

**NORTHWEST TRI-COUNTY IU 5**

252 Waterford St

IU Comprehensive Plan | 2024 - 2027

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**MISSION STATEMENT**

IU5 provides excellence, equity, and opportunities.

**VISION STATEMENT**

Creating future ready, self-empowered individuals and families for lifelong learning.

## **EDUCATIONAL VALUE STATEMENTS**

### **STUDENTS**

Learning is a partnership among schools, families, and communities. All students can learn. Diversity must be recognized and valued. Our school districts' needs and PDE directives shape our IU and its work. Change is inevitable. Transparency in operations is paramount. Learning is a lifelong process. We value: Equity, Opportunity, and Self-Empowerment.

### **STAFF (FORMALLY EDUCATORS)**

Learning is a partnership among schools, families, and communities. All students can learn. Diversity must be recognized and valued. Our school districts' needs and PDE directives shape our IU and its work. Change is inevitable. Transparency in operations is paramount. Learning is a lifelong process. We value: Equity, Opportunity, and Self-Empowerment.

### **ADMINISTRATION**

Learning is a partnership among schools, families, and communities. All students can learn. Diversity must be recognized and valued. Our school districts' needs and PDE directives shape our IU and its work. Change is inevitable. Transparency in operations is paramount. Learning is a lifelong process. We value: Equity, Opportunity, and Self-Empowerment.

### **LEA LEADERS**

Learning is a partnership among schools, families, and communities. All students can learn. Diversity must be recognized and valued. Our school districts' needs and PDE directives shape our IU and its work. Change is inevitable. Transparency in operations is paramount. Learning is a lifelong process. We value: Equity, Opportunity, and Self-Empowerment.

### **PARENTS**

Learning is a partnership among schools, families, and communities. All students can learn. Diversity must be recognized and valued. Our school districts' needs and PDE directives shape our IU and its work. Change is inevitable. Transparency in operations is paramount. Learning is

a lifelong process. We value: Equity, Opportunity, and Self-Empowerment.

## **COMMUNITY**

Learning is a partnership among schools, families, and communities. All students can learn. Diversity must be recognized and valued. Our school districts' needs and PDE directives shape our IU and its work. Change is inevitable. Transparency in operations is paramount. Learning is a lifelong process. We value: Equity, Opportunity, and Self-Empowerment.

## **OTHER (OPTIONAL)**

## STEERING COMMITTEE

| Name              | Position               | Building/Group                 |
|-------------------|------------------------|--------------------------------|
| Brad Whitman      | Administrator          | IU5                            |
| Sally Daehnke     | Administrator          | IU5                            |
| Andy Pushchak     | Board Member           | PennWest University            |
| Rebecca Kelley    | District/School Leader | Wattsburg Area School District |
| Mary Bula         | Community Partner      | Erie Together Organization     |
| Christine Carucci | Administrator          | IU5                            |
| Elizabeth Faust   | Staff Member           | IU5                            |
| Tracey Moore      | Staff Member           | IU5                            |
| Mary Hammer       | Staff Member           | IU5                            |
| Elizabeth Horvat  | Staff Member           | IU5                            |
| Vince Humes       | Administrator          | IU5                            |
| Laura Pushchak    | Parent                 | IU5                            |
| Nick Paolini      | Administrator          | IU5                            |

| <b>Name</b>    | <b>Position</b>   | <b>Building/Group</b> |
|----------------|-------------------|-----------------------|
| Kirk Shimshock | Administrator     | IU5                   |
| Natalie Sorge  | Staff Member      | IU5                   |
| Yvonne Teed    | Administrator     | IU5                   |
| Pat Hargest    | Community Partner | Edinboro Hotel        |
| Mary Eckart    | Administrator     | IU5                   |
| Megan Howard   | Staff Member      | IU5                   |

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## ESTABLISHED PRIORITIES

| Priority Statement  | Outcome Category  |
|---|---|
| <p>We will examine how we are communicating with our internal and external stakeholders in order to better support our educators, students, programs, and districts. This priority statement aligns with our IU goal: Communicate both internally and externally the value and quality of IU programs and services.</p>   | Other   |
| <p>The climate and culture of the IU should be considered when examining the concerns around recruitment and retention. Additionally, if we re-examine our internal practices, perhaps it will lead to more hiring of much need staff across all departments. This priority statement aligns with our IU goal: Recruit, develop, and retain staff members who are student-centered experts in their field, committed to the vision and mission of the IU, and demonstrate a high degree of professionalism.</p> | Essential Practices 4: Implement Data-Driven Human Capital Strategies |
| <p>If we continue to improve the cyber security of our IU, we will be able to mitigate a potential cyber attack in the future. This priority statement aligns with our IU goal: Promote a culture of cyber security and data privacy in our use of technology.</p>  | School Safety   |

