

LANCASTER-LEBANON IU 13

1020 New Holland Avenue

IU Comprehensive Plan | 2024 - 2027

MISSION STATEMENT

Provide services, supports, and solutions that make a difference to all learners and our community.

VISION STATEMENT

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.

EDUCATIONAL VALUE STATEMENTS

STUDENTS

Students are at the heart of IU13's mission. We will continue to provide services that are designed to bring out the greatest potential of each learner, with a focus on individualized instruction developed in collaboration with families, school districts, and other key stakeholders.

STAFF (FORMALLY EDUCATORS)

The staff at IU13 are dedicated to providing high-quality learning experiences that help our learners to feel safe, supported, and encouraged to reach their full potential. Staff will strive to grow their expertise and seek collaboration with families, partners, and other staff.

ADMINISTRATION

IU13 administrators are committed to building an organizational culture of belonging and unity that supports work worth doing by staff at all levels. Administration does this by carrying out and fostering the Keys to Our Culture.

LEA LEADERS

IU13 recognizes the importance of close collaboration with its school district partners. Through these partnerships, IU13 will provide innovative services that are financially responsible, pedagogically sound, and designed to meet the needs of learners and districts.

PARENTS

Parents are an important part of the success of IU13 students. Their continued support of student goals and objectives is critical to each student reaching their maximum potential.

COMMUNITY

IU13 will continue to engage with community partners to promote a spirit of collaboration and innovation.

OTHER (OPTIONAL)

Keys to Our Culture: Kindness, Collaboration, Responsible Stewardship, Imperfection, Empathy, Innovation, Best Efforts, and Relentless Pursuit of Excellence

STEERING COMMITTEE

Name	Position	Building/Group
Matthew Stem	Administrator	Lancaster-Lebanon Intermediate Unit 13
Joey Rider-Bertrand	Administrator	Lancaster-Lebanon Intermediate Unit 13
Sherry Zubeck	Administrator	Lancaster-Lebanon Intermediate Unit 13
Flip Steinour	Administrator	Lancaster-Lebanon Intermediate Unit 13
Gina Brillhart	Administrator	Lancaster-Lebanon Intermediate Unit 13
Tim Laubach	Administrator	Lancaster-Lebanon Intermediate Unit 13
Angela Kirby	Other	PaTTAN Harrisburg
Kelly Galbraith	Administrator	Lancaster-Lebanon Intermediate Unit 13
Lynette Waller	Administrator	Lancaster-Lebanon Intermediate Unit 13
Lauren Beal	Administrator	Lancaster-Lebanon Intermediate Unit 13
Noel Johns	Administrator	Lancaster-Lebanon Intermediate Unit 13
Laura Lent	Administrator	Lancaster-Lebanon Intermediate Unit 13
Gregory McGough	Administrator	Lancaster-Lebanon Intermediate Unit 13

Name	Position	Building/Group
Jim Croyle	Administrator	Lancaster-Lebanon Intermediate Unit 13
Peggy Anastasio	Administrator	Lancaster-Lebanon Intermediate Unit 13
Tim Shenk	Administrator	Lancaster-Lebanon Intermediate Unit 13
Terrie Stauffer	Administrator	Lancaster-Lebanon Intermediate Unit 13
Chris Cherny	Other	PaTTAN Harrisburg
Sergio Anaya	Other	PaTTAN Harrisburg
Kelly Orr	Administrator	Lancaster-Lebanon Intermediate Unit 13
Christine Skrodinsky	Administrator	Lancaster-Lebanon Intermediate Unit 13
Pat Pontz	Administrator	Lancaster-Lebanon Intermediate Unit 13
Brian Steigauf	Administrator	Lancaster-Lebanon Intermediate Unit 13
Michelle Malick	Administrator	Lancaster-Lebanon Intermediate Unit 13
Diane Schall	Administrator	Lancaster-Lebanon Intermediate Unit 13
Shannan Guthrie	Administrator	Lancaster-Lebanon Intermediate Unit 13
Isiah Perry	Community Partner	Brightside Opportunities Center
Stephanie Zegers	Community Partner	Elizabethtown College

