![CCIU logo] CHESTER COUNTY INTERMEDIATE UNIT
STRATEGIC PLAN
2019-2024

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CCIU Learning Center

Young Parents Program
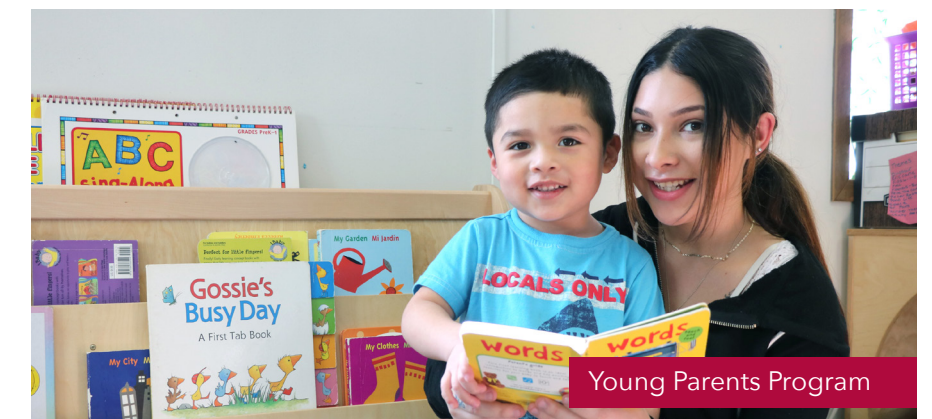
Chester County Intermediate Unit
AT ITS CORE

*The **Strategic Planning Committee** began its work by examining the CCIU's mission and vision statements and suggested the edited versions below. The group felt the revisions more accurately reflected the current work and direction of the CCIU.*

Mission

Original:
The CCIU is a dynamic educational service agency providing quality, innovative and cost-effective programs to enhance the lives of students and members of our communities.

Edited:
The CCIU is a dynamic educational service agency providing quality, innovative and cost-effective programs *and services* to enhance the lives of students, *educators* and members of our communities.

Vision Statement

Original:
Educational leadership for a better Chester County.

Edited:
Educational leadership for a better Chester County *and beyond*.

Our Beliefs

The Committee did not thoroughly examine the CCIU's existing beliefs for the purpose of developing a new Strategic Plan, but felt they were valid and appropriate:

Customer Service: We do everything with the goal of exceeding our customers' expectations.

Partnership: We work collaboratively with our partners.

Leadership: We accept a leadership role in serving the needs of our communities.

Innovation: We promote change to meet evolving needs and foster innovation.

Advocacy: We serve as a liaison for our member districts at the county, state and national levels.

Professional Commitment: We maintain the highest standards of conduct.

Organizational Culture: We provide an environment that fosters teamwork, creativity, professional growth, high morale, opportunity and pride in all we do.

Executive SUMMARY
Introduction

The Chester County Intermediate Unit (CCIU) has earned a reputation among educators statewide as being a highly competent, innovative and valuable provider of educational and related services. As an organization dedicated to continual improvement, the CCIU has focused its efforts on growing and evolving to meet the ever-changing needs of its many stakeholders, while maintaining a "students first" philosophy. The CCIU's 2018-19 Strategic Planning Committee kept this mission at its forefront as it set out to chart, map and guide the work of the CCIU for the next five years.

The CCIU's stategic plan was developed by staff, school district partners, community partners and other internal and external stakeholders. It included input provided by students, teachers, parents and other staff members via the CCIU's 2017-18 customer satisfaction survey, and from the results of student and parent focus groups conducted in 2018. It establishes four major goal areas, sets forth strategic priorities and core strategies for achieving them, and encourages annual updates on progress and measures of success.

The Committee began its work in September 2018, with the CCIU Board of Directors approving a process and timeline for the group's work. Division directors reviewed the existing 2009 strategic plan and shared insights from their division's perspective. They explored where the CCIU is today in comparison to the plan's vision. They posed which critical questions the group should ask throughout the planning process and which key elements should be included in a future plan. Guiding questions included: How can we maintain our success, ensure continual improvement, find areas for growth, and continue to fulfill our mission and vision to the best of our ability?