## ACTION PLAN AND STEPS

### Evidence-based Strategy

Implement data-driven recruitment and retention strategies

### Measurable Goals

| <b>Goal Nickname</b>      | <b>Measurable Goal Statement (Smart Goal)</b>  |
|---------------------------|--|
| Improved communication    | By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. |
| Recruitment and Retention | Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU.   |

| <b>Action Step</b>  | <b>Anticipated Start/Completion</b> | <b>Lead Person/Position</b>     | <b>Materials/Resources/Supports Needed</b>  |
|---|-------------------------------------|---------------------------------|---|
| Work with the IU marketing specialist to create and promote opportunities where peers can share recognitions with the staff.  | 2024-08-01 - 2024-08-16             | HR Director<br>Media Specialist | Department supports for staff<br>Department celebrations of staff                               |
| When positions become vacant, all department directors will thoroughly assess the need of the position and the responsibilities in order to ensure we are leveraging human capital resources effectively and efficiently to meet the needs of our districts and programs. | 2024-07-01 - 2027-06-30             | Department Directors            | Incorporate conversations into regularly scheduled meetings with the Executive Director and HR. |
| All departments will write succession plans to ensure staff are cross trained to support all areas of the department and ensure people are provided with the skills and possess the potential to perform in these roles.  | 2025-07-01 - 2027-06-30             | Department Directors            | Succession plan template<br>Department/program manuals regarding job duties, etc.               |
| ITS will evaluate and modify the technology onboarding content to help new staff more easily transition to using IU technology and processes.   | 2024-07-01 - 2025-06-30             | ITS Director                    | Conversations with individual program leads to  |

| Action Step  | Anticipated Start/Completion | Lead Person/Position | Materials/Resources/Supports Needed   |
|--|------------------------------|----------------------|---|
|  |                              |                      | ensure onboarding meets needs.  |
| Consider the use of the "Human Capital Self-Assessment" tools and resources put forth by IU13. | 2024-10-01 - 2025-06-30      | HR Director          | Human capital data inventory; Human capital self assessment template; Human capital self assessment look-fors |

**Anticipated Outcome**

By each department having a role in most of the action steps, we will be able to work across the IU to ensure we leveraging our human capital efforts, having a well-supported and trained staff, and subsequently improving the retention and recruitment efforts of the IU overall.

**Monitoring/Evaluation**

Each year, the human resources department compiles a list of data related to recruitment and retention for our annual report. This data will be evaluated yearly to monitor the effectiveness of the action steps.

**Evidence-based Strategy**

Communication Strategies

**Measurable Goals**



| Goal Nickname             | Measurable Goal Statement (Smart Goal)   |
|---------------------------|--|
| Improved communication    | By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. |
| Recruitment and Retention | Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU.   |

| Action Step   | Anticipated Start/Completion | Lead Person/Position   | Materials/Resources/Supports Needed  |
|---|------------------------------|--|--|
| The leadership team will hold meetings at off-site locations in an effort to communicate, more effectively, the resources and programs the IU has to offer as well as provide an opportunity for the host site to share and communicate its services. | 2024-07-01 - 2027-06-30      | Executive Director   | None   |
| Communicate IU celebrations and general correspondence with staff on a regular basis. Focus will be on those staff who do not necessarily work in the Edinboro office.  | 2024-07-01 - 2027-06-30      | Department Directors, Assistant Directors, and Program Supervisors | None   |
| Develop and enhance our social media sites and content on a regular basis to share IU information and celebrations  | 2024-07-01 - 2027-06-30      | Media Specialist   | Social media platforms<br>Information and communications from department leaders |

### Anticipated Outcome

Improved communication both externally and internally will help us to improve our programs and services, as well as improve the climate and culture of the IU staff.

### Monitoring/Evaluation

We will conduct a baseline survey during the fall of 2024 and a follow up on a yearly basis to monitor the effectiveness of our communication strategies.