Name	Position	Building/Group
Diane Harlow	Community Partner	Lebanon Valley Chamber of Commerce
Kathy Blouch	Community Partner	Lebanon Valley College
Heather Valudes	Community Partner	Lancaster Chamber
Anna Ramos	Community Partner	Lancaster Workforce Development Board
Lara Willox	Community Partner	Millersville University
Joe Fullerton	Board Member	IU13/ Penn Manor School Board
Nikki Rivera	Board Member	IU13/ Manheim Township School Board
Brenda Steffy	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Ron Melleby	Board Member	IU13/ Donegel School Board
Brenda Eichelberger	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Pamela Overmeyer	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Christopher Hynum	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Matthew Witmer	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Jessica Bigsby	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Brandy Crawford	Staff Member	Lancaster-Lebanon Intermediate Unit 13

Name	Position	Building/Group
Jodi Capanelli	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Christin Morris	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Kim Bair	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Stephanie Hooton	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Alicia Albright	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Melissa Garvey	Staff Member	Lancaster-Lebanon Intermediate Unit 13
Karen Burkhart	Staff Member	Lancaster-Lebanon Intermediate Unit 13

ESTABLISHED PRIORITIES

Priority Statement

Outcome Category

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.

Essential Practices 3:
Provide Student-Centered Support Systems

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.

Essential Practices 1:
Focus on Continuous Improvement of Instruction

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.

Essential Practices 5:
Allocate Resources Strategically and Equitably

Essential Practices 4:
Implement Data-Driven Human Capital Strategies

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.

Essential Practices 2:
Empower Leadership

ACTION PLAN AND STEPS

Evidence-based Strategy

Shared Vision & Collaborative Action Planning Process

Measurable Goals

Goal Nickname

Measurable Goal Statement (Smart Goal)

CONVENING &
CONNECTING

Leverage IU13 scale and relationships to bring diverse partners together to solve complex problems and share resources (4a); Expand the IU13 network to include voices that are representative of our communities (4b); Identify threats to quality education and explore solutions for those likely to be negatively impacted (4c); Equip our IU13 Board of Directors with information and resources to enhance trust and unity in their local communities (4d).

EDUCATIONAL
SERVICES

Continuously refine our academic and social emotional programming to serve all learners (1a); Collaborate closely with all partners to ensure continuous improvement (1b); Ensure access to quality services across both Lebanon and Lancaster counties (1c); Maximize our learners' success beyond graduation by identifying, creating, and advocating for expanded support systems (1d).

ORGANIZATIONAL
RESILIENCE

Maintain and improve systems that support and incentivize innovation throughout all programs and services (5a); Foster agile approaches that anticipate trends that impact our communities and schools (5b); Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives (5c); Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture (5d).

TECHNICAL
ASSISTANCE

Provide our technical expertise and thought leadership through the means that best achieve the objectives of those we serve (2a); Meet the increasing social-emotional and mental health needs of learners and staff in our

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

region (2b); Attract, develop, and retain a diverse staff within and outside of IU13 (2c); Cultivate and grow strong relationships with state partners (2d).

DEVELOPING LEADERS

Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d).

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

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.

2024-07-01 -
2027-06-30

Matt Stem, Executive
Director Gina Brillhart,
CFO/Asst to Exec
Champions/Directors
Action/Task Leaders

Staff time for meetings/planning;
Technology/software to organize work; Meeting space; General fiscal resources.

Anticipated Outcome

Vision; Focus Areas; Commitments; Annual Elevated Commitments; Task Cards in Tasks by Planner; Reports to IU13 Board of Directors at beginning, middle, and end of each school year; Various presentations.

Monitoring/Evaluation

Action/Task Leaders check-in regularly with Action Teams; Champions/Directors check-in monthly/quarterly (depending on task) with Action/Task Leaders; Leadership Team reviews Actions/Tasks monthly; Meetings/Engagements with Action/Task Leaders at the beginning,

middle, and end of each school year to prepare for reports to the IU13 Board of Directors; Reports to the IU13 Board of Directors at the beginning, middle, and end of the school year.

Evidence-based Strategy

Empower Leaders at All Levels of the Organization

Measurable Goals

Goal Nickname

Measurable Goal Statement (Smart Goal)

DEVELOPING LEADERS

Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d).

Action Step

Anticipated Start/Completion

Lead Person/Position

Materials/Resources/Supports Needed

Strengthen and enrich the leadership development of IU13 Senior Leaders through regular whole-group meetings/engagements and the opportunity for individual leadership coaching.

2024-07-01 -
2027-06-30

Leadership
Team

Staff time for meetings; Meeting space; List of vetted leadership coaches; Funding for leadership coaching contracts; General fiscal resources.

