IU 17 COMPREHENSIVE PLAN
2021 - 2024

IU
17

BLaST

BRADFORDLYCOMINGSULLIVANTIOGA

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STEERING COMMITTEE

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INTERMEDIATE UNIT PROFILE

Created by the Pennsylvania General Assembly in 1971, BLaST Intermediate Unit 17 is an educational service agency meeting the needs of Bradford, Lycoming, Sullivan, and Tioga Counties. Serving 19 public schools, two career centers and 12 non-public schools, BLaST's vision is to transform lives and communities through educational services. These services are organized into four major divisions: Student Services, Educational Planning, Technology, and Management Services. In partnership with Educational Staffing Solutions (ESS), BLaST employs approximately 339 staff with a majority of staff working in the division of Student Services providing early intervention and school-age special education services.

MISSION STATEMENT

To provide, create, and facilitate high quality educational solutions

VISION STATEMENT

Transform lives and communities through educational services

STUDENTS

BLaST IU 17's core values are integrity, respect, communication, and safety. Our commitments to these core values provide students with a safe and supportive environment to learn. Integrating physical, social, and emotional safety in our interactions with students is supported by demonstrating integrity and respect in our thoughts, words, and actions. These program and services include: assistive technology, autistic support, behavior support, BrainSTEPS, Early Intervention, Explore (job coaching) Program, Extended School Year, hearing support, orientation and mobility support, partial hospitalization programs, psychological services, residential treatment programs, physical therapy, occupational therapy, speech and language, English language learner supports, alternative education programs, and learning support, multiple disability, life skills and emotional support classrooms.

STAFF (FORMALLY EDUCATORS)

BLaST IU 17's core values of integrity, respect, communication, and safety are evident in educational practices by doing what is right by choosing courage over comfort; valuing ourselves and each other while acting with courage, consideration, and empathy; committing to honest and open communication; and integrating physical, social, and emotional safety through our thoughts, words, and actions. IU 17 staff are provided with Emergency Assistance Program (EAP), Health and Wellness Programs, annual inservice and ongoing Professional Development and Training opportunities, monthly organization-wide newsletter communications and employee spotlights, and streamlined communication, compliance and evaluation systems (BlackBoard Connect, Comply, Infinitec, and PAETEP).

ADMINISTRATION

BLaST IU 17's core values of integrity, respect, communication, and safety are evident in policy and administrative regulations that govern staff and students. Governance. The IU 17 Act 93 administrators are convened quarterly for Leadership Council for professional learning and strategic planning. The IU 17 Executive Cabinet convenes weekly to lead strategic initiatives and coordinate governance. The IU 17 Student Services Supervisors convene weekly to coordinate implementation efforts of organization initiatives, policies, and regulations. The IU 17 Division leaders convene staff members monthly to support ongoing division programs and services with communication and coordination efforts.

LEA LEADERS

The Divisions of Student Services, Technology, Educational Planning, and Business Management provide a wide range of service including: member districts, classroom programs, itinerant support, early intervention, alternative education, center based programs, non-public services, E-Rate, website design, educational software, fiber network solutions, network monitoring, phone systems and video surveillance solutions, digital signage, Act 48 and Act 45 professional learning, curriculum services, eQUIP online learning, IDEA training and consulting, consortium offerings, federal programs, Penn Data, and grant writing and fiscal agent services.

PARENTS

We offer a variety of supportive services to parents including the Local Task Force, Early Intervention parent support groups, Education Leading to Employment and Career Training (ELECT), and educational resources.

COMMUNITY

We offer services to our local community members and businesses. These include two health and wellness consortiums, guest teacher programs, facility rentals, website design and hosting, financial software solutions, finger printing services for FBI background clearances, Variety - My Bike and My Voice, Public Relations, and other community event participation.