The Strategic Planning Committee met five times – twice with internal stakeholders (staff and Board members) and three times with internal and external stakeholders in full-day and half-day workshops. Approximately 80 stakeholders were involved in the process over a period of eight months, during which time the plan was developed, written and reviewed. Annually, CCIU administration will review the 2019-2024 Strategic Plan with a focus on the implementation of strategies, timelines for achieving goals, and specific measures to determine progress.
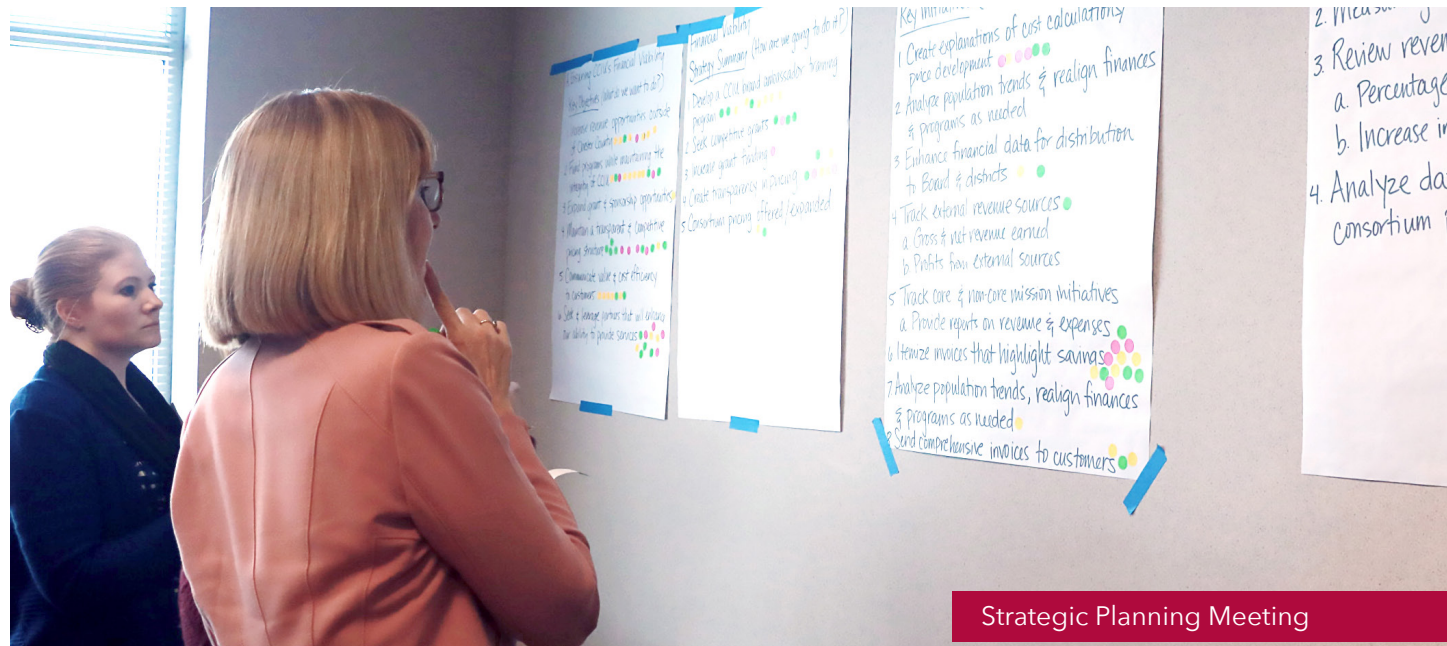
Strategic Planning Meeting

2019-2024
STRATEGIC PLANNING PROCESS AT WORK

The Strategic Planning Committee spent a significant amount of time completing the following tasks:

- Analyzing the outcomes of the current strategic plan;
- Reviewing the CCIU's mission, vision and beliefs;
- Reviewing the 2017-18 CCIU annual report;
- Discussing guiding questions raised by stakeholders, such as:
  - What did we achieve, and how?
  - What challenges did we overcome, and how?
  - What would we change?
  - How do we prepare for the future while protecting what we have?
- Reviewing the 2017-18 customer satisfaction survey results;
- Completing an analysis of CCIU's strengths, weaknesses, opportunities and threats (SWOT);
- Conducting a needs assessment;
- Identifying major goal areas; and,
- Setting strategies and priorities for each goal area.

Strategic Planning Meeting

Emotional Support

EMERGING THEMES SHAPING CCIU'S STRATEGIC PLANNING PROCESS

The Strategic Planning Committee examined organizational issues related to CCIU's evolution since the current strategic plan was written in 2009. Specifically, the Committee analyzed how CCIU can continue to **evolve** *and* **improve**. *In small and large group discussions, committee members answered a series of key questions from which the following seven themes emerged. These themes were used to develop the 2019-2024 strategic plan.*

1 The CCIU has developed a reputation for creativity and innovation, and openly encourages this among employees. The Committee strongly felt this is a CCIU trait that should continue, and discussed ways to ensure that CCIU does not lose its edge in this area.

2 Overwhelmingly, survey data, anecdotal data and financial data indicate stakeholders are very pleased with the level of service CCIU provides. It's important to celebrate this and create conditions that allow that level of service to flourish and grow.

3 The CCIU's willingness to expand beyond Chester County has allowed the organization to grow, become more successful and keep its pricing structure as low as possible. However, this has led to the impression (real or perceived) that the CCIU is not as focused on the needs of Chester County as it once was.

4 The CCIU has developed a "culture of yes," from which the unofficial slogan has emerged: "We are the can-do IU, and we don't say no!" While this is a source of pride among CCIU staff, it can place stress on employees who don't feel they can ask for help or express concern about their workloads.

