MISSION STATEMENT

The Carbon Lehigh Intermediate Unit 21 is an educational service agency committed to HELPING CHILDREN LEARN.

VISION STATEMENT

The CLIU will serve as the coordinating agency that brings together diverse school district, vocational schools, business, higher education, and community groups. The CLIU will use a regional team approach and through cooperation and collaboration among school districts and agencies, will provide innovative, responsive, and cost-effective programs. The CLIU will facilitate inter-district cooperation, provide educational and administrative services to schools, and function as a link between the Pennsylvania Department of Education and local school districts. As we work steadfast in helping children learn, we know that we must approach our work by designing systems and frameworks that embrace innovation and creativity. These systems will allow for development and growth and will enable us to strategize, problem solve and respond. We must structure programs and services that initiate action towards children's needs. We must seek continuous improvement by assessing and evaluating our progress, and communicate our findings and outcomes as our systems evolve. As we utilize a genuine systems approach, we fully realize how we are all connected and integrated and are then better able to implement needed change with fidelity.

EDUCATIONAL VALUE STATEMENTS

STUDENTS

All students are active leaners and active members of our community; they are empowered to strive for their own excellence as well as to embrace and celebrate differences.

STAFF (FORMALLY EDUCATORS)

As our core mission is helping children learn, the Carbon Lehigh Intermediate Unit 21 will provide services, resources, and supports to staff that will enable them to provide the best service possible to students in an effective and efficient manner.

ADMINISTRATION

As our core mission is helping children learn, the Carbon Lehigh Intermediate Unit 21 will provide opportunities for leadership growth, collaboration, and problem solving that will enable them to provide the best leadership possible to attain our mission.

LEA LEADERS

Within our core mission of helping children learn, the Carbon Lehigh Intermediate Unit 21 values communication and collaboration with our LEA leaders in fulfilling this mission across our region for all students.

PARENTS

Within our core mission of helping children learning, the Carbon Lehigh Intermediate Unit 21 values communication, collaboration, and partnerships will families that will support student growth and learning in all areas.

COMMUNITY

Within our core mission of helping children learn, the Carbon Lehigh Intermediate Unit 21 values community partnerships to not only support student learning, but create new opportunities for learning, future employments, or collaborative service to the students and schools of our

region.

OTHER (OPTIONAL)

STEERING COMMITTEE

Name	Position	Building/Group
Kim Talipan	Administrator	CLIU 21
Mark Scott	Administrator	CLIU 21
Eric Lech	Administrator	CLIU 21
Michael Heater Jr.	Administrator	CLIU 21
Gregory Koons	Administrator	CLIU 21
Dr. Robert Steckel	District/School Leader	Whitehall Coplay SD
Daniel Malloy	District/School Leader	Weatherly Area SD
Tonya Swavely	Staff Member	CLIU 21
Karen Buck	Community Partner	Manufacturing Resource Center
Amanda Robbins	Parent	Local Task Force
Lisa Schumacher	Administrator	CLIU21
Gretchen Boyer	Administrator	CLIU 21

Name	Position	Building/Group

ESTABLISHED PRIORITIES

Priority Statement	Outcome Category
If CLIU leaders examine the outcomes and feedback of internal professional learning, staff will be able to engage in relevant, supportive professional learning that will support helping children learn.	Professional learning
If the CLIU continues to engage Organizational Climate committees and continues progress in the areas of communication and celebration, then staff will feel more connected to the organization and mission and be retained for longer durations.?	Essential Practices 4: Implement Data-Driven Human Capital Strategies

ACTION PLAN AND STEPS

Evidence-based Strategy
Enhancing the Profession: Improving Conditions (Wing Institute Research)

Measurable Goals

Goal Nickname	Measurable Goal Statement (Smart Goal)
Organizational Climate	By June 2027, the CLIU will demonstrate improved professional staff retention.?

