

Capital Area Intermediate Unit: 2023-2024 STRATEGIC PLAN



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| Vision | Recognized as a trusted and influential partner in achieving life-changing outcomes in the Capital Area. <i>#ChangingLives</i> | |
| Mission | 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> | |
| Values | Dedication: Engage with your work and others; Commit to the well-being of ALL. Be passionate about achieving our Vision. Take care of yourself so that you can give to others. | Partnership: Establish trusting relationships; Model accountability. Respect and value diversity. Honor the perspectives and respond to the needs of others. |
| | Service: Commit to serving others; Be responsive and present. Create positive experiences; Connect with empathy, dignity and respect; Make a difference in the lives of others; Live our Mission. | Leadership: Take ownership of the process and outcomes; Shine in whatever you do. Commit to support and coach one another. Be bold & courageous, discuss differences, and resolve conflicts. |
| | Innovation: Be flexible and nimble; Propose creative solutions. Embrace curiosity. Explore new ideas. Think beyond business as usual. Identify possibilities. | Expertise: Develop knowledge and skills; Cross train and collaborate to build capacity; Commit to learning and sharing best practices. Ask questions. Get better. Be great. |
| Strategic Priority | | Indicators of Success |
| I. Provide Innovative Services to Schools, Families & Communities | | <ul style="list-style-type: none"> ● Engaged in meaningful feedback with customers on quality of service ● Growing the quality and quantity of our services ● Nimble problem solvers for our customers and teams |
| II. Attract, Support, and Develop Our Employees to Thrive Professionally and Personally | | <ul style="list-style-type: none"> ● A personalized professional development plan for individual employees, based on need ● A balanced and engaged complement of staff ● A culture where staff maintain high levels of dignity and belonging |
| III. Model Strong Stewardship of All Resources | | <ul style="list-style-type: none"> ● Sound business logic applied to new innovative ideas and programs ● Bi-annual check-ups regarding “The State of the Unit” - CAIU progress celebration of goals ● Finding ways to financially support good ideas until they become sustainable |
| IV. Communicate the Value & Impact of CAIU's People, Processes, and Programs | | <ul style="list-style-type: none"> ● Bring voice to the CAIU values in qualitative and quantitative ways ● Align communications around the CAIUs vision, mission and values ● Make it easier to do business with us, both internally and externally |

CAIU 2023-2024 STRATEGIC PLAN



| 2023-2024 Goals | Alignment to Strategic Priorities | Steps to Get There/Communication Plan/Lead Measures/Training Needed | Owner(s) Person(s) Team(s) Committee(s) |
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| <p><u>CAIU Organizational Goal #1:</u> 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, 2024.</p> <p>Evidence will be reflected in:</p> <ul style="list-style-type: none"> ● Team goals* ● Program goals* ● Individual goals* <p>Which are:</p> <ul style="list-style-type: none"> ● Aligned to one or more of the CAIU Strategic Priorities* | <p><u>Strategic Priorities:</u> I,II,III,IV</p> | <p><u>Steps to Get There for Individual Teams (may include):</u></p> <ul style="list-style-type: none"> ● Complete audit of systems and procedures ● Identify training needs (internal and external) ● Identify centralized locations for information ● Teams will identify and address critical systems that make it easier to do business with the CAIU ● <i>Conduct a review of the enhanced CAIU Intranet to ensure accuracy of information and quality of user-experience.</i> ● <i>Define a process, tools, and timeline for gathering feedback on the CAIU services and support (internally and externally) and structure the process to reflect a continuous improvement cycle.</i> ● <i>Develop meeting protocols to ensure efficiency and productivity of collaborative opportunities.</i> ● <i>Develop a cadence of accountability with organizational goals at leadership team meetings.</i> <p><i>NOTE: Italicized items indicate priority focus areas for the 2023-2024 academic year.</i></p> <p><u>Communication Plan:</u></p> <ul style="list-style-type: none"> ● Utilize the website and intranet as the centralized repository of key information for internal and external stakeholders. ● Evaluate and utilize other communication tools to complement the website and intranet. ● Establish meeting norms ● Job-alike groups ● Continue to educate staff on proper documents/forms/procedure ● Utilize internal leadership team meetings ● Surveys ● Quarterly Board of Directors updates ● “State of the Unit” celebrations <p><u>Training Needed:</u></p> <ul style="list-style-type: none"> ● Training on systems / procedures, monthly ● Annotated forms ● Specific to identified topics | <ul style="list-style-type: none"> ● CAIU Administration ● CAIU Team Directors ● CAIU Leadership Team ● CAIU Staff |

