

ALLEGHENY INTERMEDIATE UNIT

STRATEGIC PLAN

2011-2016

Facilitated by



Contents

Strategic Plan

Overview.....	1
Goals and SMART Objectives.....	6
1.0 Program and Service Relevance and Excellence	6
2.0 Policy and Advocacy.....	11
3.0 Career Awareness and Workforce Development	16
4.0 Knowledge and Information	19
5.0 Talent Development	20
6.0. Technology and Operations	24



The Hill Group, Inc. is a management consulting firm and has no legal authority to provide legal advice. Accordingly, nothing in this Strategic Plan shall be interpreted in any manner as legal advice. All recommendations contained herein shall be strictly considered as recommendations concerning the management and operations of Allegheny Intermediate Unit.

Overview

The Allegheny Intermediate Unit (AIU) is the largest intermediate unit in the Commonwealth of Pennsylvania, with more than 2,000 employees at 721 sites across the county. The AIU, like all intermediate units, operates as a nonprofit branch of the Pennsylvania Department of Education (PDE) by providing specialized educational services to Allegheny County's 42 school districts and 5 vocational/technical schools.

Public education has remained a strong political topic at the national, state, and local level. In the 2007-2008 academic year, over 6,200 public schools were in operation across the 500 districts and 29 intermediate units with a total enrollment of around 1.8 million students. Allegheny County is home to around 260 public schools (including public charters) with a total enrollment of over 156,000 students.¹ AIU serves the largest number of school districts of any IU in the state with 42, not including charter and private schools.

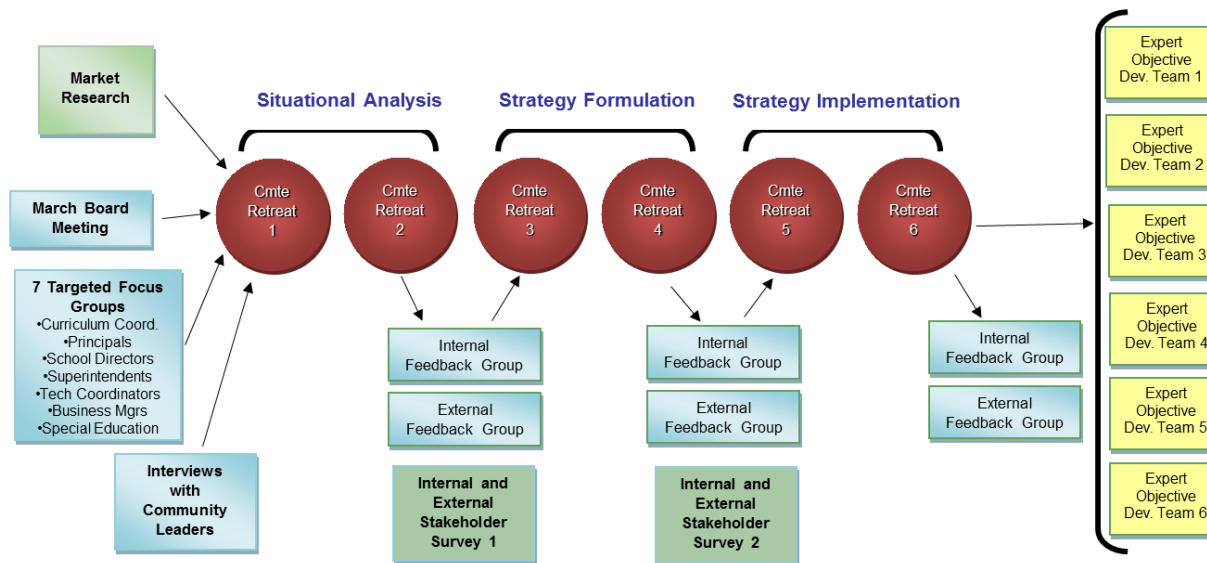
As part of multiple efforts to continually improve AIU programs and services to meet the needs of all learners, the agency embarked on a strategic planning process in March 2010. This process was facilitated by The Hill Group, Inc. A typical strategic planning process includes three distinct phases:



¹ PreK-12 Statistics. Pennsylvania Department of Education. Accessed 4/20/10. <http://www.pde.state.pa.us/k12statistics/site/default.asp>

A significant portion of the strategic planning work through these phases was performed by the AIU Strategic Planning Committee consisting of members of the AIU Board of Directors and AIU staff. In addition, feedback committees of internal and external stakeholders were engaged to validate and refine outcomes from the committee. Other internal and external stakeholders were engaged through electronic surveys, focus groups, individual interviews, or on objective development teams. Over 600 internal and external stakeholders provided input on the strategic direction of AIU throughout this process.