STRENGTHS

STRENGTH	CONSIDERATION IN PLAN
The IU vision and mission are known and aligned to the work of our employees.	YES
The IU has access to high-quality professional learning, training, and resources.	YES
IU programs provide student-centered supports and services for the whole child.	YES
IU programs engage families and communities when facilitating educational solutions.	YES
The IU has a culture of continuous improvement and innovation.	YES
The highly-qualified staff and the specialized skills of our employees in responding to complex challenges.	NO
An entrepreneurial model that seeks additional competitive grants and innovative funding for projects and positions.	NO
Our valued partnerships and collaboration with stakeholders and statewide networks who have similar missions.	NO
The strategic collaboration of Curriculum Consultants and TAC specialists in the Division of Educational Planning ensures a continuum of services and sustainability of initiative implementation for districts.	NO
The presence of IU 17 consultants on statewide networks and PAIU/PDE work teams provides leadership opportunities for Educational Planning Leadership.	NO

CHALLENGES

CHALLENGE	CONSIDERATION IN PLAN
Continue developing high-quality curriculum for IU programs.	NO
Provide frequent, timely, and systematic feedback and communication.	YES
Develop a distributed leadership model to promote shared decision-making across the organization.	YES
Build leadership capacity and empowering staff in the development and successful implementation of initiatives.	YES
Community awareness of what an Intermediate Unit is, and the programs and services we offer.	YES
The time IU leadership and program supervisors spend in programs/classrooms to promote a positive, strengths-based culture is limited.	NO
Timely feedback and communication with school districts and stakeholders in providing and facilitating solutions.	NO
Utilizing existing systems with fidelity to increase efficiency and effectiveness of solutions.	NO
The State System of Support funding are primary sources of financial security for the positions in the Division Educational Planning as our Division balances a fee-for-service model for districts since our IU does not operate from a district financial assessment model.	NO

STRENGTHS

STRENGTH	DISCUSSION POINTS
The IU vision and mission are known and aligned to the work of our employees.	The established IU mission and vision have become common and staff understand how their work is contributing to the organization's mission.
The IU has access to high-quality professional learning, training, and resources.	The IU's Division of Educational Planning is seen as a resource in providing high-quality, personalized professional development to teachers and staff.
IU programs provide student-centered supports and services for the whole child.	The Division of Student Services provides high quality programs to eligible preschool and school age students in our four counties. Our goal is to design instruction and support to maximize the potential of our students, based on their strengths and unique needs. Services are delivered in a variety of educational environments by highly-qualified staff.
IU programs engage families and communities when facilitating educational solutions.	The IU provides supports and resources to ensure families can be effective partners in their children's learning.
The IU has a culture of continuous improvement and innovation.	Annual needs assessments are conducted by Division Directors to inform the service delivery to our member districts.

CHALLENGES

CHALLENGE	DISCUSSION POINTS	PRIORITY FOR PLANNING	PRIORITY STATEMENT
Provide frequent, timely, and systematic feedback and communication.	Supervisors and staff needs opportunities for collaboration and reflection. There also needs to be an ongoing reinforcement of the good news and best practices. Communication challenges impact staff morale.	YES	The IU needs to increase communication efforts to strengthen staff relationships.
Develop a distributed leadership model to promote shared decision-making across the organization.	There is a need to develop a shared understanding around decision-making to create solutions that are consistent across IU programs and divisions. In root cause analysis, factors such as uniqueness of programs, lack of protocols, and a lack of understanding the why behind decisions were cited.	YES	The IU must develop a consistent governance model.
Build leadership capacity and empowering staff in the development and successful implementation of initiatives.	The internal development opportunities with in the IU can be enhanced to increase growth within the organization while developing leadership capacity. In root cause analysis, factors such as geographic barriers, time commitment, and lack of incentive for participation in initiatives were cited.	YES	The IU needs to expand opportunities to develop staff and distribute leadership.

GOAL SETTING

PRIORITY: The IU needs to increase communication efforts to strengthen staff relationships.

OUTCOME CATEGORY	MEASURABLE GOAL STATEMENT	MEASURABLE GOAL NICKNAME	TARGET YEAR 1	TARGET YEAR 2	TARGET YEAR 3
School climate and culture	Continue to enhance internal and external communication efforts to strengthen staff and stakeholder relationships.	Communication Plan	Update IU communications infrastructure and solidify onboarding and offboarding practices for employees.	Define and develop a Division and programs communications planning guide with IU 17 Executive Leadership and Leadership Council.	Continue to enhance internal and external communication efforts to strengthen staff and stakeholder relationships.

PRIORITY: The IU must develop a consistent governance model.