### Evidence-based Strategy

Implement research based cyber security practices and overall safety practices

### Measurable Goals

| Goal Nickname             | Measurable Goal Statement (Smart Goal)  |
|---------------------------|---|
| Cyber security and safety | Over the three year cycle, we will improve the overall cybersecurity posture of the IU by continuing our data governance committee's efforts, implementing training for all staff, and continue to put measures in place to reduce security incidents by 20% and ensuring compliance with industry standards. |

| Action Step   | Anticipated Start/Completion | Lead Person/Position | Materials/Resources/Supports Needed      |
|---|------------------------------|----------------------|--|
| Cyber and overall safety topics and trainings will be provided during in-service activities, faculty meetings, and joint administrative meetings. | 2024-07-01 - 2027-06-30      | ITS and CIA Director | Resources will depend on topic provided. |

| Action Step   | Anticipated Start/Completion | Lead Person/Position | Materials/Resources/Supports Needed |
|---|------------------------------|----------------------|-------------------------------------|
| Updating the Emergency Operations Plan to include cyber security. | 2024-07-01 - 2024-12-20      | CIA Director         | EOP                                 |

**Anticipated Outcome**  
 We anticipate lower cyber incidents and the creation of a safer working environment overall.

**Monitoring/Evaluation**  
 Number of phishing incidents will be monitored. Each year we submit a safety report to the Board. The frequency of situations will be monitored.



## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

| Measurable Goals  | Action Plan Name   | Professional Development Step   | Anticipated Timeline          |
|---|--|---|-------------------------------|
| Over the three year cycle, we will improve the overall cybersecurity posture of the IU by continuing our data governance committee's efforts, implementing training for all staff, and continue to put measures in place to reduce security incidents by 20% and ensuring compliance with industry standards. (Cyber security and safety) | Implement research based cyber security practices and overall safety practices | Cyber and overall safety topics and trainings will be provided during in-service activities, faculty meetings, and joint administrative meetings. | 07/01/2024<br>-<br>06/30/2027 |

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

| Measurable Goals  | Action Plan Name   | Professional Development Step                                     | Anticipated Timeline          |
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| Over the three year cycle, we will improve the overall cybersecurity posture of the IU by continuing our data governance committee's efforts, implementing training for all staff, and continue to put measures in place to reduce security incidents by 20% and ensuring compliance with industry standards. (Cyber security and safety) | Implement research based cyber security practices and overall safety practices | Updating the Emergency Operations Plan to include cyber security. | 07/01/2024<br>-<br>12/20/2024 |

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## COMMUNICATION PLAN - STEPS AND TIMELINES:

| Measurable Goals  | Action Plan Name   | Communication Step   | Anticipated Timeline          |
|---|--|--|-------------------------------|
| By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. (Improved communication) | Implement data-driven recruitment and retention strategies | Work with the IU marketing specialist to create and promote opportunities where peers can share recognitions with the staff. | 08/01/2024<br>-<br>08/16/2024 |
| Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU. (Recruitment and Retention)  |  |  |                               |

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## COMMUNICATION PLAN - STEPS AND TIMELINES:

| Measurable Goals   | Action Plan Name         | Communication Step  | Anticipated Timeline          |
|--|--------------------------|---|-------------------------------|
| <p>By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. (Improved communication)</p> <p>Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU. (Recruitment and Retention)</p> | Communication Strategies | The leadership team will hold meetings at off-site locations in an effort to communicate, more effectively, the resources and programs the IU has to offer as well as provide an opportunity for the host site to share and communicate its services. | 07/01/2024<br>-<br>06/30/2027 |

## COMMUNICATION PLAN - STEPS AND TIMELINES:

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|--|--------------------------|--|-------------------------------|
| <p>By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. (Improved communication)</p> <p>Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU. (Recruitment and Retention)</p> | Communication Strategies | Communicate IU celebrations and general correspondence with staff on a regular basis. Focus will be on those staff who do not necessarily work in the Edinboro office. | 07/01/2024<br>-<br>06/30/2027 |



## COMMUNICATION PLAN - STEPS AND TIMELINES:

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|--|--------------------------|--|-------------------------------|
| <p>By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. (Improved communication)</p> <p>Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU. (Recruitment and Retention)</p> | Communication Strategies | Develop and enhance our social media sites and content on a regular basis to share IU information and celebrations | 07/01/2024<br>-<br>06/30/2027 |

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| Measurable Goals  | Action Plan Name   | Communication Step  | Anticipated Timeline          |
|---|--|---|-------------------------------|
| Over the three year cycle, we will improve the overall cybersecurity posture of the IU by continuing our data governance committee's efforts, implementing training for all staff, and continue to put measures in place to reduce security incidents by 20% and ensuring compliance with industry standards. (Cyber security and safety) | Implement research based cyber security practices and overall safety practices | Updating the Emergency Operations Plan to include cyber security. | 07/01/2024<br>-<br>12/20/2024 |

