

## **CAPITAL AREA IU 15**

55 Miller St

IU Comprehensive Plan | 2024 - 2027

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### **MISSION STATEMENT**

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. #BeGreat

### **VISION STATEMENT**

Recognized as a trusted and influential partner in achieving life-changing outcomes in the Capital Area. #ChangingLives

## **EDUCATIONAL VALUE STATEMENTS**

### **STUDENTS**

The CAIU provides a wide variety of services to children from 3 - 21 years old. For early learners (3-5 years old), early intervention child find, screening, evaluation, and specialized services are provided to children identified as IDEA eligible. The specialized services include individual therapies (speech/language, OT, PT, vision, deaf/hh), itinerant instruction and support, consultative services to preschool providers, and classroom services for those children with more intensive needs. As students transition out of Early Intervention and to their home school districts, the CAIU provides contracted special education services per district or charter school request. In addition, there are classroom placement, itinerant, consultative, and evaluative services available depending on the needs of the school entity and the children. The classroom programs that the CAIU runs are for students with more complex needs and are located in the local districts, Hill Top Academy, and Penn State Health Milton Hershey Hospital. In addition to contracted special education services, the CAIU provides Non-Public School services to schools in the region. We provide reading and math interventions, counseling, social work, speech and language, and assessment services. Other school-age locations for adjudicated or at-risk youth are Loysville Youth Development Center and Diakon Center Point programs. These are classroom services serving secondary students.

### **STAFF (FORMALLY EDUCATORS)**

We currently employ about 650 staff members who work within one of our teams: Administrative Services, Educational Services, Business, Human Resources and Communications Services, Student Services, and Technology Services. Staff members have access to several resources and support to assist them to remain successful on the job and in their lives. The CAIU offers training opportunities for staff to remain current on state-mandated training requirements of all kinds, as well as an induction program for new professional staff members working toward tenure status. As part of the total rewards package for all employees, the CAIU offers tuition reimbursement for staff members looking to advance their education or achieve certifications to advance their careers. The CAIU website also offers educator resources, broken down by content area, to assist with instructional delivery for our staff and those in the region. The CAIU engages with our internal and external partners frequently to identify new strategies and educational trends to keep the region at the forefront of academic excellence. The CAIU has developed a Professional Education Committee that meets 2-3 times per year to review feedback and plan for the professional development needs of our staff. In collaboration with program supervisors, the committee provides opportunities for all CAIU staff to improve their

knowledge and skills as effective educators, increasing the achievement levels of students with disabilities. Our staff also needs professional development in specialized disability and mental health areas. To meet the varied needs of our staff, the professional education committee assists in prioritizing professional education needs through Teacher Induction Survey Data, surveys related to technology needs, session evaluations, feedback from program supervisors, and professional development needs assessments. As part of the program evaluation process, the CAIU has recently engaged in several internal support strategies that look at our programs' instructional practices, curriculum, equity, and behavioral trends. In addition, CAIU Leadership Team members meet as a group, once per month, to grow leadership skills, and improve organizational efficiencies. The CAIU offers opportunities for staff members to grow their skills within the organization by participating in a growing program for future leaders (Emerging Leadership Development Program) as well as an innovation grant initiative open to any staff member with a "good idea." The CAIU also has several resources and supports for staff members that focus on total health and wellbeing. The internal wellness committee offers training, incentives, and opportunities for staff members to take advantage of in the overall wellness space. This includes: healthy eating, yoga, mindfulness, stress relief, and physical activity. The CAIU is also engaged in numerous charitable and service-based activities throughout the year to give back to our local communities and foster teamwork and collaboration within our staff. Further, the CAIU offers its employees access to an Employee Assistance Program (EAP) that provides free and confidential access to supports for themselves and their family members. Additionally, the CAIU provides counsel, guidance, and support to supervisors on employee-related matters; Assists CAIU professional employees with their Level II certification application process; Provides guidance on certifications and CSPGs to supervisors; Assists employees with questions related to internal policies/procedures, payroll, benefits, and retirement; Provides guidance and support in implementing new laws and initiatives affecting staffing and personnel; Maintains the employee compensation program for all classified and support employees; Recruits, hires, and onboards employees; Maintains employee data in HRIS and other systems.; Reviews and edits ADA-compliant job descriptions and ensures compliance with all employment law; Counsels employees concerning leaves of absence, transfer of entities, sabbaticals, educational/career plans and any subject which an employee feels a need for professional advice.

## **ADMINISTRATION**

The CAIU understands the value of having a learned, engaged leadership team. Our Administration team participates in monthly meetings that provide essential information and updates regarding state and federal mandates, programmatic needs, organizational strategic planning, and professional development in leadership. In addition, all CAIU administrators can participate in internal and external conferences and training, and seek out other resources for their development. All CAIU administrators also develop annual goals around performance, growth, and

leadership to continue their personal path of growth with the support of their supervisors.

## **LEA LEADERS**

The CAIU works closely with the leaders of the region's LEAs. Monthly meetings provide legal and legislative updates as well as state agency information/requirements, and any other topics that are important. In addition to monthly meetings, LEA leaders are provided the opportunity to engage in leadership and direction setting for the IU, and to discuss training and programmatic needs. In addition to scheduled meetings for the whole group and committee work, twice a year LEA leaders are invited to a two day retreat to engage deeply in a topic chosen by the group.

## **PARENTS**

The Capital Area Intermediate Unit works to engage families through the services they access - parent conferences, IEP meetings, parent school events, newsletters, handbooks, parent trainings and conferences. The Early Intervention program conducts an annual parent survey to gather feedback about communication, services, and satisfaction. Parents are invited to participate in the EIC - Early Childhood Connections as well as the Local Right to Education Task Force.