5 Customer service survey data indicates that a perception exists among Chester County school districts that CCIU is not as cost-effective as possible. This led to significant discussion among the committee members regarding the need for more transparency in pricing and ways to demonstrate cost efficiency and value of services.

6 Customer service survey data demonstrates that parents of students enrolled in CCIU programs are highly satisfied with their child's program; however, there is higher satisfaction among parents who receive more consistent communication from CCIU staff.

7 The CCIU is an extremely complex organization, and even staff members are not fully aware of all CCIU offers. This lack of understanding is a barrier for employees, school districts and stakeholders.

SNAPSHOT OF STRATEGIC GOALS

1 DEFINE CCIU'S EDUCATIONAL ROLE

a. Improve educational outcomes for all learners

b. Provide job skills that will expand career opportunities for all learners

c. Balance the CCIU mission to provide services to Chester County while expanding CCIU programs both in and out of the county

2 ENSURE CCIU'S FINANCIAL VIABILITY

a. Create and maintain a transparent and competitive pricing structure that districts understand and value

b. Adequately and equitably fund CCIU programs while maintaining the integrity of CCIU educational programs

c. Establish annual growth measurement goals and continue to seek alternative revenue streams

3 COMMUNICATE CCIU'S MISSION

a. Ensure that every CCIU employee embraces and consistently communicates the CCIU brand and mission

b. Communicate both internally and externally the value and quality of CCIU programs and services

c. Serve as a leader in communicating legislative priorities and serve as a legislative liaison

d. Become a valued source of information to our stakeholders regarding the latest research and best practices in education

4 FOSTER CCIU'S CULTURE & BRAND

a. Foster a culture of excellence, innovation and creativity through customer engagement, teamwork and collaboration

b. Foster a culture of support that promotes employee excellence through overall well-being

GOAL AREA 1: DEFINE CCIU'S EDUCATIONAL ROLE

OBJECTIVE 1: Improve educational outcomes for all learners enrolled in CCIU programs, and those operated by partner districts that are staffed by CCIU employees.	**HIGH PRIORITY**

STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Develop and maintain strategic partnerships with all local education agencies (LEAs) to ensure optimal outcomes for all learners.	• Establish partnerships with each LEA in Chester County.
Strategy 2: Leverage and share existing resources (staff, technology, etc.) to support district-based educational initiatives.	• Increased customer satisfaction. • Reduced cost of services to individual entities.
Strategy 3: Invest in and continually evaluate data-driven, outcome-oriented curriculum, programs and services to improve student achievement.	• Increased student performance on local, state and national assessments (graduation rates, PSSAs, Keystones, NOCTI, SATs, job placements, etc.).
Strategy 4: Use new technologies to help districts stay in the forefront of emerging and established best practices.	• Increased customer satisfaction. • Increased efficiencies in delivery of services.
Strategy 5: Investigate ways to support employees and district-based educators in professional growth (advanced degrees, certification, professional development, alternate pathways to certification).	• Increased utilization of CCIU educational, instructional, certification and professional development programs.

OBJECTIVE 2: Provide job skills that expand career opportunities for all learners.	**MODERATE PRIORITY**

STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Integrate workforce job skills and career readiness into the programs offered at the CCIU. a. Offer focused training that matches workforce needs. b. Research nationally recognized industry certifications, as well as emerging professional certifications. c. Partner with businesses that offer certification and/or training programs. d. Partner with other intermediate units for in-person and virtual trainings. e. Pursue additional opportunities for student internships.	• Increased enrollment in career-readiness programs. • Increased in Future Ready Index score. • Increased in industry partnerships. • Increased in IU partnerships. • Increased in number of student internships.
Strategy 2: Expand online professional development and learner opportunities. a. Partner with higher education and business industries to provide professional development and skills training. b. Research new certification opportunities for learners. c. Market CCIU as an industry expert in this field.	• Increased new learner opportunities. • Increased and maintained higher learning partnerships. • Increase in professional development enrollments.
Strategy 3: Target current employees and community members for enrollment in education programs.	• Increased utilization of CCIU services and resources.
Strategy 4: Partner with Pennsylvania Department of Education (PDE) and universities to explore new options, such as college education majors serving as building substitutes in K-12 schools.	• Increased hands-on opportunities for future teachers. • Increased services to school districts. • Increased substitute fill rates in school districts.
Strategy 5: Investigate ways to support employees and district-based educators in professional growth (advanced degrees, certification, professional development, alternate pathways to certification).	• Increased utilization of CCIU educational, instructional, certification and professional development programs.

OBJECTIVE 3: Carefully balance the CCIU mission to provide services to Chester County while expanding CCIU programs and services both in and out of the county.	**STANDARD PRIORITY**

STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Increase communication with school districts and school boards regarding the value of expanding services outside of Chester County and reaffirm the CCIU's dedication to serving Chester County.	• Increased customer satisfaction. • Increased "buy-in" for CCIU offering out-of-county programs.
Strategy 2: Evaluate out-of-county opportunities with cost-benefit analysis and examine return on investment.	• Increased in-county services. • Decreased/level in-county costs and fees for services. • Increased out-of-county services.