## **APPROVALS & SIGNATURES**

### **Assurance of Quality and Accountability**

As Executive Director, I affirm that this IU Level Plan was developed in accordance, and will comply with the applicable provisions of 22 Pa. Code, Chapters 4, 12, 14, 16 and 49. I also affirm that the governing board reviewed the IU Level Plan, as indicated in the attached official Board minutes and the contents of the plan are true and correct. Finally, I affirm that the plan was made available for public inspection and comment for a minimum of 28 days prior to approval by the school's governing board and submission to the Department.

### **Signature (Entered Electronically and must have access to web application).**

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Executive Director

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## ADDENDUM A: BACKGROUND INFORMATION TO INFORM PLAN

### Strengths

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Our health and safety plan is current and up-to-date. We follow all CDC, PADOH, ECDH guidance in relation to health and safety. These plans are updated yearly and posted on our website as required. Additionally, we support our districts in any related area that arises.

Our special education department is expanding and growing which presents a strength and challenge. The strength is that we are recognized in the region as an exceptional service as our numbers continue to grow.

The IT department has made cyber security and data governance an area of focus. Local districts immediately reach out to the IU for support when anything related to technology arises.

Partner with local businesses, employers, community organizations, and other agencies to meet the needs of the Intermediate Unit.

41% of districts would like additional PD regarding the use of technology to extend instruction beyond the classroom.

Approximately 30% of districts requested PD in the areas of digital citizenship, STEM as an intentional approach to learning, and

### Challenges

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Our special education department is expanding and growing which presents a strength and challenge. The challenge involves recruiting and retaining highly qualified staff members across the department.

We want to continue to make cyber security and data governance area of challenge, while recognizing it to be an area of strength. Many pieces and needs have already been put into place, but with the changes evolving in the world of IT, we feel that it needs to be kept at the forefront of what we do. Any kind of interruption to IT, has a detrimental impact to all the programs and services we provide to our internal and external partners.

Meeting the safety requirements as identified in Act 55 as well as the overall safety of the IU is an area that continues to be an area of growth and focus.

Engage in meaningful two-way communication with stakeholders to establish and sustain shared responsibility for learning across the Intermediate Unit.

We find that districts continue to need support in the area of safe schools. As both the IU and the districts strive to meet the

## Strengths

understanding emerging STEM related career opportunities. Overall, 50% of districts reported not needing support in the area of STEM. Based on this survey as well as the success of our STEM lending library, we have been successful meeting the STEM needs of our districts.

Assessments and CDTs are an area of strength for the IU. In all areas of assessments, at least 60% of districts reported that they did not need any support. We have a strong team and provides direct support to districts on an individual basis when requested.

The IU5 Staff have built strong relationships and developed a rapport of trust with our LEAs in order to establish a collaborative working environment which has impacted both K-12 programs and overall LEA services we provide. IU5 serves as the liaison for Region 1 of the Career Ready State Team. Through this work has established a diverse network of stakeholders with common goals. At the onset of the COVID-19 pandemic, IU5 staff immediately adapted their professional development model to meet the current and emerging needs of LEAs while providing services to record numbers of educators. The Curriculum, Instruction, Assessment department annually reviews and updates its internal operation procedures directly connected to IU5 policy.

As shown by our grant final expenditure reports, reviews, and audits, we consistently meet or exceed all deliverables and requirements of our grant funded programs.

## Challenges

requirements of Act 55, we want to ensure that internal and external partners are supported.

Data Governance/Quality continues to be an area of focus for the IU. This challenge was met by a group of individuals including the Executive Director through the development of a committee at the IU. The team analyzed the data and came up with solutions for the service providers that was acceptable to them and helped eliminate unnecessary logging of certain kinds of time. This work continues and is still an identified need.

Data shows a high turn-over rate of professional staff. With improved retention and recruitment, we will be better able to serve our K-12 programs more effectively and efficiently.

Foster a vision and culture of high expectations for success for all stakeholders.

Based on the climate and culture survey, which was done internally, we feel that if the areas of consistency, flexibility, communication, virtual professional development, and collaboration are fulfilled, we will be in a better position to improve our systems of support to the districts across all areas.

Support implementing evidence-based instructional strategies and programs to ensure all learners have access to rigorous, standards-aligned instruction.