## **COMMUNITY**

The Capital Area Intermediate Unit provides community services and supports through grants and partnership agreements. The ELECT program serves young adults who are pregnant or parenting; the Rapid Response Team provides behavioral supports and consultation for preschools and daycare who have a support need; the Project SEARCH program is located at Penn State Health Milton Hershey Med Center and engages the community there; there is a partnership with the United Way of the Capital Region to provide liaison supports to families and communities to help prepare children to be Ready for School Ready to Success; and there are community forums for preschool families (Early Intervention Connections) and school age families (Local Task Force). Additionally we provide community outreach to agencies and medical providers for Early Intervention Child Find and many professional learning and job-alike networks.

## **OTHER (OPTIONAL)**

Guiding Principles: We are service driven to positively impact lives. We value relationships and engage in collaboration. We develop

innovative business practices and financial (resource) management strategies. We model the development and implementation of intentional, impactful solutions. We acknowledge the existence of bias and are intentional in responding to it. We holistically support our people to create an inclusive culture where everyone can be great.

## STEERING COMMITTEE

Name	Position	Building/Group
Dr. Andria Saia	District/School Leader	CAIU
Kevin Roberts	Administrator	CAIU
Maria Hoover	Administrator	CAIU
David Martin	Administrator	CAIU
Daren Moran	Administrator	CAIU
Dr. Andrew McCrea	Administrator	CAIU
Jill Neuhard	Administrator	CAIU
Ami Healy	Administrator	CAIU
Dr. Susan Voigt	Administrator	CAIU
Chrissy Derr	Staff Member	CAIU
Sally Mentzer	Staff Member	CAIU
Meghan Harvey	Staff Member	CAIU
Dr. Keith Watson	Administrator	CAIU

<b>Name</b>	<b>Position</b>	<b>Building/Group</b>
Rennie Gibson	Staff Member	CAIU
Tami Dresher	Staff Member	CAIU
Karen Ditzler	Staff Member	Parent
Sherisa Nailor	Administrator	Parent
Scott Snyder	Staff Member	Parent
Shana Montgomery	Staff Member	CAIU
Blake Wise	Administrator	CAIU
Ron Sims	Administrator	CAIU
Danielle Iovino	Community Partner	Project Search
Lynda Morris	Community Partner	SCPaWorks
Patrick Shull	Board Member	CAIU
Melanie Gurgolo	Board Member	CAIU

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## ESTABLISHED PRIORITIES

Priority Statement	Outcome Category
By evaluating, refining / enhancing, and measuring the effects of CAIU recruitment and retention efforts, the CAIU will positively impact recruiting and retention.	Other
	Other
	Other
By creating comprehensive professional development opportunities for stakeholders, we will better support the overall growth of the organization, our educational partners, and the individual growth of each participant.	Professional learning
By providing meaningful opportunities for administrators to build their own capacity, there would be a positive impact on instruction, a culture of belonging and dignity, and overall leadership.	Essential Practices 2: Empower Leadership
	Essential Practices 4: Implement Data-Driven Human Capital Strategies
	Professional learning

## ACTION PLAN AND STEPS

Evidence-based Strategy
Comprehensive Mentoring Program



## Measurable Goals

### Goal Nickname

### Measurable Goal Statement (Smart Goal)

Comprehensive Mentoring Program

Evaluate and revise the comprehensive mentoring program for the organization.

### Action Step

### Anticipated Start/Completion

### Lead Person/Position

### Materials/Resources/Supports Needed

The CAIU will build a comprehensive mentoring program for all CAIU employees

2024-07-01 - 2027-06-30

Maria Hoover, Shana Montgomery

Training schedule, Identification process for mentors and learners, Mentoring Programs that Work by Jenn Labin

Create an identification process for mentors and learners

2025-07-01 - 2027-06-30

Maria Hoover, Shana Montgomery

Articles, meeting time, Mentoring Programs that Work by Jenn Labin, connections with HR and the onboarding process, resources for reliability and fidelity regarding matching of learner/mentor pairs

Identify and create individual supports for mentors and learners

2025-06-30 - 2027-07-01

Maria Hoover, Director of Educational Services Shana Montgomery, Lead Mentor Consultant

Lists of opportunities, agendas for network meetings, articles and books that support learning about the topic, access to relationship-building resources and activities, meeting time

Document criteria for mentoring stipend eligibility and payment

2025-06-30 - 2027-07-01

Maria Hoover, Director of Educational Services Shana Montgomery, Lead Mentor

List of Mentors, List of Mentees, Stipend amounts; Evaluation Templates, HR & Business Support

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
		Consultant Blake Wise, Director of human Resources	

**Anticipated Outcome**

Development of foundational documents such as a purpose statement and mentoring program charter with input from various stakeholders that aligns to the mission, vision, and values of the CAIU and outlines the overall structure and desired experience for mentors, mentees, and leadership. Identify data point and measurement tools to evaluate the effectiveness of the program and track progress toward achieving benchmarks taken from the purpose statement and mentoring charter Development of a participant playbook with tools and resources for mentors

**Monitoring/Evaluation**

Data collection regarding impact of the mentoring framework that is developed on recruiting and retention of CAIU staff Feedback from leadership on the framework that is developed and how it will support their teams

**Evidence-based Strategy**

Professional Development

**Measurable Goals**

Goal Nickname	Measurable Goal Statement (Smart Goal)
Comprehensive	Evaluate and revise the comprehensive mentoring program for the organization.

**Goal Nickname****Measurable Goal Statement (Smart Goal)**

Mentoring Program

Comprehensive Professional Learning

The CAIU will foster the continuous improvement and innovation of all staff members and develop a culture of lifelong learning where employees see learning as essential and aligned with the organization's needs and priorities by June 30, 2027.

**Action Step****Anticipated Start/Completion****Lead Person/Position****Materials/Resources/Supports Needed**

The CAIU will leverage technology to personalize learning, provide on-demand access to resources, and coordinate relevant and engaging learning opportunities for all staff members. CAIU Leadership members will collect and analyze data on participation, completion rates, and learner feedback to identify areas for improvement and celebrate successes.