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Year 1: Organizational Climate subcommittees will realign	2024-06-01 -	Organizational Climate	Staff members to support

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
to continue progress toward short term goals resulting from 2023 surveys.	2025-06-30	Captains (AttED, Dir C&I, Asst. Dir HR, Dir MIS)	committee
Year 1: Analyze metrics related to early staff retention to determine to efficient method to gather data and analyze.	2024-07-01 - 2025-06-30	Asst. to the ED,	HRIS
Year 2: Engage in reassessment of organizational climate through survey and/or focus group with appropriate supports.	2025-07-01 - 2025-12-19	Organizational Climate Captains	Survey tool, potential external support
Year 2: Establish new short term goals and actions for organizational climate based on analysis of surveys/focus groups.	2026-01-05 - 2026-06-30	Organizational Climate Captains	Survey results
Year 3: Actualize short term actions in alignment with updated organizational climate needs with communication of activity to all staff.	2026-07-01 - 2027-06-30	Organizational Climate Captains	Determined by short term action plans
Continue assessment and analysis of retention data.	2026-07-01 - 2027-06-30	Asst to the ED	HRIS

Anticipated Outcome

Improved staff retention rates within early years of service

Monitoring/Evaluation

Organizational climate committee captains will review data annually as part of their Q4 check-in.

Evidence-based Strategy

Data-driven Analysis (Professional learning)

Measurable Goals

Goal Nickname	Measurable Goal Statement (Smart Goal)
Professional Learning Plan	By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Develop consistent internal evaluation/feedback tool for professional learning to gather data.?	2024-07-01 - 2024-12-31	Dir of C&I/Ed. Tech	Potential Survey Tool, PL Committee
Employ new CLIU Professional Learning Feedback tool for all professional learning opportunities.	2025-01-01 - 2027-06-30	Dir of C&I/Ed. Tech	Survey Tool, PL Committee
Review PL Feedback surveys to complete professional learning analysis and set long term PL goals.	2025-09-01 - 2026-06-30	Dir of C&I/Ed. Tech	Survey results, PL Committee
Use updated goals to author evolved professional learning plan for CLIU 21.	2026-07-01 - 2027-06-30	Dir of C&I/Ed. Tech	PL Committee,

Anticipated Outcome

CLIU will produce an updated and evolved professional learning plan in alignment with PDE requirements, student and staff needs.

Monitoring/Evaluation

The PL Committee will review PL data and analyze plan writing progress annually.

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By June 2027, the CLIU will demonstrate improved professional staff retention.? (Organizational Climate)	Enhancing the Profession: Improving Conditions (Wing Institute Research)	Year 2: Engage in reassessment of organizational climate through survey and/or focus group with appropriate supports.	07/01/2025 - 12/19/2025

PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs. (Professional Learning Plan)	Data-driven Analysis (Professional learning)	Review PL Feedback surveys to complete professional learning analysis and set long term PL goals.	09/01/2025 - 06/30/2026

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By June 2027, the CLIU will demonstrate improved professional staff retention.? (Organizational Climate)	Enhancing the Profession: Improving Conditions (Wing Institute Research)	Year 1: Organizational Climate subcommittees will realign to continue progress toward short term goals resulting from 2023 surveys.	06/01/2024 - 06/30/2025

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By June 2027, the CLIU will demonstrate improved professional staff retention.? (Organizational Climate)	Enhancing the Profession: Improving Conditions (Wing Institute Research)	Year 2: Establish new short term goals and actions for organizational climate based on analysis of surveys/focus groups.	01/05/2026 - 06/30/2026

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By June 2027, the CLIU will demonstrate improved professional staff retention.? (Organizational Climate)	Enhancing the Profession: Improving Conditions (Wing Institute Research)	Year 3: Actualize short term actions in alignment with updated organizational climate needs with communication of activity to all staff.	07/01/2026 - 06/30/2027

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs. (Professional Learning Plan)	Data-driven Analysis (Professional learning)	Develop consistent internal evaluation/feedback tool for professional learning to gather data.?	07/01/2024 - 12/31/2024

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs. (Professional Learning Plan)	Data-driven Analysis (Professional learning)	Employ new CLIU Professional Learning Feedback tool for all professional learning opportunities.	01/01/2025 - 06/30/2027

COMMUNICATION PLAN - STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs. (Professional Learning Plan)	Data-driven Analysis (Professional learning)	Use updated goals to author evolved professional learning plan for CLIU 21.	07/01/2026 - 06/30/2027

APPROVALS & SIGNATURES

Assurance of Quality and Accountability

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

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

| Executive Director | Dr. Elaine Eib | 2022-03-10 |

ADDENDUM A: BACKGROUND INFORMATION TO INFORM PLAN

Strengths

CLIU Committees and teams are committed to consistent review of progress and efforts to assure plans are agile and actionable.