Strengthen and enrich the leadership development of IU13 Act 93

2024-07-01 -

Leadership

Staff time for meetings; Meeting

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
administrators through regular whole-group meetings/engagements.	2027-06-30	Team	space; Presenters/speakers; General fiscal resources.
Contribute to the successful start of new IU13 Act 93 administrators through an Induction Program and department-specific onboarding.	2024-07-01 - 2027-06-30	Leadership Team	Staff time for meetings; Meeting space; Presenters/speakers; General fiscal resources.

Anticipated Outcome

Empowered leaders with knowledge 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.

Monitoring/Evaluation

Leadership Team reviews plans and progress on a monthly basis during regular meetings; Planning meetings with key IU13 staff based on expertise as needed.

Evidence-based Strategy

Foster a Culture of Belonging and Unity

Measurable Goals

Goal Nickname	Measurable Goal Statement (Smart Goal)

Goal Nickname	Measurable Goal Statement (Smart Goal)
ORGANIZATIONAL RESILIENCE	Maintain and improve systems that support and incentivize innovation throughout all programs and services (5a); Foster agile approaches that anticipate trends that impact our communities and schools (5b); Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives (5c); Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture (5d).

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
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.	2024-07-01 - 2027-06-30	Lynette Waller, Program Director for Organizational Culture	Staff time for meetings; Meeting space; Funding to support implementation of strategies; General fiscal resources.
Plan and implement professional learning for administrators, professionals/teachers/instructors, and instructional support staff to enhance organizational culture through effective strategies/practices.	2024-07-01 - 2027-06-30	Lynette Waller, Program Director for Organizational Culture	Staff time for sessions; Meeting space; Presenters/speakers; General fiscal resources.

Anticipated Outcome
Common understanding of concepts/strategies/practices related to belonging; Implementation of strategies/practices in IU13 classrooms and programs.

Monitoring/Evaluation

Program Director for Organizational Culture collaborates with IS and ECSES Directors/Program Directors/Supervisors to identify specific program needs, monitor progress, and revise/refine plans on a regular basis.

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d). (DEVELOPING LEADERS)</p>	<p>Empower Leaders at All Levels of the Organization</p>	<p>Strengthen and enrich the leadership development of IU13 Senior Leaders through regular whole-group meetings/engagements and the opportunity for individual leadership coaching.</p>	<p>07/01/2024 - 06/30/2027</p>

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d). (DEVELOPING LEADERS)	Empower Leaders at All Levels of the Organization	Strengthen and enrich the leadership development of IU13 Act 93 administrators through regular whole-group meetings/engagements.	07/01/2024 - 06/30/2027

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d). (DEVELOPING LEADERS)	Empower Leaders at All Levels of the Organization	Contribute to the successful start of new IU13 Act 93 administrators through an Induction Program and department-specific onboarding.	07/01/2024 - 06/30/2027

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Maintain and improve systems that support and incentivize innovation throughout all programs and services (5a); Foster agile approaches that anticipate trends that impact our communities and schools (5b); Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives (5c); Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture (5d). (ORGANIZATIONAL RESILIENCE)</p>	Foster a Culture of Belonging and Unity	Plan and implement professional learning for administrators, professionals/teachers/instructors, and instructional support staff to enhance organizational culture through effective strategies/practices.	07/01/2024 - 06/30/2027

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Leverage IU13 scale and relationships to bring diverse partners together to solve complex problems and share resources (4a); Expand the IU13 network to include voices that are representative of our communities (4b); Identify threats to quality education and explore solutions for those likely to be negatively impacted (4c); Equip our IU13 Board of Directors with information and resources to enhance trust and unity in their local communities (4d). (CONVENING & CONNECTING)</p>	<p>Shared Vision & Collaborative Action Planning Process</p>	<p>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.</p>	<p>07/01/2024 - 06/30/2027</p>
<p>Continuously refine our academic and social emotional programming to serve all learners (1a); Collaborate closely with all partners to ensure continuous improvement (1b); Ensure access to quality services across both Lebanon and Lancaster counties (1c); Maximize our learners' success beyond graduation by identifying, creating, and advocating for expanded support systems (1d). (EDUCATIONAL SERVICES)</p>			
<p>Maintain and improve systems that support and incentivize innovation throughout all programs and services (5a); Foster agile approaches that anticipate trends that impact our communities and schools (5b); Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives (5c); Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture (5d). (ORGANIZATIONAL</p>			

Measurable Goals

**Action Plan
Name**

**Communication
Step**

**Anticipated
Timeline**

RESILIENCE)