OUTCOME CATEGORY	MEASURABLE GOAL STATEMENT	MEASURABLE GOAL NICKNAME	TARGET YEAR 1	TARGET YEAR 2	TARGET YEAR 3
Essential Practices 2: Empower Leadership	Establish and maintain an operating model for clear, effective, and efficient governance.	Governance Model	Improve clarity and visibility of board policy, administrative regulation, and practices of implementation.	Establish distributed leadership for effective governance throughout IU Divisions and Programs.	Establish and maintain an operating model for clear, effective, and efficient governance.

PRIORITY: The IU needs to expand opportunities to develop staff and distribute leadership.

OUTCOME CATEGORY	MEASURABLE GOAL STATEMENT	MEASURABLE GOAL NICKNAME	TARGET YEAR 1	TARGET YEAR 2	TARGET YEAR 3
Essential Practices 4: Implement Data-Driven Human Capital Strategies	Expand opportunities for building capacity and distributed leadership across the organization.	Ambassador Program	Design and develop Ambassador program for aspiring leaders within the organization.	Implement an Ambassador program for 1st cohort.	Expand opportunities for building capacity and distributed leadership across the organization.

ACTION PLAN FOR: Stakeholder Communications

MEASURABLE GOALS	ANTICIPATED OUTPUT	MONITORING/EVALUATION
Communication Plan	Increase family and caregiver engagement; Increase district stakeholder engagement; Strengthen staff and stakeholder relationships	Board agendas; media engagements; and onboarding course; stakeholder feedback

ACTION STEP	ANTICIPATED START DATE	ANTICIPATED COMPLETION DATE	LEAD PERSON/POSITION	MATERIAL/RESOURCES /SUPPORTS NEEDED	PD STEP?	COM STEP?
Develop a process for updating media and communication tools	07/01/2021	06/30/2022	Division Directors	Website, social media platforms, email group lists, Blackboard Connect	NO	YES
Develop a process for updating and maintaining IU communications infrastructure	09/01/2021	06/30/2022	Division Directors	Group email lists and Blackboard Connect	NO	NO
Develop consistent format for IU board updates	09/01/2021	06/30/2022	Division Directors	Report Template	NO	YES
Enhance the current new employee onboarding process	08/01/2021	06/30/2022	Personnel Specialist, Division Directors, Professional Learning Coordinator, Online Learning Coordinator	Schoology, How to Guides, Directories	YES	YES
Enhance the current offboarding process for employees	08/01/2021	06/30/2022	Personnel Specialist, Division Directors	Checklists	NO	NO

ACTION PLAN

ACTION STEP	ANTICIPATED START DATE	ANTICIPATED COMPLETION DATE	LEAD PERSON/POSITION	MATERIAL/RESOURCES /SUPPORTS NEEDED	PD STEP?	COM STEP?
Highlight 50 years of IU service	08/01/2021	06/30/2022	Communications Specialist and Committee work, Graphic Designer	Print and digital communications; historical documents	NO	YES
Enhance communication of IU role and services to local school boards	08/01/2022	06/30/2023	Executive Cabinet	Newsletters; board reports	NO	YES
Enhance digital on-boarding process	08/01/2022	06/30/2023	Personnel Specialist, Division Directors, Professional Learning Coordinator, Online Learning Coordinator	Schoology	NO	YES
Maintain effective off-boarding process	08/01/2022	06/30/2023	Personnel Specialist and Division Directors	Process and Checklist	NO	NO
Increase external stake-holder partnership visibil-ity on social media and in public communications by at least two organiza-tions/events/initiatives	08/01/2022	06/30/2023	Outreach Specialists and Assistant Direc-tors in each Division	Social media, flyers, Announcements, impact statements, press releases	YES	YES
Monitor media and com-munication updating pro-cess to ensure consistent and effective approach	07/01/2023	06/30/2024	Communications Specialist	Process and Checklist	NO	NO
Continue with monthly IU Board updates and communications	07/01/2023	06/30/2024	Executive Cabinet	Media and Communications Protocol developed in Year 1	NO	NO