## Strengths

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Based on our recent climate and culture survey conducted with IU staff, trust, support, flexibility, and leadership were areas that identified as positive areas of strength at the IU.

Coordinate fiscal resources from local, state, and federal programs to achieve the IU's goals and priorities.

Based on our annual needs assessment survey and professional development evaluations, districts report satisfaction with the services provided by the IU in regards to supports provided in the areas of curriculum, instruction, and assessment.

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## Challenges

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Recruit and retain fully credentialed, experienced, and high-quality employees.

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## Most Notable Observations/Patterns

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All of the data circles around a few significant areas, which if improved, will have an impact on all of the services we provide. Additionally, the areas of challenge are also highlighted areas that are aligned to our IU board goals, established each year. By aligning our challenges directly with our board goals, we will be truly creating a comprehensive plan that will impact not only all of our internal departments, but all of our external stakeholders as well. Those stakeholders include the K-12 schools we support, the professional development experiences we provide, the programs and services we deliver, amongst a plethora of other ancillary benefits that we provide to our districts and partners across the tri-county area.

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| Challenges   | Discussion Point  | Priority for Planning |
|--|---|-----------------------|
| <p>Engage in meaningful two-way communication with stakeholders to establish and sustain shared responsibility for learning across the Intermediate Unit.</p>  |   |                       |
| <p>Foster a vision and culture of high expectations for success for all stakeholders.</p>  |   |                       |
| <p>Based on the climate and culture survey, which was done internally, we feel that if the areas of consistency, flexibility, communication, virtual professional development, and collaboration are fulfilled, we will be in a better position to improve our systems of support to the districts across all areas.</p> | <p>Our climate and culture survey identified a list of concerns that we could improve upon as an organization. Out of the concerns, we feel that if we focus on communication. Other areas such as consistency will subsequently improve. We believe that the root cause for communication being an area of challenge is due in part to the proximity and general make up of the IU. We have approximately 350 employees spread across a 30 county area. Additionally, we support a variety of programs and services ranging from professional development opportunities to migrant education. The uniqueness of each support also tends to be a challenge in the area of communication as department needs are so diverse.</p> | <p>✓</p>              |
| <p>Our special education department is expanding and growing which presents a strength and challenge. The challenge involves recruiting and retaining highly qualified staff members across the department.</p>  | <p>In a recent informal survey, approximately 60% of the staff have less than three years experience at the IU. We feel that this is due in part to the overall status of the employment challenges not only in our region, but the state and nation as well. Data has shown that teachers are leaving the profession at an alarming rate. As a service provider, it is vital that we strategize and explore new options to meet this challenge</p>   | <p>✓</p>              |



| Challenges  | Discussion Point   | Priority for Planning |
|---|--|-----------------------|
| <p>We want to continue to make cyber security and data governance area of challenge, while recognizing it to be an area of strength. Many pieces and needs have already been put into place, but with the changes evolving in the world of IT, we feel that it needs to be kept at the forefront of what we do. Any kind of interruption to IT, has a detrimental impact to all the programs and services we provide to our internal and external partners.</p> | <p>that does not seem to have any relief in the foreseeable future.</p> <p>Several of our districts have already been the target of cyber breeches. We must ensure that we do not become a victim of such an event. Based on recent tests conducted with staff members, we feel that we can improve the status of our cyber landscape.</p> | <p>✓</p>              |
| <p>Meeting the safety requirements as identified in Act 55 as well as the overall safety of the IU is an area that continues to be an area of growth and focus.</p>   |  |                       |

## ADDENDUM B: ACTION PLAN

### Action Plan: Implement data-driven recruitment and retention strategies

| Action Steps   | Anticipated Start/Completion Date   |           |
|--|---|-----------|
| Work with the IU marketing specialist to create and promote opportunities where peers can share recognitions with the staff.   | 08/01/2024 - 08/16/2024   |           |
| Monitoring/Evaluation  | Anticipated Output  |           |
| Each year, the human resources department compiles a list of data related to recruitment and retention for our annual report. This data will be evaluated yearly to monitor the effectiveness of the action steps. | By each department having a role in most of the action steps, we will be able to work across the IU to ensure we leveraging our human capital efforts, having a well-supported and trained staff, and subsequently improving the retention and recruitment efforts of the IU overall. |           |
| Material/Resources/Supports Needed   | PD Step   | Comm Step |
| Department supports for staff Department celebrations of staff   | no  | yes       |

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**Action Steps****Anticipated Start/Completion Date**

When positions become vacant, all department directors will thoroughly assess the need of the position and the responsibilities in order to ensure we are leveraging human capital resources effectively and efficiently to meet the needs of our districts and programs.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

Each year, the human resources department compiles a list of data related to recruitment and retention for our annual report. This data will be evaluated yearly to monitor the effectiveness of the action steps.