2024-07-01 - 2027-06-30

Maria Hoover, Director of Educational Services

Frontline WebReg and reports, CAIU Connect (intranet), CAIU Leadership updates

CAIU staff members will complete mandated and required trainings and/or certifications so that all employees are equipped with the skills and knowledge needed to effectively lead within their programs and classrooms. A subcommittee will be established to create a plan for organizing, tracking, and communicating such mandatory trainings.

2024-07-01 - 2027-06-30

Maria Hoover, Director of Educational Services

Frontline WebReg and reports, CAIU Connect (intranet), CAIU Leadership updates, Jeremy Freeland/ Safety and Security

CAIU staff members will align individualized goals with the organization's needs and priorities to ensure learning directly impacts professional growth, equity, student achievement, and positive relationships with our educational partners in the region and beyond.

2024-06-30 - 2027-07-01

Maria Hoover, Director of Educational Services

Frontline WebReg and reports, CAIU Connect (intranet), CAIU Leadership updates, CAIU Supervisors

### Anticipated Outcome

Revised catalog of professional development offerings, CAIU website, Frontline WebReg, mandated training document, revised goal template

### Monitoring/Evaluation

Comprehensive Professional Learning Committee will meet monthly to plan and review Frontline reports, Employee Learning Survey data, and other policies and procedures for professional learning.

### Evidence-based Strategy

Feedback Informed Capacity Building

### Measurable Goals

#### Goal Nickname

#### Measurable Goal Statement (Smart Goal)

Feedback Informed  
Capacity Building

By utilizing meaningful and informative feedback channels, the CAIU will enhance its current process to build leadership capacity in staff.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Utilize feedback tools to gather input from the leadership team on how best to utilize our meeting times to help our organization reach success with its goals.	2024-07-01 - 2027-06-30	Andria Saia, Kevin Roberts, Blake Wise, Maria Hoover, Daren	Feedback tools and time to disaggregate information

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
		Moran, David Martin, Andrew McCrea	
Following implementation of the changes, survey the leadership team to gather feedback on how best to enhance the productivity and collaborative time together in leadership team meetings. Incorporate that feedback into the structure of the meetings.	2024-07-01 - 2027-06-30	Andria Saia, Kevin Roberts, Blake Wise, Maria Hoover, Daren Moran, David Martin, Andrew McCrea	Feedback tools and time to disaggregate information

### Anticipated Outcome

By utilizing meaningful and innovative feedback channels, the CAIU will enhance its current practices to build leadership capacity in staff.

### Monitoring/Evaluation

Data will be collected and analyzed. Modifications to the meeting structure will be evidenced in the agenda for these meetings.

### Evidence-based Strategy

Enhancing Supervision and Evaluation Processes

### Measurable Goals

Goal Nickname	Measurable Goal Statement (Smart Goal)
Supervision and	Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU

Goal Nickname	Measurable Goal Statement (Smart Goal)
Evaluation	will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Establish a supervision and evaluation team and conduct meetings to analyze and recommend changes to current practices.	2024-07-01 - 2024-09-02	Kevin Roberts, Maria Hoover, Andrew McCrea, Blake Wise	Time, resources to support revisions to the current observation and evaluation platform.
Gather feedback on the adjustments to the supervision and evaluation processes and continue to modify to ensure a high degree of effect.	2025-07-01 - 2027-06-30	Kevin Roberts, Maria Hoover, Andrew McCrea, Blake Wise	Time, resources to support revisions to the current observation and evaluation platform.

**Anticipated Outcome**

Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success.

**Monitoring/Evaluation**

CAIU Cabinet Level Administration, Annually, Verbal Feedback and Feedback through various tools



## Evidence-based Strategy

Role Based Professional Learning

## Measurable Goals

### Goal Nickname

### Measurable Goal Statement (Smart Goal)

Role Based Leadership  
Development

By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Gather feedback from the superintendents and CTC directors to modify the existing monthly meeting structure to provide for meaningful professional learning opportunities.	2024-07-01 - 2024-09-02	Kevin Roberts and Andria Saia	Feedback tools and time for discussion
Implement revisions to the Superintendents Advisory Council meetings to include time for meaningful professional learning.	2024-07-01 - 2027-06-30	Kevin Roberts and Andria Saia	Time, Learning Resources / Frameworks, Access to conference locations and resources to support attendance
Gather feedback from the Superintendents Advisory Council on revisions to the meeting structure and professional learning opportunities.	2025-01-01 - 2027-06-30	Kevin Roberts and Andria Saia	Feedback tools and time to engage in discussions to gather feedback
Generalize the concept of embedded professional learning into other role based meeting groups.	2025-09-01 - 2027-06-30	CAIU Directors,	Access to meaningful professional learning resources and

**Action Step**

**Anticipated  
Start/Completion**

**Lead  
Person/Position**

**Materials/Resources/Supports  
Needed**

		Andria Saia, and Kevin Roberts	opportunities
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**Anticipated Outcome**

By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners.

