

Lancaster-Lebanon IU13 Comprehensive Plan 2024-2027

Overview & Highlights

MISSION	VISION	KEYS TO OUR CULTURE	
Provide services, supports, and solutions that make a difference to all learners and our community.	Making a difference with our call to “Work Worth Doing” by cultivating the conditions for trust and unity within our education systems and communities, to ensure that all learners are well-served.	Kindness Collaboration Responsible Stewardship Imperfection Empathy Innovation Best Efforts Relentless Pursuit of Excellence	
PRIORITY STATEMENTS		ESSENTIAL PRACTICES	FOCUS AREAS (GOALS)
If we share responsibility and engage stakeholders to identify threats to quality education, then we can collaboratively solve complex problems to enhance learning across Lancaster and Lebanon counties.		3: Provide Student-Centered Support Systems	CONVENING & CONNECTING
If we develop standards-aligned resources (e.g. goals/ curriculum/ assessments), provide effective professional development, and implement evidence-based instructional strategies/practices, then we can meet the academic and social-emotional needs of all learners served by IU13 programs.		1: Focus on Continuous Improvement of Instruction	EDUCATIONAL SERVICES
If we cultivate (and promote) an inclusive sense of belonging/care for employees and foster innovation/agile approaches, then we can improve recruitment, development, and retention of high-quality employees.		4: Implement Data-Driven Human Capital Strategies	TECHNICAL ASSISTANCE
		5: Allocate Resources Strategically and Equitably	ORGANIZATIONAL RESILIENCE
If we implement a system to regularly engage, develop, and facilitate opportunities for existing and aspiring leaders, then we will identify future leaders, foster decision-making/ problem-solving, and ensure organizational resilience.		2: Empower Leadership	DEVELOPING LEADERS

FOCUS AREAS (GOALS)	COMMITMENTS	EVIDENCE-BASED STRATEGIES
CONVENING & CONNECTING	4a) Leverage IU13 scale and relationships to bring diverse partners together to solve complex problems and share resources; 4b) Expand the IU13 network to include voices that are representative of our communities; 4c) Identify threats to quality education and explore solutions for those likely to be negatively impacted; and 4d) Equip our IU13 Board of Directors with information and resources to enhance trust and unity in their local communities.	A. Shared Vision and Collaborative Action Planning Process
EDUCATIONAL SERVICES	1a) Continuously refine our academic and social-emotional programming to serve all learners; 1b) Collaborate closely with all partners to ensure continuous improvement; 1c) Ensure access to quality services across both Lebanon and Lancaster counties; and 1d) Maximize our learners' success beyond graduation by identifying, creating, and advocating for expanded support systems	A. Shared Vision and Collaborative Action Planning Process
TECHNICAL ASSISTANCE	2a) Provide our technical expertise and thought leadership through the means that best achieve the objectives of those we serve; 2b) Meet the increasing social-emotional and mental health needs of learners and staff in our region; 2c) Attract, develop, and retain a diverse staff within and outside of IU13; and 2d) Cultivate and grow strong relationships with state partners.	A. Shared Vision and Collaborative Action Planning Process
ORGANIZATIONAL RESILIENCE	5a) Maintain and improve systems that support and incentivize innovation throughout all programs and services; 5b) Foster agile approaches that anticipate trends that impact our communities and schools; 5c) Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives; and 5d) Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture.	A. Shared Vision and Collaborative Action Planning Process B. Foster a Culture of Belonging and Unity
DEVELOPING LEADERS	3a) Engage our leaders through regular, structured systems that inform enterprise-level decisions; 3b) Build the capacity of all staff to make decisions within their spheres of influence; 3c) Identify future leaders in the organization and facilitate experiences beyond their current positions; and 3d) Create opportunities for ongoing leadership development for internal and external aspiring leaders.	A. Shared Vision and Collaborative Action Planning Process C. Empower Leaders at Levels of the Organization

EVIDENCE-BASED STRATEGIES	ACTION STEPS	ANTICIPATED OUTCOMES
A. Shared Vision and Collaborative Action Planning Process	<ul style="list-style-type: none"> Develop, implement, and refine a flexible and nimble process to advance our shared vision and engage a diverse team of employees and other stakeholders in the action planning process. 	Vision; Focus Areas; Annual Elevated Commitments; Task Cards in Tasks by Planner; Reports to the IU13 Board of Directors; Various presentations
B. Foster a Culture of Belonging and Unity	<ul style="list-style-type: none"> Form and regularly convene an Organizational Culture Team to identify opportunities to engage diverse voices at various levels, identify priorities using survey data, and develop a communication plan. Plan and implement professional learning for administrators, professionals/ teachers/ instructors, and instructional support staff to enhance organizational culture through effective strategies/practices. 	Common understanding of concepts/ strategies/ practices related to belonging; Implementation of strategies/ practices in IU13 classrooms and programs
C. Empower Leaders at All Levels of the Organization	<ul style="list-style-type: none"> Strengthen and enrich the leadership development of IU13 Senior Leaders through regular, whole group meetings/engagements and the opportunity for individual leadership coaching. Strengthen and enrich the leadership development of IU13 Act 93 administrators through regular, whole group meetings/engagements. Contribute to the successful start of new IU13 Act 93 administrators through an Induction Program and department-specific onboarding. 	Empowered leaders with knowledge of IU13 systems and processes; Senior Leaders and Leadership Council agendas; List of vetted leadership coaches; Renewed Act 93 Induction program; Department-specific new Act 93 onboarding plans

Comprehensive Planning Documents:

- IU13 Comprehensive Plan 2024-2027*
- Professional Development (Act 48) Plan 2024-2027*
- Induction (Chapter 49) Plan 2024-2027*
- Academic Standards (Chapter 4) Requirements
- Student Services (Chapter 12) Assurances



*Requires Board Approval