Executive Director's Report to the Board
August 28, 2008

The new school year got off to a terrific start with an opening day session on Friday, August 25. The CAIU gratefully acknowledges the generous hospitality of East Pennsboro Area School District. Superintendent Dr. Linda Bigos has made the high school available for this annual event for the past several years at no cost to the CAIU.

Updates

Hill Top Academy is still on schedule to open on Thursday, September 4, following two days of staff preparations in the building. The building dedication will be held on Saturday, September 13, 2008, beginning with tours at 10:30 and a ceremony at 11:00. Light refreshments in the cafeteria will follow. All staff, students and their families, board members, member districts, and local businesses, legislators and agencies were sent invitations this week.

On a related note, the Bureau of Special Education shared the results of their on-site review of Hill Top Academy students' IEPs. The primary finding was the need to modify the school name listed on the student IEP from Cedar Run School to Hill Top Academy. Additional findings were shared directly with the sending school districts.

The business office recently mailed to districts the billing adjustments for 2007-2008 special education contracts that take into account services that were added/deleted throughout the year. Next month, the business office will be issuing invoices/credits associated with the new reconciliation model of pricing special education services according to actual costs incurred in providing those services.

Shawn Farr, Cheryl Rudawski and Brian Griffith have been working diligently to identify an alternative location for the Capital Area School for the Arts. The school currently occupies the Old Salem Church in downtown Harrisburg. The CAIU Board's Buildings and Grounds Committee and Finance and Budget Committee are scheduled to meet on September 12 to review the proposed relocation to Strawberry Square beginning in the 2009-2010 school year.

Harrisburg School District administrators and high school principals invited me to meet with them to discuss the next phase of the district's achievement acceleration plan which will focus on continuing implementation of the K-8 plan and refinement and implementation of the secondary plan. Our session on August 14 was productive in delineating current and future efforts targeted at improving PSSA scores.

News

The CAIU has joined with Chester County IU #24 and ARIN IU #28 to submit a proposal to provide project management for PAIUnet, the private high speed network which connects all intermediate units and all of the districts connected to the intermediate units' regional wide are networks. We presented the proposal on August 25 to the PAIUnet Operations Committee and anticipate a decision on management responsibilities from the PAIUnet Council by the beginning of October.

Our Regional Wide Area Network services will be re-bid this winter in conjunction with the submission of an eFund grant proposal. The timing of this effort coincides nicely with the districts' regional effort to redesign our high schools by providing more engaging opportunities through on-line learning. A recent meeting of the Superintendents' Advisory Council's Curriculum Committee resulted in unanimous support for the project plan put forth by Mark Hennes, CAIU Special Projects Supervisor, to achieve the reality of a dynamic on-learn learning solution for flexible use within and beyond the bricks and mortar classroom. The six superintendents in attendance will be co-chairing the four committees identified to design and implement the on-line learning continuum.

2008-2009 Standards and Goals

Following a meeting with the Executive Director Evaluation Committee, I submit for the Board's consideration the following focus areas and goals for the 2008-2009 school year. The focus areas have been selected from the competencies associated with the six Standards from the Executive Director Performance Evaluation, and the goals are closely aligned to the CAIU's new Strategic Plan. Beginning in September, the monthly Executive Director Reports will document progress made in each of the standard focus areas and goals.

Standard 1: Policy and Governance
- Effectively works with board to monitor/develop intermediate unit policy
- Administers and supports policies throughout the intermediate unit (administrative procedures/guidelines)

Standard 2: Planning and Assessment
- Utilizes or encourages the use of appropriate staff evaluation procedures, measuring for formative and summative purposes

Standard 3: Instructional Leadership and Student Performance
- Makes consistent efforts to observe classrooms to assure that the organization is fulfilling its mission

Standard 4: Organizational Management
- Develops and implements operational plans and processes to accomplish strategic goals using practical applications of organizational theories

Standard 5: Communications, Board Relations and Community Relations
- Successfully builds intermediate unit-district partnerships that benefit students and staff

Standard 6: Professionalism
- Encourages board and administrative team to participate in professional development opportunities
- Continues professional development through coursework and/or conference attendance

2008-2011 STRATEGIC GOALS

Goal 1: *Improve student achievement by developing and implementing problem-specific solutions within a systems-based context.*

