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.
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 strategic 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? What did we achieve, and how? What would we change? What did we achieve, and how? What would we change?

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 theplan with 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.

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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.

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. Many thanks to Beth Tropani of Tropani Communications for facilitating the strategic planning process.

School District Partners
Alan Yingling, Phoenixville Area School District
Susan Lloyd, Owen J. Roberts School District
Richard Marchini, Owen J. Roberts School District
Sara Missen, West Chester Area School District
Regina Speaker Palubinsky, Great Valley School District

Strategic Partners
Kevin Bailey, Delaware County Community College
Judi DiFons, Right to Education Task Force
Marybeth DiVincenzo, Chester County Economic Development Council
Rick Dunlap, CCRES Educational & Behavioral Health Staffing Services
Michael Kelly, CCRES Educational & Behavioral Health Staffing Services
Lisa Lightner, Right to Education Task Force
Mary Frances McGarty, Chester County Economic Development Council
Jeanine Meinkantz, The Arc of Chester County

Chester County Intermediate Unit
Bonnie Wolff, Avon Grove
Jeff Helling, Unionville-Chadds Ford
Susan Tiernan, West Chester

Administrators
Makena Austin
Mary Joanne Curley
John DeMillion
Samuel Eising
Joseph Faltenbacher
Charles Harper
Brian Hughes
Colleen Knarr
Sobhan Levy
Maureen Linahan
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Michelle MacLuckie
Susan Metzke
Sandra McCabe
Frank McIntyre
Joseph O’Brien
Noreen O’Neill
Erin Pettus
Kimberly Rank
Anita Riccio
Demetrious Roberts
Diane Schmoecker
Kathy Schodiford
Mark Slider
Melisa Smith
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Shelly Dayton
Tena Farrum
Kenlee Gume
Bryan Harpel
Tamara Hofritz
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Jennifer Lally
Hariett Law
Tracy Lued
Louise Mikovych
Melissa Mullins
Jessica Sahl
Jennifer Shelly
Dennis Singel Ott
Kristie Zoltek

Strategic Planning Meeting
Strategic Planning Meeting
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.

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**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

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.

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, Keystone, 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.

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.

MEASURES OF SUCCESS

- 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.

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

MODERATE PRIORITY

STRATEGIES

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.

• Increased new learner opportunities.

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 utilization of CCIU services and resources.

Strategy 3: Target current employees and community members for enrollment in education programs.

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.

• Increased utilization of CCIU services.

MEASURES OF SUCCESS

- Increased utilization of CCIU services.

- Increased hands-on opportunities for future teachers.

- Increased services to school districts.

- Increased substitute fills in rural schools.

- 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

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.

• Increased out-of-county services.

MEASURES OF SUCCESS

- Increased overall revenue.

- Increased out-of-county revenue.

- Increased grant funding.

- Increased in-county costs.

- 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.

<table>
<thead>
<tr>
<th>STANDARD PRIORITY</th>
<th>STRATEGIES</th>
<th>MEASURES OF SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRATEGIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 1:</td>
<td>Use departmental/division/building-level staff meetings to highlight staff, student and program successes that exemplify the CCIU brand and mission.</td>
<td>Increased internal awareness of the impact of CCIU services in our community.</td>
</tr>
<tr>
<td>Strategy 2:</td>
<td>Use internal communication channels to highlight CCIU mission and brand-focused stories.</td>
<td>Increased understanding of all CCIU programs and services.</td>
</tr>
<tr>
<td>Strategy 3:</td>
<td>Develop a communications plan that addresses the need to micro-target key stakeholders (boards, school district officials, parents, employees, legislators, etc.)</td>
<td>Increased social media interaction (likes, shares, opens, click throughs, positive comments, etc.).</td>
</tr>
<tr>
<td>Strategy 4:</td>
<td>Focus on micro/targeted communication for key stakeholder groups, boards, school district officials, parents, employees, legislators, etc.</td>
<td>Increased enrollment in CCIU programs and increased utilization of CCIU services.</td>
</tr>
<tr>
<td>Strategy 5:</td>
<td>Support the development of CCIU messaging, including the CCIU brand-focused stories.</td>
<td>Increased awareness and understanding of CCIU programs and services.</td>
</tr>
</tbody>
</table>