By each department having a role in most of the action steps, we will be able to work across the IU to ensure we leveraging our human capital efforts, having a well-supported and trained staff, and subsequently improving the retention and recruitment efforts of the IU overall.

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

Incorporate conversations into regularly scheduled meetings with the Executive Director and HR.

no

no



**Action Steps****Anticipated Start/Completion Date**

All departments will write succession plans to ensure staff are cross trained to support all areas of the department and ensure people are provided with the skills and possess the potential to perform in these roles.

07/01/2025 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

Each year, the human resources department compiles a list of data related to recruitment and retention for our annual report. This data will be evaluated yearly to monitor the effectiveness of the action steps.

By each department having a role in most of the action steps, we will be able to work across the IU to ensure we leveraging our human capital efforts, having a well-supported and trained staff, and subsequently improving the retention and recruitment efforts of the IU overall.

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

Succession plan template Department/program manuals regarding job duties, etc.

no

no



**Action Steps****Anticipated Start/Completion Date**

ITS will evaluate and modify the technology onboarding content to help new staff more easily transition to using IU technology and processes.

07/01/2024 - 06/30/2025

**Monitoring/Evaluation****Anticipated Output**

Each year, the human resources department compiles a list of data related to recruitment and retention for our annual report. This data will be evaluated yearly to monitor the effectiveness of the action steps.

By each department having a role in most of the action steps, we will be able to work across the IU to ensure we leveraging our human capital efforts, having a well-supported and trained staff, and subsequently improving the retention and recruitment efforts of the IU overall.

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

Conversations with individual program leads to ensure onboarding meets needs.

no

no



**Action Steps**

**Anticipated Start/Completion Date**

Consider the use of the "Human Capital Self-Assessment" tools and resources put forth by IU13.

10/01/2024 - 06/30/2025

**Monitoring/Evaluation**

**Anticipated Output**

Each year, the human resources department compiles a list of data related to recruitment and retention for our annual report. This data will be evaluated yearly to monitor the effectiveness of the action steps.

By each department having a role in most of the action steps, we will be able to work across the IU to ensure we leveraging our human capital efforts, having a well-supported and trained staff, and subsequently improving the retention and recruitment efforts of the IU overall.

**Material/Resources/Supports Needed**

**PD Step**

**Comm Step**

Human capital data inventory; Human capital self assessment template; Human capital self assessment look-fors

no

no

**Action Plan: Communication Strategies**

**Action Steps****Anticipated Start/Completion Date**

The leadership team will hold meetings at off-site locations in an effort to communicate, more effectively, the resources and programs the IU has to offer as well as provide an opportunity for the host site to share and communicate its services.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

We will conduct a baseline survey during the fall of 2024 and a follow up on a yearly basis to monitor the effectiveness of our communication strategies.

Improved communication both externally and internally will help us to improve our programs and services, as well as improve the climate and culture of the IU staff.

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

None

no

yes



**Action Steps****Anticipated Start/Completion Date**

Communicate IU celebrations and general correspondence with staff on a regular basis. Focus will be on those staff who do not necessarily work in the Edinboro office.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

We will conduct a baseline survey during the fall of 2024 and a follow up on a yearly basis to monitor the effectiveness of our communication strategies.

Improved communication both externally and internally will help us to improve our programs and services, as well as improve the climate and culture of the IU staff.

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

None

no

yes





**Action Steps**

**Anticipated Start/Completion Date**

Develop and enhance our social media sites and content on a regular basis to share IU information and celebrations

07/01/2024 - 06/30/2027

**Monitoring/Evaluation**

**Anticipated Output**

We will conduct a baseline survey during the fall of 2024 and a follow up on a yearly basis to monitor the effectiveness of our communication strategies.

Improved communication both externally and internally will help us to improve our programs and services, as well as improve the climate and culture of the IU staff.

**Material/Resources/Supports Needed**

**PD Step**

**Comm Step**

Social media platforms Information and communications from department leaders

no

yes

**Action Plan: Implement research based cyber security practices and overall safety practices**

**Action Steps****Anticipated Start/Completion Date**

Cyber and overall safety topics and trainings will be provided during in-service activities, faculty meetings, and joint administrative meetings.