CLIU responds to changing needs by updating plans appropriately.

Consistent focus on quality and economy supports the strength of service and resource allocation strategically and equitably.

Establishing frameworks and protocols for systems, programs, and services allows further focus on quality and economy.

Consistent communication and collaboration among leadership team supports the fostering of vision and culture of high expectations.

The focus on what matters most, children and their individual needs, is an utmost urgency and priority for our organization reflected in learner centered supports delivered directly and indirectly to students.

New community partnerships that help to drive indirect services and build greater capacity for career readiness across our region has increased service opportunities.

Challenges

Increasing rates of student identification and challenges with staff require continual analysis to be able to provide effective student services.

Evolution in technology threats continues to be a concern for digital safety, privacy, etc.

There have been challenges in defining core curriculum base and supplements when SPS Frameworks span across different LEAs. This is an ongoing effort across all frameworks to have consistency in basal core curriculum with local LEA supplements.

Retention of staff beyond initial 3 years of services continues to create additional needs within service delivery. ?

Continuing to evolve service models such as by providing more coaching supports for classroom teachers will continue to be a challenge.

Meeting the many priorities of a wide range (urban through rural) of LEAs requires great agility and ability to quickly pivot.

Districts are seeking additional or evolved services requiring the need to be agile in upscaling new programs or revising existing

Strengths

Refreshing the approach to the SSoS across the intermediate unit to include more collaboration with centralized management has increased opportunities and services. Created new teams that are helping staff grow and improving service to district. Examples include cross-department literacy, resiliency, and school climate teams.

LEAs are receiving new services and opportunities to engage due to partnerships for increased engagement with IU services.

Continued evolution of professional learning models to meet needs of educators has allowed for continued, valuable service to our region.

Adult education services continue to grow and meet local needs as well as adding partnerships to better align adult education to industry needs.

Increasing teamwork and collaboration across departments has allowed for more robust services through the SSoS.

Challenges

programs.

Staffing for programming needs continues to be a challenge whether for existing programs or LEA requests.

Professional learning data for internal audiences is needed to better determine relevance, efficacy, and future needs.

Engaging all stakeholders (specifically internal stakeholders) in communication continues to develop and will remain a need to create a stronger organizational climate.

Increasing rates of student identification and challenges with staff require continual analysis to be able to provide effective student services.?

Communication across all levels of stakeholders regarding CLIU in multiple, connected modalities.

Most Notable Observations/Patterns

Staffing to meet varied needs and to evolve services is a consistent theme in challenges presented through data collection.

Challenges	Discussion Point	Priority for Planning
Districts are seeking additional or evolved services requiring the need to be agile in upscaling new programs or revising existing programs.		
Staffing for programming needs continues to be a challenge whether for existing programs or LEA requests.		
Professional learning data for internal audiences is needed to better determine relevance, efficacy, and future needs.		✓
Retention of staff beyond initial 3 years of services continues to create additional needs within service delivery. ?		✓
Engaging all stakeholders (specifically internal stakeholders) in communication continues to develop and will remain a need to create a stronger organizational climate.		
Increasing rates of student identification and challenges with staff require continual analysis to be able to provide effective student services.?		
Increasing rates of student identification and challenges with staff require continual analysis to be able to provide effective student services.		