Provide our technical expertise and thought leadership through the means that best achieve the objectives of those we serve (2a); Meet the increasing social-emotional and mental health needs of learners and staff in our region (2b); Attract, develop, and retain a diverse staff within and outside of IU13 (2c); Cultivate and grow strong relationships with state partners (2d). (TECHNICAL ASSISTANCE)

Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d). (DEVELOPING LEADERS)

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Maintain and improve systems that support and incentivize innovation throughout all programs and services (5a); Foster agile approaches that anticipate trends that impact our communities and schools (5b); Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives (5c); Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture (5d). (ORGANIZATIONAL RESILIENCE)	Foster a Culture of Belonging and Unity	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.	07/01/2024 - 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).

ADDENDUM A: BACKGROUND INFORMATION TO INFORM PLAN

Strengths

IU13 continues to collaborate with school districts to offer comprehensive support to students in IU13 classes.

(EDUCATIONAL SERVICES)

The business model/plan put in place years ago and updated on a regular basis creates a stable environment for educational excellence and innovation. A Project Management Office has been created to sustain innovation and support IU13 program teams. (ORGANIZATIONAL RESILIENCE)

IU13 has allocated resources to the expansion of educational space in Lancaster and Lebanon counties in order to serve more early childhood, school-age, and adult learners. (EDUCATIONAL SERVICES)

IU13 has consistently made the safety and wellness of its employees and students a priority, recently adding a PD of Organizational Culture, and focusing on belonging. (ORGANIZATIONAL RESILIENCE)

IU13 has an Innovation and Stewardship Program to foster innovation in support of continuous educational improvement. (ORGANIZATIONAL RESILIENCE)

Challenges

The staffing shortage is at crisis level, especially in special education classrooms. Like others, IU13 has many vacancies. Capacity is impacted in all areas of the IU. (TECHNICAL ASSISTANCE)

During challenging times such as the current staffing shortage, it is easy to get caught up in thinking based on scarcity and deficits. The Leadership Team and staff at IU13 have intensified their efforts to prevent the current circumstances from resulting in decisions that do not advance the organization's mission, vision, and priorities. (ORGANIZATIONAL RESILIENCE)

IU13 has increased its efforts to develop leaders, but still has work to do to fully plan and implement a regular, structured system that supports the development of current and aspiring leaders. (DEVELOP LEADERS)

IU13 must increase engagement and meaningful collaboration with internal and external stakeholders to identify threats to quality education and share responsibility for learning across Lancaster and Lebanon counties. (CONVENE & CONNECT)

IU13 must increase capacity to ensure standards-aligned

Strengths

IU13's 5-year vision and action planning process foster high expectations, a focused system for continuous improvement, and organizational coherence. (ORGANIZATIONAL RESILIENCE)

IU13 has strong relationships and partners with local businesses, employers, community organizations, and other agencies to support high-quality education across Lancaster and Lebanon counties. (CONVENE & CONNECT)

IU13's business plan and fiscal procedures ensures strategic and equitable resource allocation to achieve organizational priorities. (ORGANIZATIONAL RESILIENCE)

IU13 State Systems of Support (SSOS) Point of Contacts (POC) actively participate in all SSOS initiatives, complete all deliverables, and contribute to local, regional, and statewide success. (TECHNICAL ASSISTANCE)

Existing networks at IU13 (job-alike groups, leadership collaboratives, and professional learning communities (PLCs) are leveraged to disseminate information and engage school district partners. (CONVENE & CONNECT)

Relationships of IU13 staff with district personnel are strong and built on a foundation of trust and capacity-building. (TECHNICAL ASSISTANCE)

Challenges

curriculum and assessment, implement evidence-based instructional strategies, and meet the social-emotional needs of all learners served by IU programs. (EDUCATIONAL SERVICES)

IU13 and districts in Lancaster and Lebanon counties continue to have difficulty recruiting and retaining fully credentialed, experienced, and high-quality employees under the current workforce, economic, and societal conditions. (TECHNICAL ASSISTANCE)

Not all SSOS initiatives and deliverables are aligned to the needs of districts, educators, and learners in the IU13 region. (TECHNICAL ASSISTANCE)

The staffing shortage/crisis makes it difficult to prioritize some SSOS initiatives - we need to be laser-focused on staffing classrooms and schools and ensuring high quality services in Lancaster and Lebanon counties. (EDUCATIONAL SERVICES)