AIU Strategic Planning Stakeholder Engagement Framework



Through this process, AIU defined an inspirational vision for the future that can be used to define long-term success; a mission or purpose for all AIU that can be used to guide daily operations and organizational decisions; core beliefs that can be utilized to inform decision making; and goals, objectives, and strategies for the implementation of this strategic plan and the eventual fulfillment of mission and vision between 2011 and 2016.

Mission

We maximize educational opportunities for all learners by responding to the needs of our community with leading-edge, high-quality, cost-effective programs and services.

Vision

Educational excellence is a hallmark of our region with all learners having access to the best services, enriching their lives and enabling their contribution to a vibrant economy.

Values and Beliefs Statements

Collaboration

We leverage the collective expertise and experience of our partners, encourage active participation from all constituents, and strive for inclusiveness in our programs and services.

Excellence

We believe that demanding anything less than excellence, internally and externally, is sacrificing the potential that all learners possess, regardless of situation or circumstance.

Trust

We strive for character, competence, integrity, professionalism, and transparency in all that we do as they are necessary for building an effective education community.

Innovation

We cultivate an entrepreneurial environment that fosters creativity as this is vital to conquering the dynamic complexities of an ever-changing world.

Responsiveness

We are driven by the needs of educators and learners in our development and delivery of programs and services.

Leadership

We model a culture of excellence, inspiring effective leaders to create effective teachers and successful students.

Cost-Effectiveness

We ensure programs and services are valuable, affordable, and of superior quality.

Continuous Quality Improvement

We are dedicated to ongoing, evidence-based improvement and challenging the status quo in order to advance education and provide rich and relevant opportunities for educators and learners.

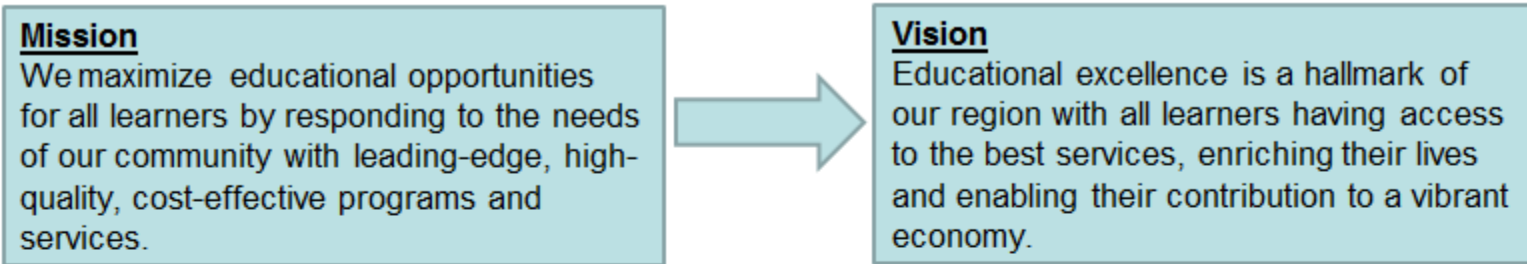
In order to fulfill mission and vision, AIU will focus on the following six strategic initiative areas over the next five years.

1. **Program and Service Relevance and Excellence** – Identifying offerings to meet community needs and ensuring our offerings are the highest quality possible
2. **Policy and Advocacy** – Proactively influencing policy and advocating for education
3. **Career Awareness and Workforce Development** – Engaging PreK-12 in the region's workforce development efforts
4. **Knowledge and Information** – Becoming the "go-to" for knowledge and information on education
5. **Talent Development** – Building our human capital and sharing our practices with our clients
6. **Technology and Operations** – Making sure our systems and processes enable high performance and mission and vision achievement

Each strategic initiative contains a series of goals to be achieved over the next five years and SMART (specific, measurable, achievable, realistic, and time-sensitive) objectives for the attainment of each goal.



