implement 	Leadership Sub Committee	
		<p>3 - Identify the scope of the position alignment project: streamlining job titles, job descriptions, compensation and movement, years of service, etc., by June 30, 2020.</p>	<ul style="list-style-type: none"> • Identify process of flying and building the plane at the same time – how to make decisions while we are working on it COLLABORATIVELY • Identify a list of employee “groups” to address, potentially pilot process on one group • Pre-load with explicit communication to all staff 	Assistant Executive Director & Cabinet	
		<p>4 - Establish a variety of regular two-way communication opportunities (newsletter, emails, website, social media, focus groups, listening posts, idea/solution box) as well as a method for regular feedback on efficacy of efforts, by June 30, 2020.</p>	<ul style="list-style-type: none"> • Identify metrics • Create a system for regular communication meetings with various sub-groups • Create cross-program feedback and input groups • Create system for purposeful exit interviews and data collection 	Cabinet & Communications	
		<p>5 - Develop a Process/Plan to Act on Staff Engagement Survey Results, by June 30, 2020.</p>	<ul style="list-style-type: none"> • Identify organization and team actions and communications • Consider additional engagement survey tools (best places to work) 	Leadership Sub Committee	
		<p>6 – Increase activities designed to engage employees, capture celebrations, build relationships, balance work/life demands, and increase organizational investment by June, 30, 2020.</p>	<ul style="list-style-type: none"> • Comprehensive Plan Goal #4 • Service Opportunities <ul style="list-style-type: none"> • Draft new tools and create focus groups • Align with communications plan • Create a celebrations calendar for job-alikes and topics of interest • Communicate vision, mission, goals and core values to all internal staff and stakeholders • Identify data points for employee retention 	Cabinet & HR Engagement committee	
		<p>7 - Develop a professional development process and plan that connects, engages and supports all employees (incl. minimum number of hours), including leadership training hours for all supervisory staff, by June 30, 2020.</p>	<ul style="list-style-type: none"> • Comprehensive Plan Goal #4 • Employee Engagement & Growth <ul style="list-style-type: none"> • Personalized PD • Leadership/Team Bld • Develop needs analysis and feedback survey for various program sub groups • Create collaborative cross-org planning team • Create differentiated PD plan • Identify indicators of success and evaluative measures • Regular meetings & PD opportunities • Create library of PD offerings • Implement plan 	Ed Services	

Model Strong Stewardship of All Resources	<ul style="list-style-type: none"> Increased Economies of scale / group purchasing Back-office supports Identifying funding sources Have a tool/or process that evaluates the success of our programs 	1 - Develop a process of analyzing the efficacy of programs/services, develop indicators of success/failure, by June 30, 2020.	<ul style="list-style-type: none"> Meet and work through a process Team process and IU as a whole 	Business Director and a row	
		2 - Develop and implement Board Policies and Administrative Regulation Reviews Process, by June 30, 2020.	Write up of process	Assistant to the Executive Director	
		3 - Develop "New Innovation/Program" Proposal Template aligned to strategic priorities, by June 30, 2020.	<ul style="list-style-type: none"> Plan for better communication/ potential video explanation of process Pre-application process to the innovation fund to assist Staff in creating a great proposal Pre-innovation exploration year 	Leadership Subcommittee	
		4 - Develop, review and implement meeting norms across the organization to effect engaging meetings for all meetings, by June 30, 2020.	<ul style="list-style-type: none"> Revisit norms, implement/display Clarify purpose and outcomes for each agenda item 	AS?	
		Comprehensive Plan Goal #5: Improve efficiency of space and facility usage at the Enola office to support the CAIU business practices, employee collaboration, and anticipated future growth	<ul style="list-style-type: none"> Propose facility upgrades for 20-21 for board approval Architectural plans and budgets/financing 	Leadership Subcommittee	
Communicate the Value & Impact of CAIU's People, Processes, and Programs Comprehensive Plan Goal #3: Increase customer engagement and broaden CAIU's Client base	<ul style="list-style-type: none"> Our programs and services are widely communicated to consumers (to be tracked) We are recognized Ed. Leaders Staff feel valued and support for their hard work Public recognition of the org, our programs our people Increase community engagement and collaboration with community agencies and resources 	1 - Define a process for development of a comprehensive marketing Plan - (engage in SWOT analysis, determine target market(s), analyze competitors, set goals, outline strategies), by June, 30, 2020.	<ul style="list-style-type: none"> Define the CAIU "Brand" (consistent logo, company-wide brand audit, messaging, audience, materials, brand promise, perception and expectation) by December 31, 2019. Create a Social Media Content Delivery Process with templates for consistent branding/language, "look", for internal use, by June 30, 2020. 	Amy Beaver Tom C.	
		2 – Gather perceptual and hard data regarding the CAIU Website (outward facing and employee side), by June 30, 2020.	<ul style="list-style-type: none"> Internal and external focus groups (districts and families) Presentations from potential vendors Survey staff 	Communications Tech Cabinet	
		3 - Create updated CAIU plan for internal and external communication, associated research, procedures, calendars and documents by June 30, 2020. (align with 2-way communication goal)	<ul style="list-style-type: none"> Training and communication about purpose 	Amy Beaver Tom C.	