07/01/2024 - 06/30/2027

**Monitoring/Evaluation****Anticipated Output**

Number of phishing incidents will be monitored. Each year we submit a safety report to the Board. The frequency of situations will be monitored.

We anticipate lower cyber incidents and the creation of a safer working environment overall.

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

Resources will depend on topic provided.

yes

yes



**Action Steps**

**Anticipated Start/Completion Date**

Updating the Emergency Operations Plan to include cyber security.

07/01/2024 - 12/20/2024

**Monitoring/Evaluation**

**Anticipated Output**

Number of phishing incidents will be monitored. Each year we submit a safety report to the Board. The frequency of situations will be monitored.

We anticipate lower cyber incidents and the creation of a safer working environment overall.

**Material/Resources/Supports Needed**

**PD Step**

**Comm Step**

EOP

yes

yes



## ADDENDUM C: PROFESSIONAL DEVELOPMENT PLANS

| Measurable Goals   | Action Plan Name  | Professional Development Step  | Anticipated Timeline                   |
|--|---|--|--|
| <p>Over the three year cycle, we will improve the overall cybersecurity posture of the IU by continuing our data governance committee's efforts, implementing training for all staff, and continue to put measures in place to reduce security incidents by 20% and ensuring compliance with industry standards. (Cyber security and safety)</p> | <p>Implement research based cyber security practices and overall safety practices</p> | <p>Cyber and overall safety topics and trainings will be provided during in-service activities, faculty meetings, and joint administrative meetings.</p> | <p>07/01/2024<br/>-<br/>06/30/2027</p> |
| <p>Over the three year cycle, we will improve the overall cybersecurity posture of the IU by continuing our data governance committee's efforts, implementing training for all staff, and continue to put measures in place to reduce security incidents by 20% and ensuring compliance with industry standards. (Cyber security and safety)</p> | <p>Implement research based cyber security practices and overall safety practices</p> | <p>Updating the Emergency Operations Plan to include cyber security.</p>   | <p>07/01/2024<br/>-<br/>12/20/2024</p> |



## PROFESSIONAL DEVELOPMENT PLANS

| Professional Development Step | Audience  | Topics of Prof. Dev  |
|-------------------------------|-----------|--|
| Table Top Exercises           | All staff | Response to cyber threats, emergency drills, trauma informed practices |

| Evidence of Learning  | Anticipated Timeframe   | Lead Person/Position |
|---|-------------------------|----------------------|
| Improved response during drills and potential real situation.<br>Recognizing trauma | 08/12/2024 - 06/30/2027 | ITS and CIA Director |

| Danielson Framework Component Met in this Plan: | This Step meets the Requirements of State Required Trainings:  |
|---|--|
|   | At Least 1-hour of Trauma-informed Care Training for All Staff |

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## ADDENDUM D: ACTION PLAN COMMUNICATION

| Measurable Goals   | Action Plan Name  | Communication Step  | Anticipated Timeline           |
|--|---|---|--------------------------------|
| <p>By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. (Improved communication)</p> <p>Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU. (Recruitment and Retention)</p> | <p>Implement data-driven recruitment and retention strategies</p> | <p>Work with the IU marketing specialist to create and promote opportunities where peers can share recognitions with the staff.</p>   | <p>2024-08-01 - 2024-08-16</p> |
| <p>By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. (Improved communication)</p> <p>Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU. (Recruitment and Retention)</p> | <p>Communication Strategies</p>                                   | <p>The leadership team will hold meetings at off-site locations in an effort to communicate, more effectively, the resources and programs the IU has to offer as well as provide an opportunity for</p> | <p>2024-07-01 - 2027-06-30</p> |

| Measurable Goals   | Action Plan Name         | Communication Step  | Anticipated Timeline    |
|--|--------------------------|---|-------------------------|
|  |                          | the host site to share and communicate its services.  |                         |
| <p>By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. (Improved communication)</p> <p>Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU. (Recruitment and Retention)</p> | Communication Strategies | <p>Communicate IU celebrations and general correspondence with staff on a regular basis. Focus will be on those staff who do not necessarily work in the Edinboro office.</p> | 2024-07-01 - 2027-06-30 |
| <p>By the end of the three-year plan, the IU will increase the communication conducted both internally and externally regarding the value and quality of IU programs and services as shown through an overall 10% increase in the climate and culture survey conducted. (Improved communication)</p> <p>Over the next three years, we will reduce employee turnover by 10% to ensure a stable and skilled staff who are student-centered experts in their field and ready to commit to the vision and mission of the IU. (Recruitment and Retention)</p> | Communication Strategies | <p>Develop and enhance our social media sites and content on a regular basis to share IU information and celebrations</p>   | 2024-07-01 - 2027-06-30 |