Allegheny Intermediate Unit Strategic Plan Overview 2011-2016



<u>Values</u>			
Innovation	Excellence	Responsiveness	Cost-Effectiveness
Trust	Collaboration	Leadership	Continuous Quality Improvement

<u>Strategic Initiatives</u>					
<p>1.0 Program and Service Relevance and Excellence</p> <p>Identifying offerings to meet community needs and ensuring our offerings are the highest quality possible</p>	<p>2.0 Policy and Advocacy</p> <p>Proactively influencing policy and advocating for education</p>	<p>3.0 Career Awareness and Workforce Development</p> <p>Engaging PreK-12 in the region's workforce development efforts</p>	<p>4.0 Knowledge and Information</p> <p>Becoming the "go-to" for knowledge, information, and resources for education</p>	<p>5.0 Talent Development</p> <p>Building our human capital and sharing our best practices with our clients</p>	<p>6.0 Technology and Operations</p> <p>Making sure our systems and processes enable high performance and mission and vision achievement</p>

Goals and SMART Objectives

1.0 Program and Service Relevance and Excellence

Identifying offerings to meet community needs and ensuring our offerings are the highest quality possible

1.1 Develop a system to assess needs of clients and constituents in the AIU service area					
Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
1.1.1 Assign a cross-program team to create a valid, reliable needs assessment instrument that can be used as a framework for all programs and services, allowing for program-specific variances		Oct 2011	Needs assessment survey template that can be utilized by all programs		
1.1.2 Each program will be trained to utilize the core needs assessment instrument, allowing for program-specific modifications, to assess needs of their clients and prospective clients, culminating in a report of findings with an action plan for continuous improvement		Mar 2012	Needs assessment findings and action plan training completed		
1.1.3 Each program will provide data on community needs, including community characterization and constituent demographics to be inputted into the system <ul style="list-style-type: none"> • Select a database • Provide database access to all programs for data input 		Jun 2012	Data provided from various departments		
1.1.4 Each program, as appropriate, will analyze community needs and demographics to programs and services provided to analyze service utilization and identify gaps in programs and services		Aug 2012	Program reports on service utilization and gaps in service with action plan		

1.2 Create a system to evaluate programs based on alignment with the mission (leading-edge, high-quality, cost-effective) as well as other relevant evaluation criteria

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
1.2.1 Create a cross-program team to investigate and develop evaluation criteria and a system for program/service evaluation and decision making <ul style="list-style-type: none"> • Include formative and summative evaluation framework • Review opportunities to use other templates 		Oct 2011	Team developed and criteria and system defined		
1.2.2 Provide evaluation framework and process to all programs		Dec 2011	Framework distributed to all programs and departments		
1.2.3 Each program will evaluate program and service performance utilizing an evaluation template and provide program-specific recommendations for program improvement (along the criteria dimensions), professional development, and performance management		Mar 2012	All programs evaluated using template		
1.2.4 Analyze enterprise-wide results of all programs and provide enterprise-wide recommendations for professional development and performance management, and keep, modify, or exit programs process as standard operating procedure <ul style="list-style-type: none"> • Develop system to incorporate this 		Dec 2012	Process evaluation completed		

1.3 Ensure a culture of quality

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
1.3.1 Investigate continuous quality programs to identify service quality criteria that will sustain a culture of quality and continuous improvement (getting better)		Sep 2011	Service quality criteria/system identified		
1.3.2 Provide training to all employees on the importance of service quality and the purpose and use of service quality assessment		Dec 2011	Training program developed and administered		
1.3.3 Investigate and develop an assessment and process to measure external service quality for all programs and services		Apr 2012	Metrics developed and system defined		
1.3.4 Develop an assessment to measure internal service quality among internal service providers and customers and utilize in departmental continuous improvement		Jul 2012	Metric developed and system defined		