Goal 2: *Improve our clients' and partners' knowledge and perceived value of the CAIU by regularly utilizing effective communication and collaboration tools.*

Goal 3: *Ensure a safe and secure environment for all students, staff and visitors by institutionalizing safety and security plans, policies, and procedures.*

Goal 4: *Enhance employee professional growth, development and satisfaction by revising employee supervision processes, evaluation plans, policies and procedures.*

Goal 5: *Enhance data-informed decision making, operating efficiencies and end-user satisfaction by implementing new software and procedures associated with human resources, financial services and student information systems.*

Annual Goal #1:

The Executive Director will improve student achievement by coordinating the development and implementation of a regional on-line learning solution.

Work Product/Performance Evidence:
- ✓ Collaborative committee structure involving all interested districts
- ✓ Work plan with specific goals and timelines
- ✓ Transparent processes involving all stakeholders with appropriate and timely communications
- ✓ A sustainable business plan acceptable to all participating districts
- ✓ A catalog of courses/modules available as early as Summer 2009
- ✓ Baseline data on student engagement (drop out rate, course completion rates, Cyber Charter School enrollments, etc.) and student achievement (PSSA, 4Sight, etc.)

Measure of success:
- Measurable after implementation in 2009-2010:
  - o Increase in student engagement (see data types above)
  - o Increase in student achievement (see data types above)

Annual Goal #2:

The Executive Director will ensure that internal staff and external clients and stakeholders have multiple means of communicating and collaborating to achieve the CAIU mission.

Work Product/Performance Evidence:
- ✓ Documented implementation of comprehensive communications plan
- ✓ Use of technology tools to efficiently achieve communication/collaboration goals

Measure of success:
- CAIU staff satisfaction with amount and types of communication/collaboration as measured with an annual survey
- Client/stakeholder satisfaction with amount and types of communication/collaboration as measured with an annual survey
- Board member satisfaction with amount and types of communication/collaboration as reported on the annual Executive Director's Evaluation

The Executive Director will ensure that all CAIU staff and the students served by them in CAIU locations have a safe and appropriate environment in which to work and learn.

Work Product/Performance Evidence:
- ✓ New space secured for CASA
- ✓ Revitalization of CAIU Safety Team
- ✓ Up-to-date policies, administrative procedures and emergency plans
- ✓ Evidence of staff knowledge of and ability to implement emergency procedures

Measure of Success:
- Successful completion of PA Safe Schools Audit

The Executive Director will improve employee performance and satisfaction by implementing research-based approaches to supervision and evaluation.

Work Product/Performance Evidence:
- ✓ Up-to-date policies, administrative procedures and tools for supervision and evaluation of staff
- ✓ Agendas from Leadership Team meetings in which supervision and evaluation policies and procedures are addressed
- ✓ New supervision/evaluation handbooks for supervisors
- ✓ Data on employee participation in professional development (workshops, conferences, etc.) as they relate specifically to their assignments and need for growth in particular areas
- ✓ Employee guidelines which reflect policies and procedures, which include the evaluation instrument for their specific job classification, and an explanation of the CAIU's purpose of and practices associated with supervision and evaluation

Measure of Success:
- Pre- and post- implementation employee surveys indicating staff understanding of and satisfaction with the supervision they receive and the evaluation tools used for their position

Work Product/Performance Evidence:
- ✓ New space secured for CASA
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Annual Goal #4:

The Executive Director will improve employee performance and satisfaction by implementing research-based approaches to supervision and evaluation.

Work Product/Performance Evidence:
- ✓ Up-to-date policies, administrative procedures and tools for supervision and evaluation of staff
- ✓ Agendas from Leadership Team meetings in which supervision and evaluation policies and procedures are addressed
- ✓ New supervision/evaluation handbooks for supervisors
- ✓ Data on employee participation in professional development (workshops, conferences, etc.) as they relate specifically to their assignments and need for growth in particular areas
- ✓ Employee guidelines which reflect policies and procedures, which include the evaluation instrument for their specific job classification, and an explanation of the CAIU's purpose of and practices associated with supervision and evaluation

Measure of Success:
- Pre- and post- implementation employee surveys indicating staff understanding of and satisfaction with the supervision they receive and the evaluation tools used for their position