**Monitoring/Evaluation**

CAIU Cabinet Level Administration, Annually, Verbal Feedback and Feedback through various tools

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## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	The CAIU will build a comprehensive mentoring program for all CAIU employees	07/01/2024 - 06/30/2027

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Create an identification process for mentors and learners	07/01/2025 - 06/30/2027

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Identify and create individual supports for mentors and learners	06/30/2025 - 07/01/2027

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success. (Supervision and Evaluation)	Enhancing Supervision and Evaluation Processes	Establish a supervision and evaluation team and conduct meetings to analyze and recommend changes to current practices.	07/01/2024 - 09/02/2024

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Implement revisions to the Superintendents Advisory Council meetings to include time for meaningful professional learning.	07/01/2024 - 06/30/2027

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Generalize the concept of embedded professional learning into other role based meeting groups.	09/01/2025 - 06/30/2027

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## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	The CAIU will build a comprehensive mentoring program for all CAIU employees	07/01/2024 - 06/30/2027

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## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Create an identification process for mentors and learners	07/01/2025 - 06/30/2027



## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Identify and create individual supports for mentors and learners	06/30/2025 - 07/01/2027

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Document criteria for mentoring stipend eligibility and payment	06/30/2025 - 07/01/2027

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)</p> <p>The CAIU will foster the continuous improvement and innovation of all staff members and develop a culture of lifelong learning where employees see learning as essential and aligned with the organization's needs and priorities by June 30, 2027. (Comprehensive Professional Learning )</p>	Professional Development	CAIU staff members will complete mandated and required trainings and/or certifications so that all employees are equipped with the skills and knowledge needed to effectively lead within their programs and classrooms. A subcommittee will be established to create a plan for organizing, tracking, and communicating	07/01/2024 - 06/30/2027

**Measurable Goals**

**Action Plan  
Name**

**Communication  
Step**

**Anticipated  
Timeline**

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such mandatory  
trainings.

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## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)</p> <p>The CAIU will foster the continuous improvement and innovation of all staff members and develop a culture of lifelong learning where employees see learning as essential and aligned with the organization's needs and priorities by June 30, 2027. (Comprehensive Professional Learning )</p>	Professional Development	<p>CAIU staff members will align individualized goals with the organization's needs and priorities to ensure learning directly impacts professional growth, equity, student achievement, and positive relationships with our educational partners in the region and beyond.</p>	<p>06/30/2024</p> <p>-</p> <p>07/01/2027</p>

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By utilizing meaningful and informative feedback channels, the CAIU will enhance its current process to build leadership capacity in staff. (Feedback Informed Capacity Building)	Feedback Informed Capacity Building	Utilize feedback tools to gather input from the leadership team on how best to utilize our meeting times to help our organization reach success with its goals.	07/01/2024 - 06/30/2027

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By utilizing meaningful and informative feedback channels, the CAIU will enhance its current process to build leadership capacity in staff. (Feedback Informed Capacity Building)	Feedback Informed Capacity Building	Following implementation of the changes, survey the leadership team to gather feedback on how best to enhance the productivity and collaborative time together in leadership team meetings. Incorporate that feedback into the structure of the meetings.	07/01/2024 - 06/30/2027

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success. (Supervision and Evaluation)	Enhancing Supervision and Evaluation Processes	Establish a supervision and evaluation team and conduct meetings to analyze and recommend changes to current practices.	07/01/2024 - 09/02/2024



## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success. (Supervision and Evaluation)	Enhancing Supervision and Evaluation Processes	Gather feedback on the adjustments to the supervision and evaluation processes and continue to modify to ensure a high degree of effect.	07/01/2025 - 06/30/2027

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Gather feedback from the superintendents and CTC directors to modify the existing monthly meeting structure to provide for meaningful professional learning opportunities.	07/01/2024 - 09/02/2024

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Implement revisions to the Superintendents Advisory Council meetings to include time for meaningful professional learning.	07/01/2024 - 06/30/2027

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Gather feedback from the Superintendents Advisory Council on revisions to the meeting structure and professional learning opportunities.	01/01/2025 - 06/30/2027

## COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Generalize the concept of embedded professional learning into other role based meeting groups.	09/01/2025 - 06/30/2027

## **APPROVALS & SIGNATURES**

### **Assurance of Quality and Accountability**

As Executive Director, I affirm that this IU Level Plan was developed in accordance, and will comply with the applicable provisions of 22 Pa. Code, Chapters 4, 12, 14, 16 and 49. I also affirm that the governing board reviewed the IU Level Plan, as indicated in the attached official Board minutes and the contents of the plan are true and correct. Finally, I affirm that the plan was made available for public inspection and comment for a minimum of 28 days prior to approval by the school's governing board and submission to the Department.

### **Signature (Entered Electronically and must have access to web application).**

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Executive Director

Andria Saia

2024-02-15

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## ADDENDUM A: BACKGROUND INFORMATION TO INFORM PLAN

### Strengths

Those that we serve find value in the support that the Technology Department offers.

Superintendents are collaborative and have developed a sincere interest in professional development opportunities.

The CAIU has developed a strong network of safety experts that support our safety efforts.

Engage in meaningful two-way communication with stakeholders to establish and sustain shared responsibility for learning across the Intermediate Unit

Coordinate fiscal resources from local, state, and federal programs to achieve the IU's goals and priorities \*

Partner with local businesses, employers, community organizations, and other agencies to meet the needs of the Intermediate Unit.

CAIU has a strong, positive relationship with its member districts. Most districts welcome training and support from CAIU staff.

As a result of the strong, positive relationship with its member

### Challenges

Technologies advance at a rapid pace, making it difficult to maintain secure cyber environments.

Solutions are context-dependent; a tailored approach is needed for each partner.

Strategically building a professional learning schedule that takes into consideration the demands of the position of the Superintendent can be challenging.

Recruit and retain fully credentialed, experienced, high quality employees and reflecting the diversity of our region.

Support the development, professional learning, and advancement of employees in alignment with the IU's mission, vision, and values. (address the topic of personalized PD and alignment of goals to IU mission)

CAIU's internal staff have varied levels of awareness of and participation in supports that can be provided internally as part of the SSoS.

Shifting educational landscapes and changing requirements require frequent, short-term shifts. Difficulty developing long-term

## Strengths

districts, most districts are open and trusting of CAIU and willingly share their needs and challenges with CAIU staff. This helps CAIU have a clear understanding of member district needs.

CAIU is flexible and willing to adapt in order to meet the changing needs of districts and schools.

Relevant topics delivered in a variety of formats by highly qualified staff.