1.4 Conduct research and development to create new leading-edge, high-quality, cost-effective offerings

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
1.4.1 Each division explores at least one opportunity to develop a new initiative each year. <ul style="list-style-type: none"> • Ideas backed by research • Encourage cross-collaboration 		Jun 2011	One proposal for new initiative explored annually by each group		
1.4.2 Facilitate programs for districts to share best practices and innovative ideas (partner with implementers)		Apr 2011 (ongoing)	Programs are hosted for external audiences		

1.5 Communicate the impact, successes, and cost structure of our programs

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
1.5.1 Develop comprehensive marketing strategies with objectives, costs, and evaluation of impact		Dec 2011	Strategies developed and implemented		
1.5.2 Develop strategies to communicate impact and continuous improvement initiatives to all clients (then annually, ongoing)		Dec 2011	Strategies identified, evidence of communication		
1.5.3 Recognize programs and staff for their accomplishments and celebrate successes		Jun 2011	Rewards and recognition program reviewed and enhanced		

2.0 Policy and Advocacy

Proactively influencing policy and advocating for education

2.1 Develop a system to gather information on the policy landscape					
Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
2.1.1 Identify policy partners who regularly review policy landscape and monitor pending policy issues and determine ways to leverage their knowledge and information		Oct 2011	Policy partners identified		
2.1.2 Utilize board and staff committees to regularly brainstorm and inventory related policy issues (conduct regular environmental scans)		Oct 2011	Scans conducted regularly		
2.1.3 Create and fill a position to advocate for the Allegheny County school districts relative to legislative policy and initiatives		Oct 2011	Advocate appointed		

2.2 Create a system to analyze and interpret policy

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
2.2.1 Inventory staff and external partner expertise within the AIU to understand technical capacity to assist in policy analysis activities		Jan 2012	Expertise inventoried and organized		
2.2.2 Define a procedure for developing ad-hoc, expert, cross-functional, multi-level analysis teams (ad-hoc analysis teams) including external partners that can be convened to analyze various policy issues		Mar 2012	Procedure developed for ad-hoc analysis teams		
2.2.3 Develop a standard policy analysis template and evaluation criteria that can be provided to each policy analysis team in order to understand impact on AIU constituents		Apr 2012	Policy analysis template developed		

2.3 Develop a policy agenda and action plans to promote and advocate for the AIU and component school districts

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
2.3.1 Develop objective evaluation criteria that will be used to prioritize policy issues, i.e., number of children impacted, economic impact, financial burden on districts, etc.		Apr 2012	Prioritization criteria developed		
2.3.2 Prioritize policy issues using evaluation criteria (annually)		May 2012 (annual)	Issues prioritized on an annual basis		
2.3.3 Discuss policy analysis documents created by ad-hoc analysis teams with AIU executive leadership (annually)		June 2012 (annual)	Issues discussed with executive leadership team on an annual basis		
2.3.4 Articulate AIU statements of position on high-priority policy issues in a comprehensive policy agenda that is tested with internal and external focus groups, reviewed and validated by the board, and dynamic enough to change if necessary (annually)		Aug 2012 (annual)	Statements of position and policy agenda developed on an annual basis		
2.3.5 Define a policy agenda distribution strategy to promote AIU's issue positions to all internal and external stakeholders (utilizing current constructs such as role-alike groups and committees)		Aug 2012	Distribution strategy developed		

2.4 Engage and interface with policy makers and become a recognized “go-to” expert

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
2.4.1 Inventory and regularly update contact information for governmental decision makers and key staff including, but not limited to Allegheny County elected officials, education committee members, PDE executives, and state board members		Nov 2011	Contact list compiled and regularly updated		
2.4.2 Communicate to decision makers that AIU is available to provide expertise on various educational policy issues		Dec 2011	Communications drafted and distributed		
2.4.3 AIU representatives monitor and attend all state-level roundtables and hearings on education policy		Dec 2012	100 percent participation at sessions		
2.4.4 Utilize a professional government relations/affairs individual or firm to position AIU as an educational policy expert		Dec 2011	Individual or firm hired		
2.4.5 Conduct at least four public addresses or forums annually to communicate policy analysis and agendas for highest priority issues		Jun 2013 (annual)	Addresses planned and executed four times annually		
2.4.6 Invite governmental decision makers to tour AIU or participate in AIU functions on a quarterly basis		Dec 2011	Meetings conducted		