**OBJECTIVE 2:** Communicate both internally and externally the value and quality of CCIU programs and services.

<table>
<thead>
<tr>
<th>MEASURES OF SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1: Use social media to deliver targeted, needs-based communication.</td>
</tr>
<tr>
<td>Strategy 2: Consistently communicate with internal and external communities regarding the successes of CCIU students and staff.</td>
</tr>
<tr>
<td>Strategy 3: Evaluate and strengthen communication/marketing materials and tools.</td>
</tr>
</tbody>
</table>

### 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.

<table>
<thead>
<tr>
<th>HIGH /MODERATE PRIORITY</th>
<th>MEASURES OF SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRATEGIES</strong></td>
<td></td>
</tr>
<tr>
<td>Strategy 1:</td>
<td>Develop a liaison team to highlight all services in targeted areas, and communicate/share information with stakeholders. Coordinate with Communications &amp; Learning Solutions Division.</td>
</tr>
<tr>
<td>Strategy 2:</td>
<td>Increase opportunities for cross-divisional interactions (e.g. Zoom, Professional Learning Communities [PLC], in-person communication, etc.)</td>
</tr>
<tr>
<td>Strategy 3:</td>
<td>Solicit feedback from external partners.</td>
</tr>
<tr>
<td>Strategy 4:</td>
<td>Maintain a high level of customer service and provide adequate training to ensure it continually evolves. Develop a brand ambassador training program.</td>
</tr>
<tr>
<td>Strategy 5:</td>
<td>Empower employees to ask for assistance on projects.</td>
</tr>
<tr>
<td>Strategy 6:</td>
<td>Continue incentives to recognize internal and external partners who exemplify CCIU’s culture.</td>
</tr>
<tr>
<td>Strategy 7:</td>
<td>Encourage employees to share innovative ideas and research private sector programs that have had success.</td>
</tr>
<tr>
<td>Strategy 8 (Moderate Priority): Expand collaboration with community members and potential partners via multiple modalities of communication at all times.</td>
<td>Increased customer awareness and understanding of CCIU programs and services.</td>
</tr>
</tbody>
</table>

**OBJECTIVE 2:** Foster a culture of support that promotes employee excellence through overall well-being.

<table>
<thead>
<tr>
<th>HIGH PRIORITY</th>
<th>STRATEGIES</th>
<th>MEASURES OF SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRATEGIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 1:</td>
<td>Hire and retain the best person for each position.</td>
<td>a. Continue to ensure that personnel decisions are supported by data-based evidence.</td>
</tr>
<tr>
<td>Strategy 2:</td>
<td>Continue to provide meaningful and relevant professional development.</td>
<td>a. Continue to ensure that personnel decisions are supported by data-based evidence.</td>
</tr>
<tr>
<td>Strategy 3:</td>
<td>Implement a program to assist employees with stress management and work-life balance.</td>
<td>a. Survey employees on stress levels to determine areas of need.</td>
</tr>
<tr>
<td>Strategy 4:</td>
<td>Empower employees to ask for assistance as needed on projects.</td>
<td>a. Establish a standardized review process to vet new requests for programs and initiatives, including a review of employee input.</td>
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<tr>
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<td>Empower the employee to ask for assistance as needed on projects.</td>
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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

APPENDIX
COMMUNICATION EFFORTS

Strengths & Opportunities
1. Communication efforts are favorable and unfavorable in achieving specific organizational objectives. Below is the result of the SWOT analysis.

