

# Capital Area Intermediate Unit: 2022-2023 STRATEGIC PLAN



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| <b>Vision</b>  | Recognized as a trusted and influential partner in achieving life-changing outcomes in the Capital Area. <i>#ChangingLives</i>  |  |
| <b>Mission</b> | CAIU provides innovative support and services in partnership with schools, families, and communities to build capacity and model courageous leadership to help them be great. <i>#BeGreat</i>                 |  |
| <b>Values</b>  | <b>Dedication:</b><br>Engage with your work and others; Commit to the well-being of ALL.<br>Be passionate about achieving our Vision.<br>Take care of yourself so that you can give to others.                | <b>Partnership:</b><br>Establish trusting relationships; Model accountability.<br>Respect and value diversity.<br>Honor the perspectives and respond to the needs of others.                                 |
|                | <b>Service:</b><br>Commit to serving others; Be responsive and present<br>Create positive experiences; Connect with empathy, dignity and respect; Make a difference in the lives of others; Live our Mission. | <b>Leadership:</b><br>Take ownership of the process and outcomes; Shine in whatever you do.<br>Commit to support and coach one another.<br>Be bold & courageous, discuss differences, and resolve conflicts. |
|                | <b>Innovation:</b><br>Be flexible and nimble; Propose creative solutions.<br>Embrace curiosity. Explore new ideas.<br>Think beyond business as usual. Identify possibilities.                                 | <b>Expertise:</b><br>Develop knowledge and skills; Cross train and collaborate to build capacity; Commit to learning and sharing best practices.<br>Ask questions. Get better. Be great.                     |

| Strategic Priority   | Indicators of Success  |
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| <b>I. Provide Innovative Services to Schools, Families &amp; Communities</b>                   | <ul style="list-style-type: none"> <li>Engaged in meaningful feedback with customers on quality of service</li> <li>Growing the quality and quantity of our services</li> <li>Nimble problem solvers for our customers and teams</li> </ul>  |
| <b>II. Attract, Support, and Develop Our Employees to Thrive Professionally and Personally</b> | <ul style="list-style-type: none"> <li>A personalized professional development plan for individual employees, based on need</li> <li>A balanced and engaged compliment of staff</li> <li>A culture where staff maintain high levels of dignity and belonging</li> </ul>                                      |
| <b>III. Model Strong Stewardship of All Resources</b>  | <ul style="list-style-type: none"> <li>Sound business logic applied to new innovative ideas and programs</li> <li>Bi-annual check-ups regarding “The State of the Unit”- CAIU progress celebration of goals</li> <li>Finding ways to financially support good ideas until they become sustainable</li> </ul> |
| <b>IV. Communicate the Value &amp; Impact of CAIU's People, Processes, and Programs</b>        | <ul style="list-style-type: none"> <li>Bring voice to the CAIU values in qualitative and quantitative ways</li> <li>Align communications around the CAIUs vision, mission and values</li> <li>Make it easier to do business with us, both internally and externally</li> </ul>                               |

# CAIU 2022-2023 STRATEGIC PLAN



| 2022-2023 Goals<br>"x to y, by z"   | Alignment to Strategic<br>Priorities & Organizational<br>Health Standards   | Steps to Get There/Communication Plan/Lead<br>Measures/Training Needed  | Owner(s)<br>Person(s)<br>Team(s)<br>Committee(s)   |
|---|---|---|--|
| <p><b><u>CAIU Organizational Goal #1:</u></b></p> <p>The CAIU will make it easier to do business with us - with a focus on internal and external improvement, as demonstrated by evidence outlined in goals* June 30, 2023.</p> <p>Evidence will be reflected in:</p> <ul style="list-style-type: none"> <li>• Team goals*</li> <li>• Program goals*</li> <li>• Individual goals*</li> </ul> <p>Which are:</p> <ul style="list-style-type: none"> <li>• Aligned to one or more of the CAIU Strategic Priorities*</li> </ul> <p>And:</p> <ul style="list-style-type: none"> <li>• Aligned to one or more of the CAIU Organizational Health Standards*</li> </ul> | <p><b><u>Strategic Priorities:</u></b><br/>I,II,III,IV</p> <p><b><u>Organizational Health Standard(s):</u></b></p> <p>Program Health<br/>Fiscal Health<br/>Staff and Student Health<br/>Systems and Technology Health<br/>Environmental Health<br/>#BeGreat</p> | <p><b><u>Steps to Get There for Individual Teams (may include):</u></b></p> <ul style="list-style-type: none"> <li>• Complete audit of systems and procedures</li> <li>• Identify training needs (internal and external)</li> <li>• Identify centralized locations for information</li> <li>• Customize CAIU Intranet</li> <li>• Identify customer service/satisfaction metrics</li> <li>• Teams will identify and address critical systems that make it easier to do business with the CAIU</li> </ul> <p><b><u>Communication Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Utilize CAIU website and staff communication channels</li> <li>• Establish meeting norms</li> <li>• Job-alike groups</li> <li>• Continue to educate staff on proper documents/forms/procedure</li> <li>• Utilize internal leadership team meetings</li> <li>• Surveys</li> <li>• Quarterly BOD Updates</li> <li>• "State of the Unit" celebrations</li> </ul> <p><b><u>Training Needed:</u></b></p> <ul style="list-style-type: none"> <li>• Training on systems / procedures, monthly</li> <li>• Annotated forms</li> <li>• Specific to identified topics</li> </ul> | <ul style="list-style-type: none"> <li>• CAIU Administration</li> <li>• CAIU Team Directors</li> <li>• CAIU Leadership Team</li> <li>• CAIU Staff</li> </ul> |