2.5 Collaborate with other local, state, or national education advocacy organizations

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
2.5.1 Identify, inventory, and characterize other local, state, and national education advocacy organizations		Feb 2012	Organizations inventoried and characterized		
2.5.2 Develop an outreach and targeting plan to interface with selected organizations on a monthly basis		May 2012	Outreach and communication plan created		
2.5.3 Provide training to relevant staff and board members on legislative advocacy		Jun 2012	Training conducted at least once annually		

3.0 Career Awareness and Workforce Development

Engaging PreK-12 in the region's workforce development efforts

3.1 Identify regional strategic workforce development partners to enhance career education					
Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
3.1.1 Identify and characterize key stakeholders and related post-secondary educational opportunities		Sep 2011	Stakeholders and related post-secondary opportunities identified		
3.1.2 Engage employers by collaborating with Three Rivers Workforce Investment Board, Allegheny Conference, and other organizations		Sep 2011	Relationship established with each organization		
3.1.3 Disseminate employer needs data to schools through superintendents, boards, parents, counselors, and teachers		Dec 2011	WIB data translated for use by schools and disseminated		
3.1.4 Promote the awareness of the Pittsburgh Regional Compact Connector's website and other resources (online employer match database) for use by guidance counselors, transition coordinators, teachers, and administrators		Dec 2011	Awareness sessions conducted		
3.1.5 Communicate with districts to engage educators and employers in partnerships and communicate outcomes		May 2012	Partnerships developed and functional		

3.2 Provide school districts with resources and tools to implement career and academic standards to prepare students for work

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
3.2.1 Inventory current career standards work in the districts by surveying high school and middle school principals		May 2012	Survey developed and launched; information collected		
3.2.2 Provide training and modeling for teachers on how to implement career and academic standards through regional, best-practice workshops		Dec 2012	Training developed and implemented		
3.2.3 Make resources available to all districts for job readiness assessment in grades 9 and 11 curriculum		Jun 2013	Resources compiled and communicated to districts		
3.2.4 Implement role-alike meetings with guidance counselors, transition coordinators, curriculum coordinators, and workforce development practitioners		Jan 2012	Meetings planned and conducted as needed		
3.2.5 Engage superintendents and boards to encourage high school students and teachers to participate in career symposia for youth		Dec 2015	Symposia planned, conducted, and evaluated		

3.3 Partner with CTCs to increase awareness of career and technical education as a valued option for workforce success

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
3.3.1 Analyze participation in CTC by district, geography, and other demographics to identify needs, gaps, and barriers to utilization		Dec 2012	Participation assessed	TRWIB, Labor Management Council, PDE-BCTE	
3.3.2 Assess labor market data on labor needs, wages, and other opportunities to identify synergies with CTC education and other higher education options		Apr 2013	Labor market data assessed and meetings convened with CTC leadership	TRWIB, Labor Management Council, PDE-BCTE	
3.3.3 Facilitate collaboration among CTCs to promote awareness and value of career education and to maximize attainment of academic standards		Dec 2011	CTCs convened regularly		

4.0 Knowledge and Information

Becoming the “go-to” for knowledge, information, and resources for education

4.1 Each program and department identifies and inventories information and knowledge for internal and external use					
Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
4.1.1 Provide programs and departments with a template to help identify and categorize current relevant information worthy of inventory and access by school district personnel (case studies, intellectual property literature reviews, white papers, etc.)		Mar 2012	Template developed and provided		
4.1.2 Provide instruction and training to all individuals in departments to identify, characterize, and summarize knowledge capital that they have developed or are aware of <ul style="list-style-type: none"> Each program or department identifies a coordinator to champion inventory and characterization of all knowledge and information relevant for internal and external use 		Dec 2011	Instruction and training program developed and executed		
4.1.3 Each program or department will aggregate and synthesize all information and knowledge capital worthy of access for internal and external use		Mar 2012 (ongoing)	Information aggregated and organized by department		
4.1.4 Develop cross-functional, multi-level peer review teams (arranged by area of expertise) to regularly review and assess the efficacy of newly gathered resources		Apr 2012	Expert teams formed and ready to evaluate new information as needed		