ACTION STEP	ANTICIPATED START DATE	ANTICIPATED COMPLETION DATE	LEAD PERSON/POSITION	MATERIAL/RESOURCES /SUPPORTS NEEDED	PD STEP?	COM STEP?
Maintain efficient on-boarding and off-boarding practices	07/01/2023	06/30/2024	Executive Cabinet, Personnel Specialist	Schoology Course and Checklists	NO	NO
Increase external stake-holder partnership visibil-ity on social media and in public communications by two additional organi-zations/events/initiatives; for a total of four partners	07/01/2023	06/30/2024	Outreach Specialists and Assistant Directors in each Division	Social media, flyers, Announcements, impact statements, press releases	YES	YES
Revise media and com-munication updating pro-cess as needed to ensure consistent and effective approach	07/01/2022	09/30/2022	Executive Cabinet	Media and Communications Protocol developed in Year 1	NO	NO
Continue with monthly IU Board updates and communications	07/01/2022	09/30/2022	Outreach Specialists and Assistant Directors in each Division	Social media, flyers, Announcements, impact statements, press releases	NO	YES

ACTION PLAN FOR: Formalized Operating Model for Governance

MEASURABLE GOALS	ANTICIPATED OUTPUT	MONITORING/EVALUATION
Governance Model	Ensure the organization is governed according to current statute and regulation in order to reduce the liability of the IU; Increase staff awareness and understanding of current policy and regulations in order to ensure a safe and conducive environment for staff and students; Decrease the number of instances of staff operating outside of board authority	Policy Tracker; Board Agendas and Minutes; Student and Staff Handbooks

ACTION STEP	ANTICIPATED START DATE	ANTICIPATED COMPLETION DATE	LEAD PERSON/POSITION	MATERIAL/RESOURCES /SUPPORTS NEEDED	PD STEP?	COM STEP?
Design and Develop Governance Goals	08/01/2021	06/30/2022	Executive Cabinet Leadership and IU 17 Board Governance Committee	Comparative Systems of Policy	YES	NO
Update all Board Procedural Policies	08/01/2021	06/30/2022	Executive Director and IU 17 Board Governance Committee	PSBA, Counsel, Current Board Procedural Policies	YES	YES
Update Board Operating Guidelines (BOG)	08/01/2021	06/30/2022	Executive Director and IU 17 Board Governance Committee	PSBA, Counsel, and Current Board Operations Policy	YES	YES
Develop a plan and process to update all policies	08/01/2021	06/30/2022	Executive Cabinet	PSBA	NO	NO
Implement Plan for Policy Updates	07/01/2022	06/30/2023	Executive Director	Plan for Policy Updates, Policy Update Tracker, PSBA, IU Administrative Team and IU Board of Directors	NO	YES
Update all Pupil, Program, and Employee Policies (identified as in-draft PNN policies)	07/01/2022	06/30/2023	Executive Cabinet and IU Administrative Team	PSBA, Counsel, IU 17 Board of Directors, Progress Notes, Policy Tracker, and Board Minutes	NO	YES

ACTION STEP	ANTICIPATED START DATE	ANTICIPATED COMPLETION DATE	LEAD PERSON/POSITION	MATERIAL/RESOURCES /SUPPORTS NEEDED	PD STEP?	COM STEP?
Develop a systemic plan for communicating and integrating policy and regulations into operations	07/01/2022	06/30/2023	IU Administrative Team	Administrative Regulations, BLaST Bulletin, Meeting Agendas, Codes of Conduct, Staff and Student Handbooks	YES	YES
Expand use of BoardDocs to include the posting of board agendas and minutes	08/01/2022	06/30/2023	IU 17 Board Leadership	BoardDocs, IU website, Board Agendas and Minutes	NO	YES
Update all Finance, Property, Operations, and Community Policies and Administrative Regulations (identified as in-draft PNN policies)	07/01/2023	06/30/2024	Executive Cabinet and IU Administrative Team	PSBA, Counsel, IU 17 Board of Directors, Progress Notes, Policy Tracker, and Board Minutes	NO	YES
Continue reviewing and updating active policies and administrative regulations according to Plan for Policy Updates	07/01/2023	06/30/2024	Executive Cabinet and IU Administrative Team	PSBA, Counsel, IU 17 Board of Directors, Progress Notes, Policy Tracker, and Board Minutes	NO	YES
Continue the integration of policy and regulations into operations	07/01/2023	06/30/2024	Executive Cabinet and IU Administrative Team	PSBA, Counsel, IU 17 Board of Directors, Progress notes, Policy Tracker, and Board Minutes	NO	YES
Continue the integration of policy and regulations into operations	07/01/2023	06/30/2024	Administrative Team and IU Board of Directors	Board Agendas, Minutes, and Policy Tracker	YES	YES
Continue use of Board Doc to publicly post board agendas and minutes	07/01/2023	06/30/2024	IU 17 Board Leadership	BoardDoc, IU Website	NO	YES