IU13 is reenvisioning how the organization supports the development, professional learning, and advancement of employees in alignment with the 5-year vision. (DEVELOP LEADERS)

Nonpublic reading/math student outcomes on EOY reading/math assessments are not at the level of desired success. (IU13 has no control over Tier 1 instruction and IU13 teachers only see students

Strengths

Partial hospitalization and intensive day treatment programs serve many students in need of these services with a high rate of successful completion. (EDUCATIONAL SERVICES)

Students served by IU13 have access to high quality STEM education learning opportunities aligned to STEELS standards. (EDUCATIONAL SERVICES)

Early childhood (Head Start & PreK Counts) student outcomes on the Teaching Strategies Gold Assessment demonstrate significant student growth . (EDUCATIONAL SERVICES)

IU13's innovation and stewardship program fosters agile approaches to identifying and solving complex problems facing education and our communities. (ORGANIZATIONAL RESILIENCE)

IU13 services (professional development, special education, early childhood, adult education, nonpublic, etc.) are in-demand and highly rated by participants, learners, families, and school administrators. (TECHNICAL ASSISTANCE)

Challenges

for 30 minutes 2-3 days per week.) (EDUCATIONAL SERVICES)

Equity considerations are not possible to determine for many IU13 services due to the nature of the data and/or lack of disaggregation. Belonging activities are emerging/developing, but it is early to measure quality and/or impact. (ORGANIZATIONAL RESILIENCE)

The SSOS does not explicitly include initiatives designed to develop internal (IU) and external (district) leaders and build capacity at a time when staffing shortages are evident at all organizational levels - support, professional, and administration. (DEVELOP LEADERS)

Adult education student outcomes, as measured by pre/post-test achievement on a standardized assessment, are not at the level of desired success. (EDUCATIONAL SERVICES)

Although IU13 has trained many staff to support various safe schools initiatives, the social-emotional and mental health needs of students and staff remain exceptionally high in IU13 classrooms, as well as in public and nonpublic schools within the Lancaster-Lebanon region. (TECHNICAL ASSISTANCE)



Most Notable Observations/Patterns

IU13's reputation is built on a strong foundation of quality educational programming, an adaptive business model/plan, a learner-centered focus, a strong organizational culture, and meaningful relationships with school districts and partners. There is a desire to continuously improve in all areas and at all levels of the organization. IU13 has a well-balanced collection of products and services that meet the needs of school districts and other customers, and support the financial health of the organization. While IU13 is proud of all that has been accomplished as an innovative educational service agency, it recognizes that there are always evolving areas for improvement. As such, IU13 has identified five focus areas as priorities to advance its mission and vision to cultivate conditions for trust and unity.: 1) Educational Services, 2) Technical Assistance, 3) Developing Leaders, 4) Convening and Connecting, and 5) Organizational Resilience.

Challenges	Discussion Point	Priority for Planning
IU13 must increase engagement and meaningful collaboration with internal and external stakeholders to identify threats to quality education and share responsibility for learning across Lancaster and Lebanon counties. (CONVENE & CONNECT)	Leverage IU13 scale and relationships to bring together partners to solve complex problems; Expand IU13 network to include representative voices; Identify threats to quality education and explore solutions; Equip IU13 Board with resources to enhance trust and unity	✓
IU13 must increase capacity to ensure standards-aligned curriculum and assessment, implement evidence-based instructional strategies, and meet the social-emotional needs of all learners served by IU programs. (EDUCATIONAL SERVICES)	Continuously refine academic & social emotional programming; Collaborate closely with partners; Ensure access to quality services in Lancaster & Lebanon counties; Maximize learners' success beyond graduation	✓
IU13 and districts in Lancaster and Lebanon counties continue to have difficulty recruiting and retaining fully	Provide expertise and thought leadership; Meet increasing social-emotional and mental health needs in	✓

Challenges	Discussion Point	Priority for Planning
<p>credentialed, experienced, and high-quality employees under the current workforce, economic, and societal conditions. (TECHNICAL ASSISTANCE)</p>	<p>our region; Attract, develop, and retain diverse staff; Cultivate and grow strong relationships with state partners</p>	
<p>Equity considerations are not possible to determine for many IU13 services due to the nature of the data and/or lack of disaggregation. Belonging activities are emerging/developing, but it is early to measure quality and/or impact. (ORGANIZATIONAL RESILIENCE)</p>	<p>Improve systems that incentivize innovation; Foster agile approaches; Cultivate inclusive sense of belonging; Flexible work environment that cares for employees</p>	
<p>IU13 has increased its efforts to develop leaders, but still has work to do to fully plan and implement a regular, structured system that supports the development of current and aspiring leaders. (DEVELOP LEADERS)</p>	<p>Engage leaders through regular structured systems; Build capacity of all staff to make decisions; Identify future leaders and facilitate leadership experiences; Create opportunities for ongoing leadership development</p>	<p>✓</p>

ADDENDUM B: ACTION PLAN

Action Plan: Shared Vision & Collaborative Action Planning Process

Action Steps**Anticipated Start/Completion Date**

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.