GOAL AREA 2: ENSURE CCIU'S FINANCIAL VIABILITY

OBJECTIVE 1: Create and maintain a transparent and competitive pricing structure that districts understand and value.	**HIGH PRIORITY**

STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Provide detailed, comprehensive invoices emphasizing the value of CCIU services. a. Itemize cost/benefit analysis of all services. b. Include information detailing discounted and no cost services (zero-based billing). c. Provide explanations of cost calculations and price development. d. Provide out-of-county pricing information.	• Increased perception of cost-value efficiency measured in customer satisfaction survey. • Increased utilization of CCIU programs and services.
Strategy 2: Enhance financial data for distribution to CCIU Board and school districts. a. Continue to review CCIU budget with county superintendents and business managers. b. Expand budget detail and information in annual budget proposal and presentation. c. Track all external revenue sources to show the gross and net revenue earned. d. Show profits from external sources and how the revenue is applied to reduce costs to Chester County school districts. e. Track core mission initiatives and non-core mission initiatives and annually provide a report on revenue and expenses of each.	• Increased perception of cost-value efficiency measured in customer satisfaction survey. • Increased "buy-in" for CCIU offering out-of-county programs. • Increased understanding of the CCIU's mission.

OBJECTIVE 2: Adequately and equitably fund CCIU programs while maintaining the integrity of CCIU educational programs for all learners (birth through adulthood).	**HIGH / MODERATE PRIORITY**

STRATEGIES	MEASURES OF SUCCESS
Strategy 1 (High Priority): Encourage and support collaborative efforts to apply for and obtain grants. a. Increase grant funding and reduce overhead costs by collaborating with appropriate partners. b. Aggressively seek state, federal and foundation grants.	• Analyze revenue (percentages coming from outside sources, increases in grants and sponsorship opportunities). • Increased grant funding. • Increased sponsorships.
Strategy 2 (High Priority): Analyze population trends and market conditions in order to set realistic growth measurements for each fiscal year. a. Establish new market trend priorities. b. Re-align resources as needed, based on market changes, population shifts and stakeholder needs.	• Increased revenue and program utilization. • Increased programs development and implementation. • Decrease in underperforming programs.
Strategy 3 (Moderate Priority): Continue to seek and leverage partners that will enhance CCIU's ability to provide the highest quality services in the most cost-effective manner. a. Expand college and university partnerships. b. Cultivate new private sector partners. c. Cultivate new non-profit alliances.	• Increased partnerships. • Increased customer satisfaction. • Increased customer cost avoidance. • Increased student performance on local and state assessments.

OBJECTIVE 3: Establish annual growth measurement goals and continue to seek alternative revenue streams.	**STANDARD PRIORITY**

STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Analyze revenue-generating opportunities outside of Chester County, within the educational marketplace.	• Increased overall revenue. • Increased out-of-county revenue. • Increased grant funding. • Reduced in-county costs.
Strategy 2: Analyze revenue-generating opportunities outside of the educational marketplace.	• Increased non-educational-generated revenue.
Strategy 3: Expand consortium pricing options and offerings. a. Analyze current consortium pricing. b. Identify programs and services for which consortium pricing is viable in-county. c. Identify markets in which to expand consortium pricing opportunities out-of-county.	• Increased participation in consortium services. • Increased perception of affordability. • Increased share in out-of-county markets.

Annually, CCIU administration will review the 2019-2024 Strategic Plan with a focus on the implementation of strategies, establishing timelines for achieving goals and setting specific measures/outcomes to determine progress.

GOAL AREA 3: COMMUNICATE CCIU'S MISSION

OBJECTIVE 1: Ensure that every CCIU employee embraces and consistently communicates the CCIU brand and mission, and is able to articulate its relevance to each person he or she encounters.	HIGH PRIORITY
STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Use departmental/division/building-level staff meetings to highlight staff, student and program successes that exemplify the CCIU brand and mission.	• Increased internal awareness of the impact of CCIU services in our community.
Strategy 2: Use internal communication channels to highlight CCIU mission and brand-focused stories.	• Increased understanding of all CCIU programs and services.

OBJECTIVE 2: Communicate both internally and externally the value and quality of CCIU programs and services.	HIGH PRIORITY
STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Use social media to deliver targeted, needs-based communication. a. Identify, recruit and develop social media influencers and ambassadors. b. Utilize software to analyze social media data.	• Increased social media interaction (likes, shares, opens, click throughs, positive comments, etc.).
Strategy 2: Consistently communicate with internal and external communities regarding the successes of CCIU students and staff. a. Develop and implement a procedure for sharing stories with the Communications Department. b. Determine best platforms to share success stories.	• Increased customer awareness and understanding of CCIU programs and services.
Strategy 3: Evaluate and strengthen communication/marketing materials and tools. a. Develop a 'What does the CCIU do?' document/section of website. b. Develop a CCIU app to provide updates and communication to parents, students, employees and external stakeholders.	• Increased enrollment in CCIU programs and increased utilization of CCIU services. • Increased customer awareness and understanding of CCIU programs and services.
Strategy 4: Focus on micro/targeted communication for key stakeholder groups, boards, school district officials, parents, employees, legislators, etc. a. Develop a communications plan that addresses the need to micro-target key stakeholders (boards, school district officials, parents, employees, legislators, etc.) b. Provide resources and supports to enhance communication abilities of employees with high to moderate customer interaction. c. Target new audiences that reflect the CCIU's continuum of services that span an individual's lifetime.	• Increased enrollment in CCIU programs and increased utilization of CCIU services. • Increased customer awareness and understanding of CCIU programs and services.