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| <p><u>CAIU Organizational Goal #2:</u> 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, 2024.</p> <p>Evidence will be reflected in:</p> <ul style="list-style-type: none"> ● Team goals* ● Program goals* ● Individual goals* <p>Which are:</p> <ul style="list-style-type: none"> ● Aligned to one or more of the CAIU Strategic Priorities* | <p><u>Strategic Priorities:</u> I,II,III,IV</p> | <p><u>Steps to Get There for Individual Teams (may include):</u></p> <ul style="list-style-type: none"> ● Complete audit of systems and procedures ● Evaluate and articulate CAIU hiring process ● Market the CAIU as an employer of choice ● Make the CAIU employees the champions of our story ● Organize onboarding process (Organizational/Team) ● Implement Personalized Professional Development as a part of goal setting ● <i>Collaboratively define and implement staffing retention strategies across the concepts of recognition, PD / growth, mentoring, and support where metrics are utilized to determine effect.</i> <p><i>NOTE: Italicized items indicate priority focus areas for the 2023-2024 academic year.</i></p> <p><u>Communication Plan:</u></p> <ul style="list-style-type: none"> ● Utilize CAIU website and staff communication channels ● Improve communication with new hires, prospective employees, media ● Utilize current employees as a way to position CAIU as an employer of choice in the region ● Continue to educate staff on proper documents/forms/procedure ● Quarterly Board of Directors updates ● Improve supervisor support documents <p><u>Training Needed:</u></p> <ul style="list-style-type: none"> ● Training on systems / procedures, monthly ● Engage HR in team meetings when necessary ● Specific to identified topics | <ul style="list-style-type: none"> ● CAIU Administration ● CAIU Team Directors ● CAIU Leadership Team ● CAIU Staff |

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| <p>CAIU Organizational Goal #3: The CAIU will foster a culture of dignity and belonging, as demonstrated by evidence outlined in goals, by June 30, 2024.</p> <p>Evidence will be reflected in:</p> <ul style="list-style-type: none"> ● Team goals* ● Program goals* ● Individual goals* <p>Which are:</p> <ul style="list-style-type: none"> ● Aligned to one or more of the CAIU Strategic Priorities* ● Aligned to the CAIU Blueprint for Belonging | <p>Strategic Priorities: I,II,III,IV</p> | <p>Steps to Get There for Individual Teams (may include):</p> <ul style="list-style-type: none"> ● Setting the conditions for implementation ● Identifying expectations for Dignity and Belonging at CAIU ● Creating more opportunities for discussion, collaboration and education ● Executing a post assessment and data analysis ● Develop leadership capacity ● <i>Define a framework for belonging that supports the analysis of existing programs or the development of future programs to incorporate belonging.</i> ● <i>Identify/execute capacity building activities by analyzing current practices and programs through the lens of belonging.</i> ● Synthesize survey data <i>and other appropriate data sets</i> for improvement opportunities <p><i>NOTE: Italicized items indicate priority focus areas for the 2023-2024 academic year.</i></p> <p>Communication Plan:</p> <ul style="list-style-type: none"> ● Inform and engage CAIU equity team ● ALL-IN articles reflective of monthly themes ● Development opportunities ● Website page ● CAIU Blueprint for Belonging- aligned to Board Policy 832 ● Program day messaging ● Quarterly Board of Directors updates ● “State of the Unit” celebrations <p>Training Needed:</p> <ul style="list-style-type: none"> ● Belonging and Dignity (overview) for all staff ● Personalized Professional Development opportunities ● Regional training offered to school districts ● Curricular audits/tools | <ul style="list-style-type: none"> ● CAIU B&D Team ● CAIU Leadership Team ● CAIU BOD ● CAIU Staff ● CAIU Families <ul style="list-style-type: none"> ● CAIU Students ● CAIU Districts |