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 effectiveness
4. How do we get districts to bring us in? How strong is the ask? Should CCIU be rebranded? We need to be first place districts think to go to instead of a vendor
5. How do we keep our customers? How do we move them? How do we get them to ask? Should CCIU be offered as a solution?
6. Targeted and micro-marketing - we are so large and offer so many services
7. Lack of familiarity - We don't want to just pat ourselves on the back and say we are good at mass communication but we need to be more sophisticated in our targeted communication
8. Difficult for us to internally define cost-effectiveness
9. Marketing - Who is our competition? How are we getting messages out?

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. 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

ORGANIZATIONAL CULTURE

Strengths & Opportunities
1. Dedicated to excellence, training and responsiveness
2. Communication and integration of technology
3. Great reputation – we are so large and offer so many services
4. Established 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-marketing - we are so large and offer so many services
5. Lack of familiarity - We are so large and offer so many services
6. Marketing - Who is our competition? How are we getting messages out?

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

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 IUs work with out-of-county districts actually saves Chester County districts money by keeping costs down
3. Develop a structure/protocol to evaluate:
   • “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)
Define CCIU’s Educational Role

<table>
<thead>
<tr>
<th>Key Objectives</th>
<th>% Front Line</th>
<th>% Admin</th>
<th>% External</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve educational outcomes for all learners in Chester County, and beyond</td>
<td>68%</td>
<td>50%</td>
<td>50%</td>
<td>59%</td>
</tr>
<tr>
<td>Improve professional development countywide by focusing on the whole child</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Provide job skills that will expand career opportunities for adults</td>
<td>4%</td>
<td>44%</td>
<td>8%</td>
<td>17%</td>
</tr>
<tr>
<td>Improve community awareness of the breadth of CCIU services (birth-adult)</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Expand CCIU programs and services out of county</td>
<td>4%</td>
<td>0%</td>
<td>8%</td>
<td>3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy Summary</th>
<th>% Front Line</th>
<th>% Admin</th>
<th>% External</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop strategic partnerships with LEAs to ensure better student outcomes</td>
<td>21%</td>
<td>28%</td>
<td>8%</td>
<td>21%</td>
</tr>
<tr>
<td>Integrate job skills and career-readiness into the programs offered at CCIU</td>
<td>7%</td>
<td>28%</td>
<td>8%</td>
<td>14%</td>
</tr>
<tr>
<td>Expand CCIU programs to address adult job skills to match workforce needs</td>
<td>7%</td>
<td>6%</td>
<td>17%</td>
<td>9%</td>
</tr>
<tr>
<td>Expand online professional development/adult education opportunities</td>
<td>7%</td>
<td>11%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Leverage existing resources to support district-based educational initiatives</td>
<td>0%</td>
<td>6%</td>
<td>25%</td>
<td>7%</td>
</tr>
<tr>
<td>Invest in data-driven, outcome-oriented curriculum, programs and services</td>
<td>7%</td>
<td>6%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Hire skilled employees, and provide continued professional development</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Ensure continual evaluation of programs</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Partner with higher education and businesses to provide professional development</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Research new certification opportunities for adult learners</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Market CCIU as an industry expert in educational services, and more</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Key Performance Indicators

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

Key Initiatives

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

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

## Strategy Summary

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>% Front Line</th>
<th>% Admin</th>
<th>% External</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand marketplace services in unsupported customer demographics</td>
<td>18%</td>
<td>39%</td>
<td>33%</td>
<td>28%</td>
</tr>
<tr>
<td>Develop a liaison team to highlight all services in targeted areas</td>
<td>43%</td>
<td>6%</td>
<td>8%</td>
<td>24%</td>
</tr>
<tr>
<td>Increase opportunities for cross-divisional interactions (Zoom, in-person, PLC)</td>
<td>32%</td>
<td>0%</td>
<td>8%</td>
<td>17%</td>
</tr>
<tr>
<td>Analyze individual program/services strengths and weaknesses</td>
<td>4%</td>
<td>6%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Include external customers in the SCRUM process</td>
<td>0%</td>
<td>0%</td>
<td>8%</td>
<td>2%</td>
</tr>
<tr>
<td>Micro-target communications (media, social media and face-to-face)</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>

## Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicators</th>
<th>% Front Line</th>
<th>% Admin</th>
<th>% External</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement yearly surveys of staff and students (middle and high school) and determine themes</td>
<td>29%</td>
<td>33%</td>
<td>8%</td>
<td>26%</td>
</tr>
<tr>
<td>Analyze staff retention: exit interviews, turnover rates (staff and students)</td>
<td>21%</td>
<td>6%</td>
<td>8%</td>
<td>14%</td>
</tr>
<tr>
<td>Measure use of services in the districts (existing and new)</td>
<td>7%</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Measure the successful placement and retention of adult students in job-related industries</td>
<td>0%</td>
<td>6%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Utilize software to measure the impact of social media</td>
<td>0%</td>
<td>0%</td>
<td>8%</td>
<td>2%</td>
</tr>
</tbody>
</table>

## Key Initiatives

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>% Front Line</th>
<th>% Admin</th>
<th>% External</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement a brand ambassador (liaison) training program</td>
<td>29%</td>
<td>0%</td>
<td>0%</td>
<td>14%</td>
</tr>
<tr>
<td>Develop an IU app for internal and external communication to provide weekly updates and communication to parents, students and employees</td>
<td>11%</td>
<td>0%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>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</td>
<td>4%</td>
<td>6%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Invite employees to share innovation ideas – research existing private-sector programs that have had success</td>
<td>7%</td>
<td>0%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Reach out to veteran associations, recovery centers, etc. to gauge needs of their clients and assess how CCIU can help</td>
<td>4%</td>
<td>6%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>CCIU/district match-up in a countywide SCRUM initiative</td>
<td>4%</td>
<td>6%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Investigate alternative pathways to teacher certification</td>
<td>0%</td>
<td>0%</td>
<td>17%</td>
<td>3%</td>
</tr>
<tr>
<td>Implement a program to assist employees with stress management and work-life balance</td>
<td>0%</td>
<td>0%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Establish a “green light/red light” (templated, standardized) review process for new requests for programs/initiatives</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Research social media tracking software options to evaluate effectiveness of communication</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Evaluate marketing materials that are used to communicate with stakeholders and update as needed</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
## Ensure CCIU’s Financial Viability

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

## Communicate CCIU’s Mission

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

## Strategy Summary

### Ensure CCIU’s Financial Viability

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

### Communicate CCIU’s Mission

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

## Key Performance Indicators

### Ensure CCIU’s Financial Viability

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

### Communicate CCIU’s Mission

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

## Key Initiatives

### Ensure CCIU’s Financial Viability

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

### Communicate CCIU’s Mission

- **Key Initiatives**
  - 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% Front Line, 44% Admin, 0% External, 43% Total
  - Increase communication of testimonials and success stories: 11% Front Line, 17% Admin, 0% External, 10% Total
  - Utilize software to analyze social media data: 7% Front Line, 11% Admin, 0% External, 7% Total
  - Send Board report highlights to all staff, via email, with invitation to attend future Board meetings: 7% Front Line, 0% Admin, 8% External, 5% Total
  - Have a cross-divisional, end-of-summer workshop to determine individual goals: 7% Front Line, 0% Admin, 0% External, 3% Total
Chester County Intermediate Unit
Board of Directors

Chester County Intermediate Unit
Executive Director
The Chester County Intermediate Unit will not discriminate in employment, educational programs or activities based on race, color, religion, national origin, age, sex, disability, marital status or because a person is a disabled veteran or a veteran of the Vietnam era. Reasonable accommodations will be provided for employees and program participants who are disabled. For information regarding civil rights or grievance procedures, contact Maureen Linahan, Title IX and Section 504 coordinator, at (484) 237-5086/DeafRelay@cciu.org; or in writing at the Chester County Intermediate Unit, 455 Boot Road, Downingtown, PA 19335.