Offerings of conferences, workshops, networking with a focus on equitable practices.

Strong group of mental health professionals able to interpret data and work with staff to tailor universal as well as individualize service and support.

## Challenges

sustainability of SSoS initiatives and practices.

Creating more personalized professional learning opportunities, aligned to professional goals.

Need to develop a framework to conduct a self-audit to assess equitable practices in existing and proposed programming.

Build the capacity of administrators as instructional leaders to effectively monitor, supervise, and support high-quality teaching and learning

Need to screen, respond, and support growing student mental health concerns.

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## Most Notable Observations/Patterns

The importance of cross-program/cross-team collaboration has emerged as a priority to effectively meet the goals of this plan.

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Challenges	Discussion Point	Priority for Planning
Creating more personalized professional learning opportunities, aligned to professional goals.	There is a need to further develop opportunities for personalized learning that are aligned with professional goals and changing needs.	✓
Recruit and retain fully credentialed, experienced, high quality employees and reflecting the diversity of our region.	Recruitment efforts have increased, but with a changing landscape, there are fewer candidates for positions. Additionally, retention strategies for existing employees have demonstrated some success, but additional focus is necessary.	✓
Build the capacity of administrators as instructional leaders to effectively monitor, supervise, and support high-quality teaching and learning	Leadership are evolving ocontinuously and as a result the way we buil their capacity must evolve as well.	✓

## ADDENDUM B: ACTION PLAN

### Action Plan: Comprehensive Mentoring Program

Action Steps	Anticipated Start/Completion Date	
The CAIU will build a comprehensive mentoring program for all CAIU employees	07/01/2024 - 06/30/2027	
Monitoring/Evaluation	Anticipated Output	
Data collection regarding impact of the mentoring framework that is developed on recruiting and retention of CAIU staff Feedback from leadership on the framework that is developed and how it will support their teams	Development of foundational documents such as a purpose statement and mentoring program charter with input from various stakeholders that aligns to the mission, vision, and values of the CAIU and outlines the overall structure and desired experience for mentors, mentees, and leadership. Identify data point and measurement tools to evaluate the effectiveness of the program and track progress toward achieving benchmarks taken from the purpose statement and mentoring charter Development of a participant playbook with tools and resources for mentors	
Material/Resources/Supports Needed	PD Step	Comm Step
Training schedule, Identification process for mentors and learners, Mentoring Programs that Work by Jenn Labin	yes	yes

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<b>Action Steps</b>	<b>Anticipated Start/Completion Date</b>		
Create an identification process for mentors and learners	07/01/2025 - 06/30/2027		
<b>Monitoring/Evaluation</b>	<b>Anticipated Output</b>		
Data collection regarding impact of the mentoring framework that is developed on recruiting and retention of CAIU staff Feedback from leadership on the framework that is developed and how it will support their teams	Development of foundational documents such as a purpose statement and mentoring program charter with input from various stakeholders that aligns to the mission, vision, and values of the CAIU and outlines the overall structure and desired experience for mentors, mentees, and leadership. Identify data point and measurement tools to evaluate the effectiveness of the program and track progress toward achieving benchmarks taken from the purpose statement and mentoring charter Development of a participant playbook with tools and resources for mentors		
<b>Material/Resources/Supports Needed</b>	<b>PD Step</b>	<b>Comm Step</b>	
Articles, meeting time, Mentoring Programs that Work by Jenn Labin, connections with HR and the onboarding process, resources for reliability and fidelity regarding matching of learner/mentor pairs	yes	yes	



<b>Action Steps</b>	<b>Anticipated Start/Completion Date</b>		
Identify and create individual supports for mentors and learners	06/30/2025 - 07/01/2027		
<b>Monitoring/Evaluation</b>	<b>Anticipated Output</b>		
Data collection regarding impact of the mentoring framework that is developed on recruiting and retention of CAIU staff Feedback from leadership on the framework that is developed and how it will support their teams	Development of foundational documents such as a purpose statement and mentoring program charter with input from various stakeholders that aligns to the mission, vision, and values of the CAIU and outlines the overall structure and desired experience for mentors, mentees, and leadership. Identify data point and measurement tools to evaluate the effectiveness of the program and track progress toward achieving benchmarks taken from the purpose statement and mentoring charter Development of a participant playbook with tools and resources for mentors		
<b>Material/Resources/Supports Needed</b>	<b>PD Step</b>	<b>Comm Step</b>	
Lists of opportunities, agendas for network meetings, articles and books that support learning about the topic, access to relationship-building resources and activities, meeting time	yes	yes	



**Action Steps**

**Anticipated Start/Completion Date**

Document criteria for mentoring stipend eligibility and payment

06/30/2025 - 07/01/2027

**Monitoring/Evaluation**

**Anticipated Output**

Data collection regarding impact of the mentoring framework that is developed on recruiting and retention of CAIU staff Feedback from leadership on the framework that is developed and how it will support their teams

Development of foundational documents such as a purpose statement and mentoring program charter with input from various stakeholders that aligns to the mission, vision, and values of the CAIU and outlines the overall structure and desired experience for mentors, mentees, and leadership. Identify data point and measurement tools to evaluate the effectiveness of the program and track progress toward achieving benchmarks taken from the purpose statement and mentoring charter Development of a participant playbook with tools and resources for mentors

**Material/Resources/Supports Needed**

**PD Step**

**Comm Step**

List of Mentors, List of Mentees, Stipend amounts; Evaluation Templates, HR & Business Support

no

yes

**Action Plan: Professional Development**

**Action Steps****Anticipated Start/Completion Date**

The CAIU will leverage technology to personalize learning, provide on-demand access to resources, and coordinate relevant and engaging learning opportunities for all staff members. CAIU Leadership members will collect and analyze data on participation, completion rates, and learner feedback to identify areas for improvement and celebrate successes.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

Comprehensive Professional Learning Committee will meet monthly to plan and review Frontline reports, Employee Learning Survey data, and other policies and procedures for professional learning.