ACTION PLAN FOR: Ambassador/Aspiring Leaders Program

MEASURABLE GOALS	ANTICIPATED OUTPUT	MONITORING/EVALUATION
Ambassador Program	Empowering staff, developing educator/staff agency, developing educator/staff leadership capacity, distributing leadership across the organization	Participant feedback, individual professional growth plans, and organizational engagement

ACTION STEP	ANTICIPATED START DATE	ANTICIPATED COMPLETION DATE	LEAD PERSON/POSITION	MATERIAL/RESOURCES /SUPPORTS NEEDED	PD STEP?	COM STEP?
Design and Develop Ambassador Program Content	08/01/2021	03/30/2022	Personnel Specialist, Educational Planning Consultants	Leadership and Employability Research-Based Resources	YES	NO
Create Ambassador Program Application	01/01/2022	03/30/2022	Personnel Specialist, Professional Learning Coordinator, Educational Planning Consultants	Online Survey Form	NO	NO
Invite IU Employees to apply to the Ambassador Program	04/01/2022	04/30/2022	Communications Specialist	BLaST Newsletter and/or BLaST Spotlight, IU Social Media, and Online Survey Form	NO	YES
Review Applications	05/30/2022	04/30/2022	Executive Cabinet and/or Designated Committee	Applications and Review Rubric/Scoring Criteria	YES	YES
Announce IU Ambassador Cohort 1	05/01/2022	06/30/2022	Communications Specialist	BLaST Newsletter and/or BLaST Spotlight	NO	YES
Pilot 1st Cohort of IU Ambassadors	08/01/2022	06/30/2023	Professional Learning Coordinator	Program Curriculum	YES	YES
Survey Cohort 1 for Feedback	08/01/2022	06/30/2023	Professional Learning Coordinator	Survey Tool	NO	YES

ACTION PLAN

ACTION STEP	ANTICIPATED START DATE	ANTICIPATED COMPLETION DATE	LEAD PERSON/POSITION	MATERIAL/RESOURCES /SUPPORTS NEEDED	PD STEP?	COM STEP?
Complete IU Ambassador Program Evaluation	05/01/2023	07/30/2023	Professional Learning Coordinator and Leadership Council	Survey Tool and Reflection Tool	NO	NO
Complete Program Revisions/Enhancements	06/01/2023	07/30/2023	Professional Learning Coordinator	Reflection Tool and Program Curriculum	NO	NO
2nd Cohort of IU Ambassadors	08/01/2023	06/30/2024	Professional Learning Coordinator	Program Curriculum	YES	NO
Ongoing Opportunities of Organizational Leadership Development for 1st Ambassador Cohort	08/01/2023	06/30/2024	Professional Learning Coordinator and Division Directors/Supervisors		YES	YES
Monitor and enhance Ambassador Program based on feedback	08/01/2023	06/30/2024	Professional Learning Coordinator	Survey Tool and Reflection Tool	NO	NO
Invite, Review, and Announce 2nd Cohort of Ambassadors	03/01/2022	06/30/2022	Professional Learning Coordinator	Application and Email Communications	NO	YES

EVIDENCE-BASED STRATEGY	ACTION STEPS
STAKEHOLDER COMMUNICATIONS	• Enhance the current new employee onboarding process • Increase external stakeholder partnership visibility on social media and in public communications by at least two organizations/events/initiatives • Increase external stakeholder partnership visibility on social media and in public communications by two additional organizations/events/initiatives; for a total of four partners
FORMALIZED OPERATING MODEL FOR GOVERNANCE	• Design and Develop Governance Goals • Update all Board Procedural Policies • Update Board Operating Guidelines (BOG) • Board of Directors Training with PSBA/PAIU • Develop a systemic plan for communicating and integrating policy and regulations into operations • Continue the integration of policy and regulations into operations
AMBASSADOR/ ASPIRING LEADERS PROGRAM	• Design and Develop Ambassador Program Content • Review Applications • Pilot 1st Cohort of IU Ambassadors • 2nd Cohort of IU Ambassadors • Ongoing Opportunities of Organizational Leadership Development for 1st Ambassador Cohort

