

# Capital Area Intermediate Unit: 2025 - 2026 STRATEGIC PLAN



<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> 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.	<b>Partnership:</b> Establish trusting relationships; Model accountability. Respect and value diversity. Honor the perspectives and respond to the needs of others.
	<b>Service:</b> 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.	<b>Leadership:</b> 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.
	<b>Innovation:</b> Be flexible and nimble; Propose creative solutions. Embrace curiosity. Explore new ideas. Think beyond business as usual. Identify possibilities.	<b>Expertise:</b> 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
<b>I. Provide Innovative Services to Schools, Families &amp; Communities</b>		<ul style="list-style-type: none"> <li>Engaged in meaningful feedback both internally to the organization and externally</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 learning plan for individual employees, based on need</li> <li>A balanced and engaged complement of staff</li> <li>A culture where staff maintain high levels of workplace wellbeing</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 2025 - 2026 STRATEGIC PLAN



2025 – 2026 Goals	Alignment to Strategic Priorities	Steps to Get There/Communication Plan/Lead Measures/Training Needed	Owner(s) Person(s) Team(s) Committee(s)
<p><b>CAIU Organizational Goal #1:</b> 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, 2026.</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><b>Strategic Priorities:</b> I,II,III,IV</p>	<p><b>Steps to Get There for Individual Teams (may include):</b></p> <ul style="list-style-type: none"> <li>• <u>Foster aligned and collaborative leadership:</u> Leverage leadership time strategically to facilitate and support cross-functional collaboration that is intentionally aligned with organizational goals and well-coordinated across teams and departments.</li> <li>• <u>Advance feedback-informed continuous improvement:</u> Collect, analyze, understand, and act on feedback regarding the CAIU services and support (internally and externally) and structure the process to reflect a continuous improvement cycle, better enabling the CAIU to consistently meet our partners' needs.</li> <li>• <u>Strengthen goal alignment:</u> Continue and enhance the implementation of a comprehensive and transparent goal-setting structure that incorporates individual professional goals and required training responsibilities, ensuring alignment with organizational priorities, and fostering a culture of accountability.</li> <li>• <u>Enhance organizational safety and preparedness:</u> Deliver expanded safety training aligned with updated protocols, expectations, and communication strategies to promote a safe, informed, and responsive organizational environment.</li> </ul> <p><b>Communication Plan:</b></p> <ul style="list-style-type: none"> <li>• Leadership team meetings and focus teams</li> <li>• All In</li> <li>• Job-alike groups</li> <li>• Continue to educate staff on proper documents/forms/procedure (goals and safety)</li> <li>• Goals meetings</li> <li>• Surveys, feedback tools, focus groups</li> <li>• Board of Directors updates</li> <li>• "State of the Unit" celebrations</li> </ul> <p><b>Training Needed:</b></p> <ul style="list-style-type: none"> <li>• Training on systems / procedures</li> <li>• Annotated forms</li> <li>• Specific to identified topics</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>

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<p><b>CAIU Organizational Goal #2:</b> The CAIU will improve staffing by creating processes that improve retention, recruitment, and recognition, as demonstrated by evidence outlined in goals, by June 30, 2026.</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><b>Strategic Priorities:</b> I,II,III,IV</p>	<p><b>Steps to Get There for Individual Teams (may include):</b></p> <ul style="list-style-type: none"> <li>● <u>Coordinate and align systems:</u> Coordinate and align recruitment, onboarding, orientation, and integration / induction processes to foster a cohesive approach that supports organizational development and employee success.</li> <li>● <u>Establish strategic partnerships to support talent pipelines:</u> Develop and sustain collaborative partnerships with institutions of higher education to enhance teacher preparation and development, contributing to long-term recruitment and workforce sustainability.</li> <li>● <u>Enhance onboarding through clear role expectations:</u> Design and implement program-specific onboarding checklists that extend beyond job descriptions to define key responsibilities and offer targeted support for new employees.</li> <li>● <u>Advance technology professional learning and staff proficiency:</u> Provide ongoing support and training in current and emerging technologies to build staff capacity and enhance organizational effectiveness.</li> <li>● <u>Expand personalized learning plans and professional growth:</u> Broaden the scope of Personalized Learning Plans to include structured feedback cycles, learning walks, clearly defined expectations, and meaningful opportunities for continuous professional growth.</li> </ul> <p><b>Communication Plan:</b></p> <ul style="list-style-type: none"> <li>● Leadership team meetings and focus teams</li> <li>● All In</li> <li>● Utilize CAIU website and staff communication channels</li> <li>● Improve communication with new hires, prospective employees, existing employees, mentors, supervisors, and partners.</li> <li>● Partner with current employees to support the positioning and marketing of the CAIU as an employer of choice in the region</li> <li>● Continue to educate staff on proper documents/forms/procedure</li> <li>● Board of Directors updates</li> <li>● Improve supervisor support documents</li> </ul> <p><b>Training Needed:</b></p> <ul style="list-style-type: none"> <li>● Training on systems / procedures</li> <li>● Specific to identified topics</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>

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<p><b>CAIU Organizational Goal #3:</b> The CAIU will strengthen the core elements of-workplace wellbeing through its commitment to its staff, students, and partners by June 30, 2026.</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 the CAIU Framework for Workplace Wellbeing</li> </ul>	<p><b>Strategic Priorities:</b> I,II,III,IV</p>	<p><b>Steps to Get There for Individual Teams (may include):</b></p> <ul style="list-style-type: none"> <li>● <u>Promote learning and development in wellbeing practices:</u> Offer meaningful and accessible learning opportunities focused on core elements of workplace wellbeing to support staff at all levels of the organization.</li> <li>● <u>Facilitate ongoing dialogue around workplace wellbeing:</u> Establish organization-wide discussion topics for beginning, middle, and end-of-year staff meetings to provide consistent updates, gather feedback, and foster engagement around workplace wellbeing.</li> <li>● <u>Enhance safety through program-level engagement:</u> Develop program-specific opportunities to engage in safety discussions providing opportunities for both feedback and identification / creation of safety enhancements.</li> <li>● <u>Evaluate the impact of workplace wellbeing strategies:</u> Systematically gather feedback to assess the effectiveness, progress, and overall impact of workplace wellbeing efforts across the organization.</li> <li>● <u>Leverage feedback to drive improvement:</u> Analyze data related to key elements of workplace wellbeing to inform decision-making, guide future planning, and shape actionable organizational goals.</li> </ul> <p><b>Communication Plan:</b></p> <ul style="list-style-type: none"> <li>● Inform and engage CAIU Belonging Committee</li> <li>● Leadership team meetings and focus teams</li> <li>● All In</li> <li>● Development opportunities</li> <li>● Further development of resources on dedicated webpage</li> <li>● Board of Directors updates</li> <li>● “State of the Unit” celebrations</li> </ul> <p><b>Training Needed:</b></p> <ul style="list-style-type: none"> <li>● Personalized Professional Learning opportunities</li> <li>● Regional support offered to school districts</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>