| Measurable Goals  | Action Plan Name   | Communication Step  | Anticipated Timeline    |
|---|--|---|-------------------------|
| Over the three year cycle, we will improve the overall cybersecurity posture of the IU by continuing our data governance committee's efforts, implementing training for all staff, and continue to put measures in place to reduce security incidents by 20% and ensuring compliance with industry standards. (Cyber security and safety) | Implement research based cyber security practices and overall safety practices | Cyber and overall safety topics and trainings will be provided during in-service activities, faculty meetings, and joint administrative meetings. | 2024-07-01 - 2027-06-30 |
| Over the three year cycle, we will improve the overall cybersecurity posture of the IU by continuing our data governance committee's efforts, implementing training for all staff, and continue to put measures in place to reduce security incidents by 20% and ensuring compliance with industry standards. (Cyber security and safety) | Implement research based cyber security practices and overall safety practices | Updating the Emergency Operations Plan to include cyber security.   | 2024-07-01 - 2024-12-20 |

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## COMMUNICATIONS PLAN



| <b>Communication Step</b>                                   | <b>Audience</b>                           | <b>Topics/Message of Communication</b>                       |
|---|---|--|
| Enhanced and improved utilization of social media platforms | All staff, schools, and community members | General IU announcements, celebrations, program descriptions |

| <b>Anticipated Timeframe</b> | <b>Frequency</b> | <b>Delivery Method</b>      |
|------------------------------|------------------|-----------------------------|
| 07/01/2024 - 06/30/2027      | Monthly          | Public service announcement |

| <b>Lead Person/Position</b> |
|-----------------------------|
| Marketing/Media Specialist  |

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| <b>Communication Step</b>                         | <b>Audience</b> | <b>Topics/Message of Communication</b>   |
|---|-----------------|--|
| Utilization of AlertMedia as a Communication Tool | All staff       | Safety notifications, test drills and communications, uploading of templates into the site, communication of procedures outlines in the various safety annexes |

| <b>Anticipated Timeframe</b> | <b>Frequency</b>                    | <b>Delivery Method</b> |
|------------------------------|-------------------------------------|------------------------|
| 07/01/2024 - 06/30/2027      | As needed for emergency situations. | Other                  |

**Lead Person/Position**

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Yvonne Teed

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## ADDENDUM E: COMPREHENSIVE PLAN COMMUNICATIONS

| Communication Step   | Topics of Message   | Mode                             | Audience              | Anticipated Timeline         |
|--|---|----------------------------------|-----------------------|------------------------------|
| Meeting with Leadership Team   | Goal setting, action steps, professional development requirements   | Face to Face                     | Leadership Team       | 7/2023-10/2023               |
| Steering Committee Meeting   | Review of Comprehensive Plan, Induction Plan, Professional Development Plan summaries and review.                           | Online Zoom meeting              | Steering Committees   | November-December 2023       |
| Share draft of Comprehensive Plan, Induction Plan, Professional Development Plan with steering committees. | Review draft of three plans and provide feedback.   | Email communication              | Steering Committee    | December, 2023-January, 2024 |
| Steering Committee meeting to review suggested comments  | Update plan to reflect suggestions and feedback provided as a result of the document which was shared previously via email. | Zoom meeting                     | Steering Committee    | January, 2024                |
| Post draft of plan on website for 28 day review  | Invite the public and all stakeholders to provide feedback on plans.  | Website and social media notices | Community             | January, 2024-February, 2024 |
| Board Presentation   | Present Plan to Board for approval  | Board Meeting                    | IU Board of Directors | February, 2024               |

| <b>Communication Step</b>       | <b>Topics of Message</b>   | <b>Mode</b>  | <b>Audience</b>      | <b>Anticipated Timeline</b>      |
|---------------------------------|--|--------------|----------------------|----------------------------------|
| Share plan with IU stakeholders | Share action items and goals with the IU staff.  | Face to Face | All IU staff         | Spring, 2024                     |
| Leadership Meetings             | Include comprehensive plans goals and benchmark targets in leadership meetings to monitor progress toward meeting goals. | Face to Face | Leadership Committee | 2024-2025 school year and beyond |

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