NEW EMPLOYEE ONBOARDING PROCESS

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	EVIDENCE OF LEARNING	LEAD PERSON/POSITION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Enhance the current new employee onboarding process	Executive Cabinet/ Division Directors, Personnel Specialist, New Employees	Phases of the onboarding process and effective practices in onboarding	Schoology Course Onboarding Course	Division Directors	07/01/2021	12/30/2021

LEARNING FORMATS

TYPE OF ACTIVITIES	FREQUENCY	DANIELSON FRAMEWORK COMPONENT MET IN THIS PLAN	THIS STEP MEETS THE REQUIREMENTS OF STATE REQUIRED TRAININGS
Seminar(s)	Upon Hire	• 4e: Growing and Developing Professionally • 4f: Showing Professionalism • 4b: Maintaining Accurate Records	

STAKEHOLDER PARTNERSHIP COLLABORATION

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	EVIDENCE OF LEARNING	LEAD PERSON/POSITION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Increase external stakeholder partnership visibility on social media and in public communications by at least two organizations/events/initiatives • Increase external stakeholder partnership visibility on social media and in public communications by two additional organizations/events/initiatives; for a total of four partners	Outreach Specialists and Assistant Directors by Division; IU Ambassadors; Leadership Council	Partner Organization Mission, Vision, Strategic Goals, and Engagement Opportunities	Collaboration for like-missioned events and initiatives	Outreach Specialists and Assistant Directors for each Division	07/01/2022	06/30/2024

LEARNING FORMATS

TYPE OF ACTIVITIES	FREQUENCY	DANIELSON FRAMEWORK COMPONENT MET IN THIS PLAN	THIS STEP MEETS THE REQUIREMENTS OF STATE REQUIRED TRAININGS
Professional Learning Community (PLC)	Quarterly	• 4c: Communicating with Families • 4e: Growing and Developing Professionally • 2b: Establishing a Culture for Learning	

PROFESSIONAL DEVELOPMENT ACTIVITIES

DEVELOP OPERATING MODEL FOR GOVERNANCE

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	EVIDENCE OF LEARNING	LEAD PERSON/POSITION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Design and Develop Governance Goals • Update all Board Procedural Policies • Update Board Operating Guidelines (BOG) • Board of Directors Training with PSBA/PAIU	Board of Directors and Executive Cabinet	Policy prioritization and IU governance practices	Agendas, Minutes, and Action Steps	Executive Director	07/01/2021	06/30/2024

LEARNING FORMATS

TYPE OF ACTIVITIES	FREQUENCY	DANIELSON FRAMEWORK COMPONENT MET IN THIS PLAN	THIS STEP MEETS THE REQUIREMENTS OF STATE REQUIRED TRAININGS
Other	Monthly	• 4c: Communicating with Families • 2c: Managing Classroom Procedures • 4b: Maintaining Accurate Records • 4f: Showing Professionalism	

OPERATIONALIZING THE GOVERNANCE MODEL

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	EVIDENCE OF LEARNING	LEAD PERSON/POSITION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Develop a systemic plan for communicating and integrating policy and regulations into operations • Continue the integration of policy and regulations into operations	Executive Cabinet, Division Directors & Assistant Directors, and IU Program Supervisors	A system for communicating and implementing IU Board Policy	Administrative Regulations, Staff and Student Handbooks	Executive Cabinet	07/01/2021	06/30/2024

LEARNING FORMATS

TYPE OF ACTIVITIES	FREQUENCY	DANIELSON FRAMEWORK COMPONENT MET IN THIS PLAN	THIS STEP MEETS THE REQUIREMENTS OF STATE REQUIRED TRAININGS
Coaching (peer-to-peer; school leader-to-teacher; other coaching models)	Weekly	• 2c: Managing Classroom Procedures • 4b: Maintaining Accurate Records • 4f: Showing Professionalism • 3a: Communicating with Students	