OBJECTIVE 3: Serve as a leader in communicating legislative priorities and serve as a legislative liaison.	STANDARD PRIORITY
STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Create two-way communication channels to relay school district and CCIU priorities to legislators.	• Increased legislative engagement. • Increased legislative outcomes (bills passed/bills retired).
Strategy 2: Serve as a liaison between PDE, other educational agencies and Chester County school districts.	• Increased perception of value of CCIU staff expertise.
Strategy 3: Ensure our stakeholders' concerns and priorities are reflected in PDE and other agency regulations, guidelines and communications.	• Increased perception of value of CCIU services. • Increased favorable regulatory guidelines/outcomes.

OBJECTIVE 4: Become a valued source of information to our stakeholders regarding the latest research and best practices in education.	STANDARD PRIORITY
STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Research trusted sources of up-to-date information on educational topics and best practices, and re-package it in easy-to-read formats for RSS feeds and e-alerts.	• Increased perception of value of CCIU staff expertise.
Strategy 2: Capitalize on stakeholder interactions to share additional information with them while they are engaging in CCIU-led programs, trainings, services, etc.	• Increased repeat business.

GOAL AREA 4: FOSTER CCIU'S ORGANIZATIONAL CULTURE & BRAND

OBJECTIVE 1: Foster a culture of excellence, innovation and creativity through customer engagement, teamwork and collaboration.	HIGH /MODERATE PRIORITY
STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Develop a liaison team to highlight all services in targeted areas, and communicate/share information with stakeholders. Coordinate with Communications & Learning Solutions Division.	• Increased customer satisfaction with both program quality and staff interactions.
Strategy 2: Increase opportunities for cross-divisional interactions (e.g. Zoom, Professional Learning Communities [PLC], in-person communication, etc.)	• Increased internal customer satisfaction.
Strategy 3: Solicit feedback from external partners.	• Increased identification of customer needs, and faster employee response time in identifying and solving issues and replicating successes.
Strategy 4: Maintain a high level of customer service and provide adequate training to ensure it continually evolves. Develop a brand ambassador training program.	• Increased customer satisfaction with both program quality and staff interactions.
Strategy 5: Empower employees to ask for assistance on projects.	• Increased internal customer satisfaction. • Reduced staff turnover.
Strategy 6: Continue incentives to recognize internal and external partners who exemplify CCIU's culture.	• Increased customer satisfaction. • Reduced staff turnover. • Increased repeat business.
Strategy 7: Encourage employees to share innovative ideas and research private sector programs that have had success. a. Establish a standardized review process to vet new requests for programs and initiatives, including a review of employee input. b. Monitor capacity to deliver services during times of growth so that strategic decisions can be made regarding programs and services.	• Increased customer satisfaction. • Reduced staff turnover. • Increased repeat business.
Strategy 8 (Moderate Priority): Expand collaboration with community members and potential partners via multiple modalities of communication at all times.	• Increased customer awareness and understanding of CCIU programs and services.

OBJECTIVE 2: Foster a culture of support that promotes employee excellence through overall well-being.	HIGH PRIORITY
STRATEGIES	MEASURES OF SUCCESS
Strategy 1: Hire and retain the best person for each position. a. Continue to ensure that personnel decisions are supported by data-based evidence.	• Increased staff retention (exit interviews, reduced turnover rates, etc.).
Strategy 2: Continue to provide meaningful and relevant professional development.	• Increased employee productivity.
Strategy 3: Implement a program to assist employees with stress management and work-life balance. a. Survey employees on stress levels to determine areas of need. b. Strengthen and expand upon programs that promote employee wellness using evidence-based strategies.	• Increased employee satisfaction. • Increased employee productivity (reduced sick time, reduced employee turnover).
Strategy 4: Empower employees to ask for assistance as needed on projects. a. Establish a standardized review process to vet new requests for programs and initiatives, including a review of employee input. b. Develop and establish guidelines for providing direct and indirect assistance to customers.	• Increased employee satisfaction. • Increased employee productivity. • Increased customer satisfaction. • Increased repeat business.
Strategy 5: Promote the value of diversity and acceptance in the work place.	• Increased employee satisfaction. • Increased employee productivity.