07/01/2024 - 06/30/2027

Monitoring/Evaluation**Anticipated Output**

Action/Task Leaders check-in regularly with Action Teams; Champions/Directors check-in monthly/quarterly (depending on task) with Action/Task Leaders; Leadership Team reviews Actions/Tasks monthly; Meetings/Engagements with Action/Task Leaders at the beginning, middle, and end of each school year to prepare for reports to the IU13 Board of Directors; Reports to the IU13 Board of Directors at the beginning, middle, and end of the school year.

Vision; Focus Areas; Commitments; Annual Elevated Commitments; Task Cards in Tasks by Planner; Reports to IU13 Board of Directors at beginning, middle, and end of each school year; Various presentations.

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

Staff time for meetings/planning; Technology/software to organize work; Meeting space; General fiscal resources.

no

yes



Action Plan: Empower Leaders at All Levels of the Organization

Action Steps	Anticipated Start/Completion Date	
Strengthen and enrich the leadership development of IU13 Senior Leaders through regular whole-group meetings/engagements and the opportunity for individual leadership coaching.	07/01/2024 - 06/30/2027	
Monitoring/Evaluation	Anticipated Output	
Leadership Team reviews plans and progress on a monthly basis during regular meetings; Planning meetings with key IU13 staff based on expertise as needed.	Empowered leaders with knowledge 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.	
Material/Resources/Supports Needed	PD Step	Comm Step
Staff time for meetings; Meeting space; List of vetted leadership coaches; Funding for leadership coaching contracts; General fiscal resources.	yes	no

Action Steps**Anticipated Start/Completion Date**

Strengthen and enrich the leadership development of IU13 Act 93 administrators through regular whole-group meetings/engagements.

07/01/2024 - 06/30/2027

Monitoring/Evaluation**Anticipated Output**

Leadership Team reviews plans and progress on a monthly basis during regular meetings; Planning meetings with key IU13 staff based on expertise as needed.

Empowered leaders with knowledge 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.

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

Staff time for meetings; Meeting space; Presenters/speakers; General fiscal resources.

yes

no



Action Steps**Anticipated Start/Completion Date**

Contribute to the successful start of new IU13 Act 93 administrators through an Induction Program and department-specific onboarding.

07/01/2024 - 06/30/2027

Monitoring/Evaluation**Anticipated Output**

Leadership Team reviews plans and progress on a monthly basis during regular meetings; Planning meetings with key IU13 staff based on expertise as needed.

Empowered leaders with knowledge 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.

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

Staff time for meetings; Meeting space; Presenters/speakers; General fiscal resources.

yes

no

Action Plan: Foster a Culture of Belonging and Unity

Action Steps**Anticipated Start/Completion Date**

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.

07/01/2024 - 06/30/2027

Monitoring/Evaluation**Anticipated Output**

Program Director for Organizational Culture collaborates with IS and ECSES Directors/Program Directors/Supervisors to identify specific program needs, monitor progress, and revise/refine plans on a regular basis.

Common understanding of concepts/strategies/practices related to belonging; Implementation of strategies/practices in IU13 classrooms and programs.

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

Staff time for meetings; Meeting space; Funding to support implementation of strategies; General fiscal resources.

no

yes



Action Steps**Anticipated Start/Completion Date**

Plan and implement professional learning for administrators, professionals/teachers/instructors, and instructional support staff to enhance organizational culture through effective strategies/practices.

07/01/2024 - 06/30/2027

Monitoring/Evaluation**Anticipated Output**

Program Director for Organizational Culture collaborates with IS and ECSES Directors/Program Directors/Supervisors to identify specific program needs, monitor progress, and revise/refine plans on a regular basis.

Common understanding of concepts/strategies/practices related to belonging;
Implementation of strategies/practices in IU13 classrooms and programs.