ADDENDUM B: ACTION PLAN

Action Plan: Enhancing the Profession: Improving Conditions (Wing Institute Research)

Action Steps	Anticipated Start/Completion Date
Year 1: Organizational Climate subcommittees will realign to continue progress toward short term goals resulting from 2023 surveys.	06/01/2024 - 06/30/2025

Monitoring/Evaluation	Anticipated Output
Organizational climate committee captains will review data annually as part of their Q4 check-in.	Improved staff retention rates within early years of service

Material/Resources/Supports Needed	PD Step	Comm Step
Staff members to support committee	no	yes

Action Steps	Anticipated Start/Completion Date
Year 1: Analyze metrics related to early staff retention to determine to efficient method to gather data and analyze.	07/01/2024 - 06/30/2025

Monitoring/Evaluation	Anticipated Output
Organizational climate committee captains will review data annually as part of their Q4 check-in.	Improved staff retention rates within early years of service

Material/Resources/Supports Needed		PD Step	Comm Step
HRIS		no	no

Action Steps	Anticipated Start/Completion Date
Year 2: Engage in reassessment of organizational climate through survey and/or focus group with appropriate supports.	07/01/2025 - 12/19/2025

Monitoring/Evaluation	Anticipated Output
Organizational climate committee captains will review data annually as part of their Q4 check-in.	Improved staff retention rates within early years of service

Material/Resources/Supports Needed		PD Step	Comm Step
Survey tool, potential external support		yes	no

Action Steps	Anticipated Start/Completion Date
Year 2: Establish new short term goals and actions for organizational climate based on analysis of surveys/focus groups.	01/05/2026 - 06/30/2026

Monitoring/Evaluation	Anticipated Output
Organizational climate committee captains will review data annually as part of their Q4 check-in.	Improved staff retention rates within early years of service

Material/Resources/Supports Needed		PD Step	Comm Step
Survey results		no	yes

Action Steps	Anticipated Start/Completion Date
Year 3: Actualize short term actions in alignment with updated organizational climate needs with communication of activity to all staff.	07/01/2026 - 06/30/2027

Monitoring/Evaluation	Anticipated Output
Organizational climate committee captains will review data annually as part of their Q4 check-in.	Improved staff retention rates within early years of service

Material/Resources/Supports Needed		PD Step	Comm Step
Determined by short term action plans		no	yes

Action Steps	Anticipated Start/Completion Date
Continue assessment and analysis of retention data.	07/01/2026 - 06/30/2027

Monitoring/Evaluation	Anticipated Output
Organizational climate committee captains will review data annually as part of their Q4 check-in.	Improved staff retention rates within early years of service

Material/Resources/Supports Needed	PD Step	Comm Step
HRIS	no	no

Action Plan: Data-driven Analysis (Professional learning)

Action Steps	Anticipated Start/Completion Date
Develop consistent internal evaluation/feedback tool for professional learning to gather data.?	07/01/2024 - 12/31/2024

Monitoring/Evaluation	Anticipated Output
The PL Committee will review PL data and analyze plan writing progress annually.	CLIU will produce an updated and evolved professional learning plan in alignment with PDE requirements, student and staff needs.

Material/Resources/Supports Needed		PD Step	Comm Step
Potential Survey Tool, PL Committee		no	yes

Action Steps	Anticipated Start/Completion Date
Employ new CLIU Professional Learning Feedback tool for all professional learning opportunities.	01/01/2025 - 06/30/2027

Monitoring/Evaluation	Anticipated Output
The PL Committee will review PL data and analyze plan writing progress annually.	CLIU will produce an updated and evolved professional learning plan in alignment with PDE requirements, student and staff needs.

Material/Resources/Supports Needed		PD Step	Comm Step
Survey Tool, PL Committee		no	yes

Action Steps	Anticipated Start/Completion Date
Review PL Feedback surveys to complete professional learning analysis and set long term PL goals.	09/01/2025 - 06/30/2026

Monitoring/Evaluation	Anticipated Output
The PL Committee will review PL data and analyze plan writing progress annually.	CLIU will produce an updated and evolved professional learning plan in alignment with PDE requirements, student and staff needs.

Material/Resources/Supports Needed		PD Step	Comm Step
Survey results, PL Committee		yes	no

Action Steps	Anticipated Start/Completion Date
Use updated goals to author evolved professional learning plan for CLIU 21.	07/01/2026 - 06/30/2027

Monitoring/Evaluation	Anticipated Output
The PL Committee will review PL data and analyze plan writing progress annually.	CLIU will produce an updated and evolved professional learning plan in alignment with PDE requirements, student and staff needs.