Annually, CCIU administration will review the 2019-2024 Strategic Plan with a focus on the implementation of strategies, establishing timelines for achieving goals and setting specific measures/outcomes to determine progress.

STEM Your Future

13

SWOT ANALYSIS

The Committee began the strategic planning process by engaging in a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to generate meaningful information for each of the four goal categories to determine factors that are favorable and unfavorable in achieving specific organizational objectives. Below is the result of the SWOT analysis.

EDUCATIONAL ROLE

Strengths & Opportunities
1. Students are in the center of what we do – they are our focus
2. Great reputation – experts in special education
3. Emphasis on hiring the best people
4. Program quality
5. Dedicated to excellence, responsiveness and training
6. Established relationships with district personnel
7. Access to human and capital resources
8. Reputation for serving students' unique needs

Weaknesses & Threats
1. Lack of direct contact between parents and CCIU staff (sometimes a district may not want parents to know the IU staff is different than their own staff)
2. Lack of familiarity – we are so large and offer so many services
3. Perceived cost-effectiveness (district/vendor can do it cheaper)
4. Lack of available staff (nationwide education shortage, low unemployment rate, etc.)
5. Regulations (direct and indirect). Future Ready Index

FINANCIAL VIABILITY

Strengths & Opportunities
1. Ability to partner with other IUs, working together on big grants
2. Ability to partner with our competitors (e.g. CCRES, ServiceMaster, DCCC, etc.)
3. Ability to leverage economies of scale
4. Dedicated to excellence, innovation and quality
5. Capitalize on what we already do well

Weaknesses & Threats
1. Districts expected to provide services first
2. Perception of cost effectiveness could lead to loss of potential customers
3. Ability to evaluate competition
4. Difficult for us to internally define cost-effectiveness
5. How do we get districts to bring us in? How strong is the ask? Should CCIU be repackaged? We need to be the first place districts think to go instead of a vendor

COMMUNICATION EFFORTS

Strengths & Opportunities
1. Integration of technology - Leverage social media to improve perception of CCIU to districts and students
2. Capitalize on what we already do well
3. Great reputation
4. Professional relationships with district colleagues/ established modes of communication and information sharing
5. Increase direct contact with all stakeholders

Weaknesses & Threats
1. Lack of direct contact between parents and CCIU staff (sometimes a district may not want parents to know the IU staff is different than their own staff)
2. Parents want more communication from IU schools/teachers
3. Lack of familiarity – We are so large and offer so many services
4. Targeted and micro-targeted communication– we are good at mass communication but we need to be more sophisticated in our targeted communication
5. Difficult for us to internally define cost-effectiveness
6. Marketing - Who is our competition? How are we getting messages out?

ORGANIZATIONAL CULTURE

Strengths & Opportunities
1. High overall customer satisfaction
2. Correlation between overall satisfaction and communication/ interaction with IU staff
3. Great reputation
4. Emphasis on hiring the best people
5. Program quality
6. Dedicated to excellence, training and responsiveness
7. Integration of technology

Weaknesses & Threats
1. Complacency
   a. Don't want to just pat ourselves on the back and stop
   b. Don't want "group think" instead of customer focus
   c. How do you move when you're already at the top?
   d. How do you stay at the top when you're already at the top?
   e. Takes a lot of planning and charting our course, goals and priorities
2. Lack of available staff (nationwide education shortage, low unemployment rate, etc.)
3. "Can Do IU" mantra – can spread us too thin, ignore boundaries and balance

NEEDS ASSESSMENT

Before the Committee could begin to map out the goals for CCIU's future, it had to conduct a needs assessment. Internal and external stakeholders worked together to come to the following consensus.

In order for CCIU to continue to be successful, it will need to:

1. Communicate about all the IU does and offers

2. Communicate value and cost efficiency
   - Account for hours
   - Show how the IU's work with out-of-county districts actually saves Chester County districts money by keeping costs down

3. Develop a structure/protocol to evaluate:
   - The "Can Do IU and we don't say no" mantra – perhaps to provide modifications at some levels so that it's not inadvertently stressing out front-line employees
   - Stress levels
   - Mechanisms to allow people to ask for help

4. Improve communication across divisions related to projects/challenges

5. Cultivate leadership development

6. Address the educator shortage (creative certification, work with PDE, partner with higher education, etc.)

7. Balance the need to be entrepreneurial with the need to serve our customers (at the very least from our customers' perception of this.)

8. Build our customers' view of us as a partner and not just a vendor

9. Continue to ask our school districts how we can help them

10. Look for external revenue sources (e.g. offer training to the private, non-educational sector)

Chester County Science Fair

Through a series of activities and brainstorming sessions, committee members developed an impressive list of goals, objectives, strategies and key performance indicators. The Committee then had the task of prioritizing the importance of each objective, strategy and key performance indicator. Committee members were required to select only three items for which CCIU should concentrate its efforts. The tables on the following pages, show by overall percentage of the entire Committee, and then by member association (front line - support/project/professional staff, admin (administrators) and external (agency and district partners), which areas were selected as priorities for the CCIU to focus its efforts.