Revised catalog of professional development offerings, CAIU website, Frontline WebReg, mandated training document, revised goal template

**Material/Resources/Supports Needed****PD Step****Comm Step**

Frontline WebReg and reports, CAIU Connect (intranet), CAIU Leadership updates

no

no



**Action Steps****Anticipated Start/Completion Date**

CAIU staff members will complete mandated and required trainings and/or certifications so that all employees are equipped with the skills and knowledge needed to effectively lead within their programs and classrooms. A subcommittee will be established to create a plan for organizing, tracking, and communicating such mandatory trainings.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

Comprehensive Professional Learning Committee will meet monthly to plan and review Frontline reports, Employee Learning Survey data, and other policies and procedures for professional learning.

Revised catalog of professional development offerings, CAIU website, Frontline WebReg, mandated training document, revised goal template

**Material/Resources/Supports Needed**

**PD  
Step**

**Comm  
Step**

Frontline WebReg and reports, CAIU Connect (intranet), CAIU Leadership updates, Jeremy Freeland/ Safety and Security

no

yes



**Action Steps**

**Anticipated Start/Completion Date**

CAIU staff members will align individualized goals with the organization’s needs and priorities to ensure learning directly impacts professional growth, equity, student achievement, and positive relationships with our educational partners in the region and beyond.

06/30/2024 - 07/01/2027

**Monitoring/Evaluation**

**Anticipated Output**

Comprehensive Professional Learning Committee will meet monthly to plan and review Frontline reports, Employee Learning Survey data, and other policies and procedures for professional learning.

Revised catalog of professional development offerings, CAIU website, Frontline WebReg, mandated training document, revised goal template

**Material/Resources/Supports Needed**

**PD Step**

**Comm Step**

Frontline WebReg and reports, CAIU Connect (intranet), CAIU Leadership updates, CAIU Supervisors

no

yes

**Action Plan: Feedback Informed Capacity Building**



**Action Steps****Anticipated Start/Completion Date**

Utilize feedback tools to gather input from the leadership team on how best to utilize our meeting times to help our organization reach success with its goals.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

Data will be collected and analyzed. Modifications to the meeting structure will be evidenced in the agenda for these meetings.

By utilizing meaningful and innovative feedback channels, the CAIU will enhance its current practices to build leadership capacity in staff.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Feedback tools and time to disaggregate information

no

yes



**Action Steps****Anticipated Start/Completion Date**

Following implementation of the changes, survey the leadership team to gather feedback on how best to enhance the productivity and collaborative time together in leadership team meetings. Incorporate that feedback into the structure of the meetings.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

Data will be collected and analyzed. Modifications to the meeting structure will be evidenced in the agenda for these meetings.

By utilizing meaningful and innovative feedback channels, the CAIU will enhance its current practices to build leadership capacity in staff.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Feedback tools and time to disaggregate information

no

yes

**Action Plan: Enhancing Supervision and Evaluation Processes**

**Action Steps****Anticipated Start/Completion Date**

Establish a supervision and evaluation team and conduct meetings to analyze and recommend changes to current practices.

07/01/2024 - 09/02/2024

**Monitoring/Evaluation****Anticipated Output**

CAIU Cabinet Level Administration, Annually, Verbal Feedback and Feedback through various tools

Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Time, resources to support revisions to the current observation and evaluation platform.

yes

yes



**Action Steps****Anticipated Start/Completion Date**

Gather feedback on the adjustments to the supervision and evaluation processes and continue to modify to ensure a high degree of effect.

07/01/2025 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

CAIU Cabinet Level Administration, Annually, Verbal Feedback and Feedback through various tools

Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Time, resources to support revisions to the current observation and evaluation platform.

no

yes

**Action Plan: Role Based Professional Learning**

**Action Steps****Anticipated Start/Completion Date**

Gather feedback from the superintendents and CTC directors to modify the existing monthly meeting structure to provide for meaningful professional learning opportunities.

07/01/2024 - 09/02/2024

**Monitoring/Evaluation****Anticipated Output**

CAIU Cabinet Level Administration, Annually, Verbal Feedback and Feedback through various tools

By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Feedback tools and time for discussion

no

yes



**Action Steps****Anticipated Start/Completion Date**

Implement revisions to the Superintendents Advisory Council meetings to include time for meaningful professional learning.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

CAIU Cabinet Level Administration, Annually, Verbal Feedback and Feedback through various tools

By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Time, Learning Resources / Frameworks, Access to conference locations and resources to support attendance

no

yes



**Action Steps****Anticipated Start/Completion Date**

Gather feedback from the Superintendents Advisory Council on revisions to the meeting structure and professional learning opportunities.

01/01/2025 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

CAIU Cabinet Level Administration, Annually, Verbal Feedback and Feedback through various tools

By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Feedback tools and time to engage in discussions to gather feedback

no

yes



**Action Steps****Anticipated Start/Completion Date**

Generalize the concept of embedded professional learning into other role based meeting groups.