5.0 Talent Development

Building our human capital and sharing our best practices with our clients

5.1 Develop a competency-based system and pipeline for talent attraction					
Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
5.1.1 Define and articulate the value and advantages of being an AIU employee as a means to recruit quality candidates		Dec 2012	Value defined and promoted		
5.1.2 Work with leadership teams to articulate the common belief system and expectations required for successful performance in all organizational positions		Feb 2013	Competencies articulated for all positions		
5.1.3 Develop position-specific competency-driven job descriptions for all positions		Dec 2013	Job descriptions reviewed and refined		
5.1.4 Define talent career ladder and continuity plans for core leadership positions		May 2014	Key position continuity plans created		
5.1.5 Promote opportunities for employment at the AIU to schools of education and other talent pools		May 2014	Promotion plan/recruitment plan created		
5.1.6 Assess the current hiring and promotion process for effectiveness and efficiency		May 2014	Hiring process reviewed and refined		
5.1.7 Develop a system of posting open positions throughout the region		Dec 2011	Process in place and positions posted		

5.2 Develop a system and process to retain key talent

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
5.2.1 Identify and administer employee opinion surveys annually to gauge employee satisfaction and encourage feedback, and communicate results and resulting actions to employees		Dec 2011 (annual)	Surveys developed, administered, analyzed, results communicated		
5.2.2 Develop a process to exit employees to gather feedback and institutional knowledge		May 2012 (ongoing)	Exit surveys designed, administered, and analyzed		
5.2.3 Develop a comprehensive on-boarding program to orient new employees to AIU and train on key policies and procedures		May 2012	On-boarding program developed		
5.2.4 Assess the need for a mentorship in all divisions and levels and implement as appropriate		Aug 2012	Mentorship program considered		
5.2.5 Review and enhance the comprehensive rewards and recognition system		Dec 2012	System and practices reviewed and refined		
5.2.6 Review and enhance employee wellness programs		Feb 2013	Wellness program developed and implemented		
5.2.7 Explore 21st century work environment initiatives such as remote office, flex time, and others		May 2013	Work environment enhancements explored		
5.2.8 Review and develop a compensation philosophy based on market analysis and other key indicators		May 2013	Compensation practices reviewed and refined		

5.3 Develop a robust, standardized performance management system

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
5.3.1 Assess and inventory current performance review and management practices across organization		Dec 2011	Process evaluated		
5.3.2 Define an organization-wide performance management process (for staff and administrators alike) for formative and summative employee assessment (including evaluation of competencies, performance, and strategic initiatives)		May 2012	New process defined and implemented		
5.3.3 Consider and identify a process to gather feedback and performance data of employees from relevant stakeholders related to mission, vision, values, and responsibilities		May 2013 (annual)	Process designed, administered, and analyzed		
5.3.4 Explore use of performance management software to streamline and enhance performance management across the organization		May 2013	Performance management software considered and analyzed		
5.3.5 Provide training to supervisors on performance management		Aug 2012 (ongoing)	Training sessions planned and executed		

5.4 Enhance professional development opportunities for AIU staff

Objectives	Champion/ Support	Completion Date	Measure(s)	Resources	Status
5.4.1 Analyze employee input and information from program needs assessments to understand professional development needs and desires		Apr 2012 (annual)	Professional development needs included in assessments		
5.4.2 Provide professional development workshops related to mission tenets of leading-edge, high-quality, and cost-effective (inclusive of support staff)		Dec 2011	Mission-related workshops designed and implemented		
5.4.3 Create professional development opportunities that enable cross-training for staff (such as lunch and learn opportunities or online opportunities)		May 2012	Cross-training opportunities created and promoted		
5.4.4 Stream or record professional development sessions so non-central staff can view or participate		May 2011 (ongoing)	Video record all sessions		
5.4.5 Provide supervisory training to all managers, directors, supervisors, and other appropriate personnel to enhance supervision, teacher, and administrative evaluation		Jan 2012 (ongoing)	Supervisory training provided		