Transitional Work Program

Multi-Disability Support, CCDC

Cross-District Emotional Support

Define CCIU's Educational Role

	% Front Line	% Admin	% External	% Total
Key Objectives				
Improve educational outcomes for all learners in Chester County, and beyond	68%	50%	50%	59%
Improve professional development countywide by focusing on the whole child	4%	0%	0%	2%
Provide job skills that will expand career opportunities for adults	4%	44%	8%	17%
Improve community awareness of the breadth of CCIU services (birth-adult)	4%	0%	0%	2%
Expand CCIU programs and services out of county	4%	0%	8%	3%
Strategy Summary				
Develop strategic partnerships with LEAs to ensure better student outcomes	21%	28%	8%	21%
Integrate job skills and career-readiness into the programs offered at CCIU	7%	28%	8%	14%
Expand CCIU programs to address adult job skills to match workforce needs	7%	6%	17%	9%
Expand online professional development/adult education opportunities	7%	11%	8%	9%
Leverage existing resources to support district-based educational initiatives	0%	6%	25%	7%
Invest in data-driven, outcome-oriented curriculum, programs and services	7%	6%	8%	7%
Hire skilled employees, and provide continued professional development	0%	0%	0%	0%
Ensure continual evaluation of programs	0%	0%	0%	0%
Partner with higher education and businesses to provide professional development	0%	0%	0%	0%
Research new certification opportunities for adult learners	0%	0%	0%	0%
Market CCIU as an industry expert in educational services, and more	0%	0%	0%	0%

Key Performance Indicators	% Front Line	% Admin	% External	% Total
Measure ability to establish partnerships with each LEA in Chester County	18%	22%	8%	17%
Identify workforce needs and target a specific number of new adult offerings	14%	17%	17%	16%
Increase district utilization of CCIU resources	21%	11%	0%	14%
Survey all CCIU adult students to determine satisfaction of experience	11%	0%	17%	9%
Measure "strategic partnership" by ability of CCIU to have a seat at the table	0%	11%	0%	3%
Track increase in career-readiness opportunities for students	4%	0%	8%	3%
Measure growth against previous enrollment data	4%	6%	0%	3%
Measure student performance on Pennsylvania State Assessments	0%	6%	0%	2%

Key Initiatives	% Front Line	% Admin	% External	% Total
Partner with business and industry for certification and training programs	21%	17%	8%	17%
Target employees/community members for enrollment in education programs	7%	6%	0%	5%
Research current and emerging professional certifications	7%	6%	0%	5%
Attend community-based programs to market TCHS higher-level programming	7%	6%	0%	5%
Pursue additional opportunities for student internships	0%	0%	17%	3%
Partner with other IUs for professional development opportunities	4%	6%	0%	3%
Partner with universities for education students to serve as building substitutes	4%	0%	0%	2%
Create a drone certification program	0%	6%	0%	2%

Foster CCIU's Organizational Culture	% Front Line	% Admin	% External	% Total
Key Objectives				
Foster a culture of excellence through customer engagement and collaboration	61%	28%	25%	43%
Expand partnerships via multiple modalities of communication	11%	39%	25%	22%
Utilize multiple modalities to communicate the value of CCIU	18%	11%	8%	14%
Collaborate with employees to develop and maintain meaningful programs	0%	6%	0%	2%
Communicate in a timely, professional and friendly manner	0%	0%	0%	0%

Strategy Summary				
Strategy Summary				
Expand marketplace services in unsupported customer demographics	18%	39%	33%	28%
Develop a liaison team to highlight all services in targeted areas	43%	6%	8%	24%
Increase opportunities for cross-divisional interactions (Zoom, in-person, PLC)	32%	0%	8%	17%
Analyze individual program/services strengths and weaknesses	4%	6%	0%	3%
Include external customers in the SCRUM process	0%	0%	8%	2%
Micro-target communications (media, social media and face-to-face)	4%	0%	0%	2%

Key Performance Indicators				
Key Performance Indicators				
Implement yearly surveys of staff and students (middle and high school) and determine themes	29%	33%	8%	26%
Analyze staff retention: exit interviews, turnover rates (staff and students)	21%	6%	8%	14%
Measure use of services in the districts (existing and new)	7%	0%	0%	3%
Measure the successful placement and retention of adult students in job-related industries	0%	6%	8%	3%
Utilize software to measure the impact of social media	0%	0%	8%	2%