09/01/2025 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

CAIU Cabinet Level Administration, Annually, Verbal Feedback and Feedback through various tools

By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Access to meaningful professional learning resources and opportunities

yes

yes





## ADDENDUM C: PROFESSIONAL DEVELOPMENT PLANS

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	The CAIU will build a comprehensive mentoring program for all CAIU employees	07/01/2024 - 06/30/2027
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Create an identification process for mentors and learners	07/01/2025 - 06/30/2027
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Identify and create individual supports for mentors and learners	06/30/2025 - 07/01/2027
Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success. (Supervision and Evaluation)	Enhancing Supervision and Evaluation Processes	Establish a supervision and evaluation team and conduct	07/01/2024 - 09/02/2024

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
		meetings to analyze and recommend changes to current practices.	
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Implement revisions to the Superintendents Advisory Council meetings to include time for meaningful professional learning.	07/01/2024 - 06/30/2027
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Generalize the concept of embedded professional learning into other role based meeting groups.	09/01/2025 - 06/30/2027



## PROFESSIONAL DEVELOPMENT PLANS

Professional Development Step	Audience	Topics of Prof. Dev
Enhancing Supervision and Evaluation	CAIU administration and staff	Revisions to the supervision and evaluation process

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Revised process, updated forms, completed supervision and evaluation documents, meeting agendas	07/01/2024 - 06/30/2025	Kevin Roberts, Maria Hoover, Andrew McCrea, Jill Neuhard

**Danielson Framework Component Met in this Plan:**

**This Step meets the Requirements of State Required Trainings:**

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Professional Development Step	Audience	Topics of Prof. Dev
Role Based Professional Learning	Cabinet Level Administration, Local Superintendents and CTC Directors	Pillars of Superintendent Leadership

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Reflection logs, meeting agendas, presentations	07/01/2024 - 06/30/2027	Kevin Roberts

**Danielson Framework Component Met in this Plan:**

**This Step meets the Requirements of State Required Trainings:**

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**Professional Development Step**

**Audience**

**Topics of Prof. Dev**

Role Based Professional Learning

Role based meeting groups

Meaningful role based topics (ex. - business, student services, educational services, human resources, technology, etc.)

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**Evidence of Learning**

**Anticipated Timeframe**

**Lead Person/Position**

Reflection logs, meeting agendas, presentations

09/01/2025 - 06/30/2027

Cabinet Level Administrators

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**Danielson Framework Component Met in this Plan:**

**This Step meets the Requirements of State Required Trainings:**

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Professional Development Step	Audience	Topics of Prof. Dev
Build a comprehensive mentoring program.	Employees of the CAIU.	Building knowledge and skill for leadership in how to develop an effective mentoring program Training for program implementation staff on growth and sustainment of an effective mentoring program Training for mentors in developing coaching, interpersonal, and leadership skills to employ with their mentees Training for leadership and mentors on specific processes and requirements of the CAIU mentoring program

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Meeting agendas, established and articulated program.	07/01/2024 - 06/30/2027	Maria Hoover, Shana Montgomery

**Danielson Framework Component Met in this Plan:**

**This Step meets the Requirements of State Required Trainings:**

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Professional Development Step	Audience	Topics of Prof. Dev
Create an identification process for mentors and outline supports available for comprehensive mentoring.	Supervisors, Mentors, and Learners	Networking meetings, professional development opportunities, collaborative activities, Personalized learning opportunities, established criteria for mentoring

**Evidence of Learning**

**Anticipated Timeframe**

**Lead Person/Position**

Supervisor feedback about how the mentoring relationship is meeting needs of learners and adhering to the criteria for selection Feedback from all participants regarding the effectiveness of the program and how it supported growth and development. Mentor logs reflecting time and activities spent actively working in mentoring pairs Training evaluations from network meetings Feedback from all participants regarding the value of their learning and how it supported growth and development.

07/01/2024 - 06/30/2027

Maria Hoover, Shana Montgomery

**Danielson Framework Component Met in this Plan:**

**This Step meets the Requirements of State Required Trainings:**



## ADDENDUM D: ACTION PLAN COMMUNICATION

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	The CAIU will build a comprehensive mentoring program for all CAIU employees	2024-07-01 - 2027-06-30
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Create an identification process for mentors and learners	2025-07-01 - 2027-06-30
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Identify and create individual supports for mentors and learners	2025-06-30 - 2027-07-01
Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)	Comprehensive Mentoring Program	Document criteria for mentoring stipend eligibility and payment	2025-06-30 - 2027-07-01

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)</p> <p>The CAIU will foster the continuous improvement and innovation of all staff members and develop a culture of lifelong learning where employees see learning as essential and aligned with the organization's needs and priorities by June 30, 2027. (Comprehensive Professional Learning )</p>	<p>Professional Development</p>	<p>CAIU staff members will complete mandated and required trainings and/or certifications so that all employees are equipped with the skills and knowledge needed to effectively lead within their programs and classrooms. A subcommittee will be established to create a plan for organizing, tracking, and communicating such mandatory trainings.</p>	<p>2024-07-01 - 2027-06-30</p>



Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Evaluate and revise the comprehensive mentoring program for the organization. (Comprehensive Mentoring Program)</p> <p>The CAIU will foster the continuous improvement and innovation of all staff members and develop a culture of lifelong learning where employees see learning as essential and aligned with the organization's needs and priorities by June 30, 2027. (Comprehensive Professional Learning )</p>	Professional Development	<p>CAIU staff members will align individualized goals with the organization's needs and priorities to ensure learning directly impacts professional growth, equity, student achievement, and positive relationships with our educational partners in the region and beyond.</p>	2024-06-30 - 2027-07-01
<p>By utilizing meaningful and informative feedback channels, the CAIU will enhance its current process to build leadership capacity in staff. (Feedback Informed Capacity Building)</p>	Feedback Informed Capacity Building	<p>Utilize feedback tools to gather input from the leadership team on how best to</p>	2024-07-01 - 2027-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
		utilize our meeting times to help our organization reach success with its goals.	
By utilizing meaningful and informative feedback channels, the CAIU will enhance its current process to build leadership capacity in staff. (Feedback Informed Capacity Building)	Feedback Informed Capacity Building	Following implementation of the changes, survey the leadership team to gather feedback on how best to enhance the productivity and collaborative time together in leadership team meetings. Incorporate that feedback into the structure of the meetings.	2024-07-01 - 2027-06-30
Through a comprehensive analysis of existing supervision and evaluation practices	Enhancing	Establish a	2024-07-01