AMBASSADOR PROGRAM DEVELOPMENT

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	EVIDENCE OF LEARNING	LEAD PERSON/POSITION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Design and Develop Ambassador Program Content • Review Applications • Ongoing Opportunities of Organizational Leadership Development for 1st Ambassador Cohort	Ambassador Program Facilitators	Program goals, objectives, and outcomes; Intermediate Unit mission, vision, core values; Organization and Program awareness; leadership skills	Program Scope and Sequence	Coordinator of Professional Learning	07/01/2021	05/30/2022

LEARNING FORMATS

TYPE OF ACTIVITIES	FREQUENCY	DANIELSON FRAMEWORK COMPONENT MET IN THIS PLAN	THIS STEP MEETS THE REQUIREMENTS OF STATE REQUIRED TRAININGS
Collaborative Curriculum Development	Biweekly	• 4e: Growing and Developing Professionally • 2b: Establishing a Culture for Learning	

AMBASSADOR PROGRAM DEVELOPMENT

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	EVIDENCE OF LEARNING	LEAD PERSON/POSITION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Pilot 1st Cohort of IU Ambassadors • 2nd Cohort of IU Ambassadors	IU employees	Intermediate Unit mission, vision, core values; Organization and Program awareness; leadership skills	Ambassador Reflections; Program Feedback Surveys; Engagement in Ongoing IU Leadership	Coordinator of Professional Learning	08/01/2022	06/30/2024

LEARNING FORMATS

TYPE OF ACTIVITIES	FREQUENCY	DANIELSON FRAMEWORK COMPONENT MET IN THIS PLAN	THIS STEP MEETS THE REQUIREMENTS OF STATE REQUIRED TRAININGS
Seminar(s)	To Be Determined	• 2b: Establishing a Culture for Learning • 4e: Growing and Developing Professionally • 4f: Showing Professionalism • 2a: Creating and Environment of Respect and Rapport	

EVIDENCE-BASED STRATEGY	ACTION STEPS
STAKEHOLDER COMMUNICATIONS	• Develop a process for updating media and communication tools • Develop consistent format for IU board updates • Enhance the current new employee onboarding process • Highlight 50 years of IU service • Enhance communication of IU role and services to local school boards • Enhance digital on-boarding process • Increase external stakeholder partnership visibility on social media and in public communications by at least two organizations/events/initiatives • Increase external stakeholder partnership visibility on social media and in public communications by two additional organizations/events/initiatives; for a total of four partners • Continue with monthly IU Board updates and communications
FORMALIZED OPERATING MODEL FOR GOVERNANCE	• Update all Board Procedural Policies • Update Board Operating Guidelines (BOG) • Implement Plan for Policy Updates • Update all Pupil, Program, and Employee Policies (identified as in-draft PNN policies) • Develop a systemic plan for communicating and integrating policy and regulations into operations • Expand use of BoardDocs to include the posting of board agendas and minutes • Update all Finance, Property, Operations, and Community Policies and Administrative Regulations (identified as in-draft PNN policies) • Continue reviewing and updating active policies and administrative regulations according to Plan for Policy Updates • Continue the integration of policy and regulations into operations • Continue the integration of policy and regulations into operations • Continue use of Board Doc to publicly post board agendas and minutes
AMBASSADOR/ ASPIRING LEADERS PROGRAM	• Invite IU Employees to apply to the Ambassador Program • Review Applications • Announce IU Ambassador Cohort 1 • Pilot 1st Cohort of IU Ambassadors • Survey Cohort 1 for Feedback • Ongoing Opportunities of Organizational Leadership Development for 1st Ambassador Cohort • Invite, Review, and Announce 2nd Cohort of Ambassadors

IU BOARD OF DIRECTORS MONTHLY UPDATE

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	TYPE OF COMMUNICATION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Develop consistent format for IU board updates • Enhance communication of IU role and services to local school boards • Continue with monthly IU Board updates and communications	IU Board of Directors	Organizational Updates; Division Updates; Program Spotlights	Executive Cabinet Members	08/01/2021	06/30/2024

COMMUNICATIONS

TYPE OF COMMUNICATION	FREQUENCY
Brief	Monthly

COMMUNICATIONS ACTIVITIES

MEDIA AND COMMUNICATIONS PLAN

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	TYPE OF COMMUNICATION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Develop a process for updating media and communication tools	Directors and Program Supervisors	Processes to submit content for internal and external communications; Communication/Media tool updates and timelines	Communications Specialist and Graphic Designer	08/01/2021	06/30/2022