Key Initiatives	% Front Line	% Admin	% External	% Total
Develop and implement a brand ambassador (liaison) training program	29%	0%	0%	14%
Develop an IU app for internal and external communication to provide weekly updates and communication to parents, students and employees	11%	0%	8%	7%
Investigate ways to support paraprofessionals in acquiring teacher certification, and/or advocate for PDE requirements to mirror looser guidelines in urban areas, such as Philadelphia	4%	6%	8%	5%
Invite employees to share innovation ideas – research existing private-sector programs that have had success	7%	0%	8%	5%
Reach out to veteran associations, recovery centers, etc. to gauge needs of their clients and assess how CCIU can help	4%	6%	8%	5%
CCIU/district match-up in a countywide SCRUM initiative	4%	6%	0%	3%
Investigate alternative pathways to teacher certification	0%	0%	17%	3%
Implement a program to assist employees with stress management and work-life balance	0%	6%	8%	3%
Establish a "green light/red light" (templated, standardized) review process for new requests for programs/initiatives	0%	0%	0%	0%
Research social media tracking software options to evaluate effectiveness of communication	0%	0%	0%	0%
Evaluate marketing materials that are used to communicate with stakeholders and update as needed	0%	0%	0%	0%

CCIU Learning Center

County Cup

Early Care & Education Center

Ensure CCIU's Financial Viability

Key Objectives	% Front Line	% Admin	% External	% Total
Create a transparent pricing structure that districts understand and value	7%	39%	33%	22%
Fund CCIU programs adequately and equitably	21%	17%	17%	19%
Seek partners that enhance our ability to provide high-quality services	11%	22%	33%	19%
Increase revenue generating opportunities outside of Chester County	21%	6%	8%	14%
Communicate value and cost-efficiency to customers	18%	11%	0%	12%
Expand grant and sponsorship opportunities	4%	0%	0%	2%

Strategy Summary	% Front Line	% Admin	% External	% Total
Create a CCIU brand ambassador training program	21%	17%	0%	16%
Provide detailed invoices that include discount and/or zero-based billing	11%	11%	17%	12%
Seek competitive grants	0%	17%	8%	7%
Expand consortium pricing	4%	6%	0%	3%
Increase grant funding by partnering with colleges and universities	0%	0%	8%	2%

Key Performance Indicators	% Front Line	% Admin	% External	% Total
Analyze data on customers engaging in consortium pricing	18%	22%	17%	19%
Measure school district perception of CCIU value and cost-efficiency	7%	22%	17%	14%
Review revenue growth - profit and loss	0%	0%	8%	2%
Measure growth of programs and budgets	0%	0%	0%	0%
Chart percentage of revenue from out-of-county sources	0%	0%	0%	0%
Meaure grant/sponsorship funding levels	0%	0%	0%	0%

Key Initiatives	% Front Line	% Admin	% External	% Total
Itemize invoices that highlight savings for partnering with the IU	14%	28%	33%	22%
Create explanations of cost calculations/price development	4%	11%	25%	10%
Enhance financial data for distribution to our CCIU Board and school districts	7%	11%	0%	7%
Send comprehensive invoices to customers	7%	6%	0%	5%
Analyze population trends and re-align finances and programs as needed	7%	0%	0%	3%
Track all external revenue sources	0%	6%	0%	2%
Report revenue and expenses on out-of-county initiatives	4%	0%	0%	2%
Analyze population trends and re-align finances and programs as needed	0%	0%	0%	0%
Show the gross and net revenue earned	0%	0%	0%	0%
Show the revenue from external sources and its benefit to Chester County	0%	0%	0%	0%
Track core mission initiatives and non-core initiatives	0%	0%	0%	0%

Communicate CCIU's Mission

Key Objectives	% Front Line	% Admin	% External	% Total
Articulate the CCIU brand and mission, and its relevance to all stakeholders	43%	17%	25%	31%
Communicate the value and quality of CCIU programs and services internally and externally	18%	22%	25%	21%
Establish and consistently communicate an overarching CCIU brand to all stakeholders	0%	17%	8%	7%

Strategy Summary	% Front Line	% Admin	% External	% Total
Increase cross-divisional communication and collaboration related to opportunities, challenges and solutions	36%	39%	0%	29%
Use social media to deliver targeted, needs-based and requested information to all stakeholder groups	11%	6%	17%	10%
Communicate consistently with the community via stories regarding the successes of CCIU students	4%	6%	8%	5%
Develop an internal project forum for cross-divisional projects to allow sharing of ideas and expertise	11%	0%	0%	5%

Key Performance Indicators	% Front Line	% Admin	% External	% Total
Customer service satisfaction data	21%	6%	17%	16%
Interaction on social media (likes, follows, comments)	7%	0%	0%	3%
How many articles, stories, etc. are picked up by the media	0%	0%	0%	0%
Mailchimp opens, clicks, etc.	0%	0%	0%	0%
Number of interactions on posts	0%	0%	0%	0%

Key Initiatives	% Front Line	% Admin	% External	% Total
Create a liaison committee made up of representatives from each division who are responsible for sharing their divisional projects and information, and then report back other divisional news to their own division.	61%	44%	0%	43%
Increase communication of testimonials and success stories	11%	17%	0%	10%
Utilize software to analyze social media data	7%	11%	0%	7%
Send Board report highlights to all staff, via email, with invitation to attend future Board meetings	7%	0%	8%	5%
Have a cross-divisional, end-of-summer workshop to determine individual goals	7%	0%	0%	3%

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Chester County Intermediate Unit