5.5 Grow leaders in education					
Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
5.5.1 Provide leadership development training or offer regional workshop sessions for internal and external constituents (staff and district leaders)		Jun 2012	General training sessions planned and executed		
5.5.2 Provide workshops to promote leadership opportunities in districts, i.e., for business managers, principals, and others		Jun 2012	Position-specific workshops planned and executed		
5.5.3 Consider developing a mentorship program for leaders across districts		Aug 2012	Mentorship program considered		
5.5.4 Develop continuing plans for key positions within the AIU		Jun 2013	Continuing plans created		

6.0 Technology and Operations

Making sure our systems and processes enable high performance and mission and vision achievement

6.1 Design and implement a common standards-based network infrastructure and procurement model (administrative and educational technology) to leverage best practices, reduce procurement costs, and enhance support					
Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
6.1.1 Develop standards on all technology acquisitions and adhere to those standards; require two-way advice and communication between departments/programs and technology professionals		Mar 2011	Policies and procedures in place and active		
6.1.2 Create approval process between Finance Division and Information and Educational Technology to ensure that technology-related items ordered are in exact alignment with standards.		June 2011	Policies and procedures in place and active		
6.1.3 Provide administrative technology and procurement support to districts through consortium purchases of hardware, software, and services		June 2016 (ongoing)	Policies and procedures in place and active		
6.1.4 Connect Directory Services across the AIU service area to facilitate the deployment of shared resources		Sep 2013	Testing and implementation complete		
6.1.5 Move to a software lease model using existing statewide agreements to reduce cost and reduce software obsolescence		June 2011 (ongoing)	Policies and procedures in place and active		

6.2 Enhance and support educational technology initiatives in the AIU and all school districts

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
6.2.1 Leverage AlleghenyConnect and other local, county, and statewide networks by creating and deploying new services to districts		June 2016 (ongoing)	New services planned and implemented		
6.2.2 Create a clearinghouse model; districts share instructional resources		June 2012	System build complete, utilization by districts		
6.2.3 Increase the number of opportunities for online Professional Development including Video Conferencing, Web Conferencing and use of Learning Management Systems		June 2016 (ongoing)	Number of opportunities increase		
6.2.4 Expand the Professional Development offerings in the areas of Technology Integration and Instructional Coaching Practices		June 2016 (ongoing)	Number of Professional Development offerings in this area increase		
6.2.5 Investigate and initiate strategic connections with community partners to enhance teaching and learning within Allegheny County and the Commonwealth of Pennsylvania through PAIUnet		June 2016 (ongoing)	Creation of new partnerships and connections with districts		

6.3 Redesign the current wide area network delivery model to create a highly available, redundant network to ensure continuity of service to future customers

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
6.3.1 Address fiber infrastructure design		Sep 2013	WAN rebid complete, new design in production		
6.3.2 Move servers, storage, and networking from a physical model to a virtual model		June 2014 (ongoing)	Conversion complete and new model in use		
6.3.3 Complete disaster recovery plan that includes the AIU and participating districts		June 2012- June 2016	Plan in place, tested, and in production		

6.4 Become a large-scale provider of cloud computing services to the AIU districts and other IUs across the state

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
6.4.1 Leverage investment of AIU infrastructure to provide standard network services to districts at reduced costs		June 2016 (ongoing)	Infrastructure build complete, test plan complete, new service model in place, active use by districts and other entities		
6.4.2 Develop a new revenue source for the AIU by selling IT services to other parts of the state, reducing costs for the AIU districts		June 2016	Infrastructure build complete, test plan complete, new service model in place, active use by districts and other entities		

6.5 Evaluate current AIU enterprise management software (SIS, Finance, HR, etc.) for cost and efficiency

Objectives	Champion/Support	Completion Date	Measure(s)	Resources	Status
6.5.1 Establish and maintain an AIU software infrastructure for the selection of all software packages throughout the organization		Sep 2012	Plan designed and implemented		
6.5.2 Examine the software in use by all programs and departments to find duplication of effort and seek new systems that connect to each other and are shared by multiple departments and programs to reduce cost and improve efficiency		June 2016	New software in use		
6.5.3 Offer the AIU districts the chance to participate in the process of selection of new software programs with the goal of consortium purchasing and support		June 2016	Increased participation in software selection		