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

Staff time for sessions; Meeting space; Presenters/speakers; General fiscal resources.

yes

no



ADDENDUM C: PROFESSIONAL DEVELOPMENT PLANS

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d). (DEVELOPING LEADERS)	Empower Leaders at All Levels of the Organization	Strengthen and enrich the leadership development of IU13	07/01/2024
		Senior Leaders through regular whole-group meetings/engagements and the opportunity for individual leadership coaching.	- 06/30/2027
Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d). (DEVELOPING LEADERS)	Empower Leaders at All Levels of the Organization	Strengthen and enrich the leadership development of IU13	07/01/2024
		Act 93 administrators through regular whole-group meetings/engagements.	- 06/30/2027
Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership	Empower Leaders at All Levels of the Organization	Contribute to the successful start of new IU13 Act 93 administrators through an Induction Program and department-specific onboarding.	07/01/2024
			- 06/30/2027

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
development for internal and external aspiring leaders (4d). (DEVELOPING LEADERS)			
Maintain and improve systems that support and incentivize innovation throughout all programs and services (5a); Foster agile approaches that anticipate trends that impact our communities and schools (5b); Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives (5c); Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture (5d). (ORGANIZATIONAL RESILIENCE)	Foster a Culture of Belonging and Unity	Plan and implement professional learning for administrators, professionals/teachers/instructors, and instructional support staff to enhance organizational culture through effective strategies/practices.	07/01/2024 - 06/30/2027

PROFESSIONAL DEVELOPMENT PLANS

Professional Development Step	Audience	Topics of Prof. Dev
Senior Leaders Engagements	Directors, Program/Project Directors, and Associate Program/Project Directors	General leadership topics; supervising/leading teams; fostering belonging; complex problem-solving; innovation and stewardship; agile approaches; and similar topics as needed to support senior leaders.

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Observations; Participant reflections/feedback.	07/01/2024 - 06/30/2027	Leadership Team

Danielson Framework Component Met in this Plan:	This Step meets the Requirements of State Required Trainings:
1d: Demonstrating Knowledge of Resources	
4f: Showing Professionalism	
4e: Growing and Developing Professionally	

Professional Development Step	Audience	Topics of Prof. Dev
Leadership Council Sessions	Administrators	General leadership topics; supervising/leading teams; fostering belonging; complex problem-solving; innovation and stewardship; agile approaches; and similar topics as needed to support senior leaders.

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Observations; Participant reflections/feedback.	07/01/2024 - 06/30/2027	Leadership Team

Danielson Framework Component Met in this Plan:

This Step meets the Requirements of State Required Trainings:

1d: Demonstrating Knowledge of Resources

4f: Showing Professionalism

4e: Growing and Developing Professionally

Professional Development Step

Audience

Topics of Prof. Dev

Act 93 Induction Program

Administrators

Profile/portrait of an IU13 leader; Human Resources 101; Human Resources 102; McGrath Training; Business Services Processes; PMO-Innovation and Stewardship (Service Design, Lean, etc.); Grant Services; and similar topics relevant to new IU13 administrators.

Evidence of Learning

Anticipated Timeframe

Lead Person/Position

Observations; Participant reflections/feedback.

07/01/2024 - 06/30/2027

Leadership Team

Danielson Framework Component Met in this Plan:

This Step meets the Requirements of State Required Trainings:

4f: Showing Professionalism

4e: Growing and Developing Professionally

1d: Demonstrating Knowledge of Resources

4b: Maintaining Accurate Records

Professional Development Step

Audience

Topics of Prof. Dev

Belonging/CR-SE Session(s)

Administrators,
Professionals/Instructors/Teachers, and
Support Staff

Creating a community of belonging in the classroom;
Building impactful teams through belonging;
Creating an organizational culture of belonging;
Culture of care and belonging; Building positive
relationships for belonging.

Evidence of Learning

Anticipated Timeframe

Lead Person/Position

Observations; Participant reflections/feedback.