Material/Resources/Supports Needed	PD Step	Comm Step
PL Committee,	no	yes

ADDENDUM C: PROFESSIONAL DEVELOPMENT PLANS

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By June 2027, the CLIU will demonstrate improved professional staff retention.? (Organizational Climate)	Enhancing the Profession: Improving Conditions (Wing Institute Research)	Year 2: Engage in reassessment of organizational climate through survey and/or focus group with appropriate supports.	07/01/2025 - 12/19/2025
By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs. (Professional Learning Plan)	Data-driven Analysis (Professional learning)	Review PL Feedback surveys to complete professional learning analysis and set long term PL goals.	09/01/2025 - 06/30/2026

PROFESSIONAL DEVELOPMENT PLANS

Professional Development Step	Audience	Topics of Prof. Dev
Data Analysis and Interpretation	Committee members for action steps	Analyzing and interpreting data, appropriate protocols, etc.

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Use of data analysis protocols in committee meetings.	01/01/2025 - 12/19/2025	Dir of C&I/Ed. Tech

Danielson Framework Component Met in this Plan:	This Step meets the Requirements of State Required Trainings:
4e: Growing and Developing Professionally	

ADDENDUM D: ACTION PLAN COMMUNICATION

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By June 2027, the CLIU will demonstrate improved professional staff retention.? (Organizational Climate)	Enhancing the Profession: Improving Conditions (Wing Institute Research)	Year 1: Organizational Climate subcommittees will realign to continue progress toward short term goals resulting from 2023 surveys.	2024-06-01 - 2025-06-30
By June 2027, the CLIU will demonstrate improved professional staff retention.? (Organizational Climate)	Enhancing the Profession: Improving Conditions (Wing Institute Research)	Year 2: Establish new short term goals and actions for organizational climate based on analysis of surveys/focus groups.	2026-01-05 - 2026-06-30
By June 2027, the CLIU will demonstrate improved professional staff retention.? (Organizational Climate)	Enhancing the Profession:	Year 3: Actualize short term actions in alignment with	2026-07-01 - 2027-06-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
	Improving Conditions (Wing Institute Research)	updated organizational climate needs with communication of activity to all staff.	
By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs. (Professional Learning Plan)	Data-driven Analysis (Professional learning)	Develop consistent internal evaluation/feedback tool for professional learning to gather data.?	2024-07-01 - 2024-12-31
By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs. (Professional Learning Plan)	Data-driven Analysis (Professional learning)	Employ new CLIU Professional Learning Feedback tool for all professional learning opportunities.	2025-01-01 - 2027-06-30
By June 2027, the CLIU will develop an evolved professional learning plan responsive to PDE requirements, staff feedback, and student needs. (Professional Learning Plan)	Data-driven Analysis (Professional learning)	Use updated goals to author evolved professional learning plan for CLIU 21.	2026-07-01 - 2027-06-30

COMMUNICATIONS PLAN

Communication Step	Audience	Topics/Message of Communication
Comprehensive Plan Reports	CLIU Board of Directors, CLIU Leadership Team	Comp Plan Pillar Goals, Progress, Next Steps

Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 06/30/2027	Annually	Presentation

Lead Person/Position
Pillar Captains

Communication Step	Audience	Topics/Message of Communication
Driving Change Communication	CLIU Leadership Team, Potentially communication to all staff	Procedural changes to support institutional growth

Anticipated Timeframe	Frequency	Delivery Method
07/01/2024 - 06/30/2027	As needed when procedures or needs arise with annual reminders.	Memorandum Presentation

Lead Person/Position
Org Climate & Prof. Learning Captains

ADDENDUM E: COMPREHENSIVE PLAN COMMUNICATIONS

Communication Step	Topics of Message	Mode	Audience	Anticipated Timeline
CLIU Board Presentation	Recommended priorities, goals, and actions.	Live presentation	CLIU Board of Directors	January 2024
Community Review	Availability of plan for review	Website posting	CLIU Staff and Stakeholders	February - March, 2024
Leadership Share	2024-2027 Plan priorities, goals, broad actions	Presentation, Memo for Sharing to Staff	CLIU Leadership Team	April - June 2024