COMMUNICATIONS

TYPE OF COMMUNICATION	FREQUENCY
Email	Monthly and/or in alignment to publication schedule

NEW EMPLOYEE ONBOARDING

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	TYPE OF COMMUNICATION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Enhance the current new employee onboarding process	New Employees	Organizational overview, Division orientation, and required training modules	Division Directors and Online Learning Coordinator	07/01/2021	12/30/2022

COMMUNICATIONS

TYPE OF COMMUNICATION	FREQUENCY
Webinar	Upon hire
Other	Upon hire
Email	Ongoing throughout first year of employment

50TH ANNIVERSARY CAMPAIGN

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	TYPE OF COMMUNICATION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Highlight 50 years of IU service	All IU Stakeholders	IU History, Vision, Mission, and Impact	Communications Specialist	07/01/2021	06/30/2022

COMMUNICATIONS

TYPE OF COMMUNICATION	FREQUENCY
Posting on district website	At Least Monthly
Other	Social Media - at least Monthly
Presentation	IU Inservice Event
Newsletter	Monthly
Other	Social Media - Monthly

PARTNERSHIP SHOWCASES

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	TYPE OF COMMUNICATION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Increase external stakeholder partnership visibility on social media and in public communications by at least two organizations/events/initiatives • Increase external stakeholder partnership visibility on social media and in public communications by two additional organizations/events/initiatives; for a total of four partners	External Stakeholders	Mission complements and strategic partnership goals, events, initiatives	Directors and Graphic Designer	08/01/2022	06/30/2024

COMMUNICATIONS

TYPE OF COMMUNICATION	FREQUENCY
Other	Social Media - At least twice a year
Newsletter	Partner Spotlights - At least twice a year

IU BOARD POLICY AND ADMINISTRATIVE REGULATION REVISIONS

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	TYPE OF COMMUNICATION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Update all Board Procedural Policies • Update Board Operating Guidelines (BOG) • Update all Pupil, Program, and Employee Policies (identified as in-draft PNN policies) • Expand use of BoardDocs to include the posting of board agendas and minutes • Update all Finance, Property, Operations, and Community Policies and Administrative Regulations (identified as in-draft PNN policies) • Continue reviewing and updating active policies and administrative regulations according to Plan for Policy Updates • Continue use of Board Doc to publicly post board agendas and minutes	Board of Directors	Board Action Items for Policy in Board Meeting Minutes, Use of Board Docs to Post Policy Updates and Regulations.	Executive Director	07/01/2021	06/30/2024

COMMUNICATIONS

TYPE OF COMMUNICATION	FREQUENCY
Posting on district website	Monthly

IU BOARD POLICY AND ADMINISTRATIVE REGULATION REVISIONS

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	TYPE OF COMMUNICATION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Implement Plan for Policy Updates • Develop a systemic plan for communicating and integrating policy and regulations into operations	All IU Employees	All policies as they are board approved	Executive Cabinet/Division Directors/ Program Supervisors	07/01/2021	06/30/2024

COMMUNICATIONS

TYPE OF COMMUNICATION	FREQUENCY
Posting on district website	Upon Board Minute Approval from Previous Month
Newsletter	Monthly
Presentation	Regularly scheduled Division and Staff Meeting Calendar

AMBASSADOR PROGRAM PROMOTIONS

ACTION STEP	AUDIENCE	TOPICS TO BE INCLUDED	TYPE OF COMMUNICATION	ANTICIPATED TIMELINE START DATE	ANTICIPATED TIMELINE COMPLETION DATE
• Invite IU Employees to apply to the Ambassador Program • Announce IU Ambassador Cohort 1 • Pilot 1st Cohort of IU Ambassadors • Survey Cohort 1 for Feedback • Ongoing Opportunities of Organizational Leadership Development for 1st Ambassador Cohort	All IU Employees	Ambassador Program Goals and Objectives; Application Process; Program Calendar and Learning Objectives; Opportunities for Internal Growth; Request for Program Feedback; Ambassador Program Awareness Campaign	Coordinator of Professional Learning	01/01/2022	06/30/2024

COMMUNICATIONS

TYPE OF COMMUNICATION	FREQUENCY
Posting on district website	Annually
Email	Annually
Newsletter	At least quarterly
Presentation	Annually