07/01/2024 - 06/30/2027

Lynette Waller, Program Director for
Organizational Culture

Danielson Framework Component Met in this Plan:

This Step meets the Requirements of State Required Trainings:

4d: Participating in a Professional Community

Common Ground: Culturally Relevant Sustaining Education

2a: Creating an Environment of Respect and Rapport



ADDENDUM D: ACTION PLAN COMMUNICATION

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>Leverage IU13 scale and relationships to bring diverse partners together to solve complex problems and share resources (4a); Expand the IU13 network to include voices that are representative of our communities (4b); Identify threats to quality education and explore solutions for those likely to be negatively impacted (4c); Equip our IU13 Board of Directors with information and resources to enhance trust and unity in their local communities (4d). (CONVENING & CONNECTING)</p>	<p>Shared Vision & Collaborative Action Planning Process</p>	<p>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.</p>	<p>2024-07-01 - 2027-06-30</p>
<p>Continuously refine our academic and social emotional programming to serve all learners (1a); Collaborate closely with all partners to ensure continuous improvement (1b); Ensure access to quality services across both Lebanon and Lancaster counties (1c); Maximize our learners' success beyond graduation by identifying, creating, and advocating for expanded support systems (1d). (EDUCATIONAL SERVICES)</p>			
<p>Maintain and improve systems that support and incentivize innovation throughout all programs and services (5a); Foster agile approaches that anticipate trends that impact our communities and schools (5b); Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives (5c); Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture (5d). (ORGANIZATIONAL RESILIENCE)</p>			
<p>Provide our technical expertise and thought leadership through the means that best achieve the objectives of those we serve (2a); Meet the increasing social-emotional and</p>			

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>mental health needs of learners and staff in our region (2b); Attract, develop, and retain a diverse staff within and outside of IU13 (2c); Cultivate and grow strong relationships with state partners (2d). (TECHNICAL ASSISTANCE)</p> <p>Engage our leaders through regular, structured systems that inform enterprise-level decisions (3a); Build the capacity of all staff to make decisions within their spheres of influence (3b); Identify future leaders in the organization and facilitate experiences beyond their current positions (3c); Create opportunities for ongoing leadership development for internal and external aspiring leaders (4d). (DEVELOPING LEADERS)</p>			
<p>Maintain and improve systems that support and incentivize innovation throughout all programs and services (5a); Foster agile approaches that anticipate trends that impact our communities and schools (5b); Cultivate an inclusive sense of belonging and unity among staff across all departments and locations while honoring diverse personal beliefs and perspectives (5c); Create a flexible work environment that cares for employees while maintaining a cohesive, innovative culture (5d). (ORGANIZATIONAL RESILIENCE)</p>	<p>Foster a Culture of Belonging and Unity</p>	<p>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.</p>	<p>2024-07-01 - 2027-06-30</p>

COMMUNICATIONS PLAN

Communication Step	Audience	Topics/Message of Communication
Communicating Vision Work	IU13 Board of Directors; School Districts; Community/Business Partners; IU13 Employees; Additional Stakeholders	IU13 Shared Vision; Focus Areas; Commitments; Elevated Commitments; Actions/Tasks; Implementation Progress.
Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 06/30/2027	Beginning, middle, and end of each school year	Presentation Other
Lead Person/Position	Matt Stem, Executive Director Gina Brillhart, CFO/Asst to Exec Shannan Guthrie, Program Director for Corporate Communications Action/Task Leaders Champions/Directors	

Communication Step	Audience	Topics/Message of Communication
Organizational Culture Team	Representatives from across the IU13 organization	Employee cares and concerns; employee engagement; strategies and activities to foster belonging; employee appreciation; and similar topics to foster a culture of belonging and unity.

Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 06/30/2027	Belonging Committee Meetings - regularly scheduled meetings will be held on an ongoing basis. Additional communications will vary depending on purpose and target audience.	Other

Lead Person/Position
Lynette Waller, Program Director for Organizational Culture

ADDENDUM E: COMPREHENSIVE PLAN COMMUNICATIONS

Communication Step	Topics of Message	Mode	Audience	Anticipated Timeline
Opening Week Updates	Vision, Elevated Commitments, Progress, Belonging	Live Presentation	All IU13 Employees	August of each year
Senior Leaders Sessions	Elevated Commitments, Action Steps, Progress, Belonging	Live Presentation; Workshop	Directors, Program/Project/Associate Directors	Beginning, middle, and end of each year
Leadership Council (Act 93) Sessions	Elevated Commitments, Progress, Belonging	Live Presentation; Workshop	All Act 93 Employees	Fall, winter, and spring of each year
Board Updates	Vision, Elevated Commitments, Action Steps, Progress	Live Presentation; Report	IU13 Board Members	Beginning, middle, and end of each year
Department Sessions/Updates	Organization Updates, Elevated Commitments, Action Steps, Progress	Meeting; Workshop	Employees by Department	Varies by Department