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|--|---|---|--|
| <p><b><u>CAIU Organizational Goal #2:</u></b></p> <p>The CAIU will improve staffing by creating internal processes that improve retention, recruitment and recognition, as demonstrated by evidence outlined in goals, by June 30, 2023.</p> <p>Evidence will be reflected in:</p> <ul style="list-style-type: none"> <li>• Team goals*</li> <li>• Program goals*</li> <li>• Individual goals*</li> </ul> <p>Which are:</p> <ul style="list-style-type: none"> <li>• Aligned to one or more of the CAIU Strategic Priorities*</li> </ul> <p>And:</p> <ul style="list-style-type: none"> <li>• Aligned to one or more of the CAIU Organizational Health Standards*</li> </ul> | <p><b><u>Strategic Priorities:</u></b><br/>I,II,III,IV</p> <p><b><u>Organizational Health Standard(s):</u></b></p> <p>Program Health<br/>Fiscal Health<br/>Staff and Student Health<br/>Systems and Technology Health<br/>Environmental Health<br/>#BeGreat</p> | <p><b><u>Steps to Get There for Individual Teams (may include):</u></b></p> <ul style="list-style-type: none"> <li>• Complete audit of systems and procedures</li> <li>• Evaluate and articulate CAIU hiring process</li> <li>• Marketing the CAIU as an employer of choice</li> <li>• Make the CAIU employees the champions of our story</li> <li>• Organize onboarding process (Organizational/Team)</li> <li>• Identify key data to support and drive these decisions</li> <li>• Improve appreciation of current staff</li> <li>• Implement Personalized Professional Development as a part of goalsetting</li> </ul> <p><b><u>Communication Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Utilize CAIU website and staff communication channels</li> <li>• Improve communication with new hires, prospective employees, media</li> <li>• Utilize current employees as a way to position CAIU as an employer of choice in the region</li> <li>• Continue to educate staff on proper documents/forms/procedure</li> <li>• Quarterly BOD Updates</li> <li>• Improve supervisor support documents</li> </ul> <p><b><u>Training Needed:</u></b></p> <ul style="list-style-type: none"> <li>• Training on systems / procedures, monthly</li> <li>• Engage HR in team meetings when necessary</li> <li>• Specific to identified topics</li> </ul> | <ul style="list-style-type: none"> <li>• CAIU Administration</li> <li>• CAIU Team Directors</li> <li>• CAIU Leadership Team</li> <li>• CAIU Staff</li> </ul> |

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|--|---|---|---|
| <p><b><u>CAIU Organizational Goal #3:</u></b></p> <p>The CAIU will foster a culture of dignity and belonging, as demonstrated by evidence outlined in goals, by June 30, 2023.</p> <p>Evidence will be reflected in:</p> <ul style="list-style-type: none"> <li>• Team goals*</li> <li>• Program goals*</li> <li>• Individual goals*</li> </ul> <p>Which are:</p> <ul style="list-style-type: none"> <li>• Aligned to one or more of the CAIU Strategic Priorities*</li> <li>• Aligned to one or more of the CAIU Organizational Health Standards*</li> <li>• Aligned to the CAIU Blueprint for Belonging</li> </ul> | <p><b><u>Strategic Priorities:</u></b><br/>I,II,III,IV</p> <p><b><u>Organizational Health Standard(s):</u></b></p> <p>Program Health<br/>Staff and Student Health<br/>Environmental Health<br/>#BeGreat</p> | <p><b><u>Steps to Get There for Individual Teams (may include):</u></b></p> <ul style="list-style-type: none"> <li>• Setting the conditions for implementation</li> <li>• Identify/execute capacity building activities</li> <li>• Identifying expectations for Dignity and Belonging at CAIU</li> <li>• Creating more opportunities for discussion, collaboration and education</li> <li>• Synthesize survey data for improvement opportunities</li> <li>• Executing a post assessment and data analysis</li> <li>• Develop leadership capacity</li> <li>• Evidence of teams embedding concepts of B&amp;D in planning</li> </ul> <p><b><u>Communication Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Inform and engage CAIU equity team</li> <li>• ALL-IN articles reflective of monthly themes</li> <li>• Development opportunities</li> <li>• Website page</li> <li>• CAIU Blueprint for Belonging- aligned to Board Policy 832</li> <li>• Program day messaging</li> <li>• Quarterly BOD review</li> <li>• "State of the Unit" celebrations</li> </ul> <p><b><u>Training Needed:</u></b></p> <ul style="list-style-type: none"> <li>• Belonging and Dignity (overview) for all staff</li> <li>• Personalized Professional Development opportunities</li> <li>• Regional training offered to school districts on D&amp;B book</li> <li>• Curricular audits/tools</li> </ul> | <ul style="list-style-type: none"> <li>• CAIU B&amp;D Team</li> <li>• CAIU Leadership Team</li> <li>• CAIU BOD</li> <li>• CAIU Staff</li> <li>• CAIU Families</li> <li>• CAIU Students</li> <li>• CAIU Districts</li> </ul> |