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success. (Supervision and Evaluation)	Supervision and Evaluation Processes	supervision and evaluation team and conduct meetings to analyze and recommend changes to current practices.	- 2024-09-02
Through a comprehensive analysis of existing supervision and evaluation practices and procedures, the CAIU will enhance its current practices to ensure that these processes improve instruction, employee growth and proficiency, and overall student success. (Supervision and Evaluation)	Enhancing Supervision and Evaluation Processes	Gather feedback on the adjustments to the supervision and evaluation processes and continue to modify to ensure a high degree of effect.	2025-07-01 - 2027-06-30
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Gather feedback from the superintendents and CTC directors to modify the existing monthly	2024-07-01 - 2024-09-02

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	meeting structure to provide for meaningful professional learning opportunities.	2024-07-01 - 2027-06-30
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Implement revisions to the Superintendents Advisory Council meetings to include time for meaningful professional learning.	2025-01-01 - 2027-06-30
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Gather feedback from the Superintendents Advisory Council on revisions to the meeting structure and professional learning opportunities.	2025-01-01 - 2027-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By leveraging role specific collaborative meeting times, the CAIU will enhance the leadership capacity in those individuals that are internal to the organization and are external partners. (Role Based Leadership Development)	Role Based Professional Learning	Generalize the concept of embedded professional learning into other role based meeting groups.	2025-09-01 - 2027-06-30

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## COMMUNICATIONS PLAN

Communication Step	Audience	Topics/Message of Communication
Feedback Informed Capacity Building	Cabinet level administrators and members of the CAIU leadership team	Changes to the structure of the meetings, deliverables during the meeting, rationale for the changes, expectations
Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 06/30/2027	As needed	Email Presentation

**Lead Person/Position**

Andria Saia and Cabinet Level Administrators

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**Communication Step**

**Audience**

**Topics/Message of Communication**

Enhancing Supervision and Evaluation Processes

CAIU administration and staff

Revisions to the supervision and evaluation process

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**Anticipated Timeframe**

**Frequency**

**Delivery Method**

07/01/2024 - 06/30/2027

As needed

Email  
Other

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**Lead Person/Position**

Kevin Roberts, Maria Hoover, Andrew McCrea, Blake Wise

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<b>Communication Step</b>	<b>Audience</b>	<b>Topics/Message of Communication</b>
Role Based Professional Learning	Cabinet Level Administrators, Superintendents, CTC Directors, Role Based Leadership Groups / Members	Modifications to existing meeting structure to include professional learning, feedback, vision for future topics

<b>Anticipated Timeframe</b>	<b>Frequency</b>	<b>Delivery Method</b>
07/01/2024 - 06/30/2027	Quarterly	Presentation Email Other

<b>Lead Person/Position</b>
Dr. Saia and Cabinet Level Administrators

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<b>Communication Step</b>	<b>Audience</b>	<b>Topics/Message of Communication</b>
Professional Development	All CAIU staff	mandated and required trainings such as Structured Literacy, Trauma Informed Care, Common Ground, Ethics, etc.

Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 06/30/2027	Beginning of school year and as needed	Email

Lead Person/Position
Dr. Andria Saia, Dr. Kevin Roberts. CAIU Leadership/ Supervisors

Communication Step	Audience	Topics/Message of Communication
Professional Development	All CAIU staff	individual professional goals, alignment to CAIU goals/ Strategic Plan, employee interests and needs, alignment to team/ dept goals

Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 06/30/2027	beginning of the school year, middle of the school year, end of the school year during goal meetings, and as needed	Other

Lead Person/Position
Dr. Andria Saia, Dr. Kevin Roberts, and CAIU Leadership/ Supervisors





<b>Communication Step</b>	<b>Audience</b>	<b>Topics/Message of Communication</b>
Build a comprehensive mentoring program	Employees of the CAIU.	Mentoring Process, Resources, Training

<b>Anticipated Timeframe</b>	<b>Frequency</b>	<b>Delivery Method</b>
07/01/2024 - 06/30/2027	As needed	Presentation Webinar Email

<b>Lead Person/Position</b>
Maria Hoover, Shana Montgomery



<b>Communication Step</b>	<b>Audience</b>	<b>Topics/Message of Communication</b>
Create an identification process for mentors and learners.	Supervisors, Mentors, and Learners	Personalized learning opportunities, established criteria

Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 06/30/2027	As needed	Presentation Webinar Email

Lead Person/Position
Maria Hoover, Shana Montgomery

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Communication Step	Audience	Topics/Message of Communication
Identify and create supports for mentors and learners.	Mentors, learners	Networking meetings, professional development opportunities, collaborative activities

Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 07/01/2027	As needed	Presentation Email Webinar Email Webinar

**Lead Person/Position**

Maria Hoover, Shana Montgomery

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**Communication Step**

**Audience**

**Topics/Message of Communication**

Identify and create supports for mentors and learners.

Mentors, learners

Networking meetings, professional development opportunities, collaborative activities

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**Anticipated Timeframe**

**Frequency**

**Delivery Method**

07/01/2024 - 07/01/2027

As needed

Presentation  
Email  
Webinar  
Email  
Webinar

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**Lead Person/Position**

Maria Hoover, Shana Montgomery

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## ADDENDUM E: COMPREHENSIVE PLAN COMMUNICATIONS

Communication Step	Topics of Message	Mode	Audience	Anticipated Timeline
Presentation to Board of Directors	Overview of Comprehensive Planning Process and Priorities	Presentation	CAIU Board of Directors	February 2024
Presentation to CAIU Leadership Team	Overview of Comprehensive Planning Process and Priorities	Presentation	CAIU Leadership Team Members	February 2024
Presentation to All CAIU Staff	Overview of Comprehensive Planning Priorities	Presentation	CAIU Staff	January 2024
CAIU All-In Newsletter	CAIU Strategic Planning Priorities	Electronic and Print	All CAIU Stakeholders	Fall 2024

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