



ALLEGHENY INTERMEDIATE UNIT

Strategic Plan

Serving Every Learner



Executive Summary



DURING THE 2025-26 SCHOOL YEAR, the AIU moved through the strategic planning process to build upon the sustained growth that the organization had experienced under the previous five-year strategic plan. Facilitated by TLW Strategy, the AIU engaged a wide variety of stakeholders to identify critical issues affecting the future of public education and regional services.

The resulting strategic plan slightly revises the AIU's mission statement (*We advance equitable opportunities for every learner*) and reaffirms the AIU's Vision Statement (*Through equitable access, all learners achieve their full potential*). To achieve this vision, the organization established three strategic pillars. Each of these pillars has both an inward and outward focus.

- **Innovate Systems and Services**
- **Grow Talent and a Dynamic Workforce**
- **Foster Wellbeing and Supportive Environments**

These pillars position the AIU to remain a trusted regional leader, respond to evolving community needs, and ensure sustainable impact for learners across Allegheny County.

The final strategic plan was approved by the AIU's Board of Directors on June 22, 2026, and will serve as an important foundational document for the agency. The plan provides an overview of where the organization is going for employees and external stakeholders.

I would like to thank everyone whose voice helped shape this strategic plan. Thank you for your commitment to the work of the AIU as we advance equitable opportunities for every learner!

Sincerely,

A handwritten signature in blue ink, reading "Dr. Robert Scherrer".

Dr. Robert Scherrer
Executive Director



What Is a Strategic Plan?

A strategic plan is vital to an organization's success. It establishes priorities, focuses resources, and ensures that stakeholders are working toward common goals. It includes an organization's mission, vision, and shared belief statements, as well as key strategic pillars and objectives. Effective strategic planning plays a pivotal role in an organization's growth and fosters innovation, communication, and long-term stability.

OUR MISSION

We advance equitable opportunities for every learner.

OUR VISION

Through equitable access,
all learners achieve their full potential.

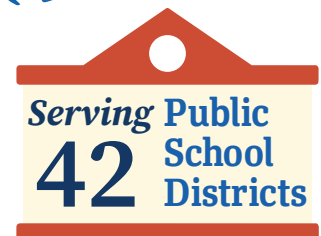
Who We Are

The Allegheny Intermediate Unit (AIU) is a regional education services agency and a crucial part of Pennsylvania's public education system.

Our caring staff of approximately 1,200 individuals provide specialized services to Allegheny County's suburban schools and about 130 programs for children, adults, and families. The AIU is one of 29 intermediate units across the state.



AIU by the numbers*



130 PROGRAMS & SERVICES

*As of January 2026



Strategic Pillars

1. Innovate Systems and Services

Key Focus Areas:

- **Redesigning Service Models:** Evolving delivery methods and services to ensure maximum responsiveness and organizational effectiveness.
- **Navigating Technological Transformation:** Leading the responsible adoption of artificial intelligence, emerging technologies, and digital literacy with a focus on ethical governance and equitable access.
- **Empowering Innovative Educators:** Providing opportunities and support for internal and external stakeholders to think creatively, test new ideas, and lead innovative educational practices.

2. Grow Talent and a Dynamic Workforce

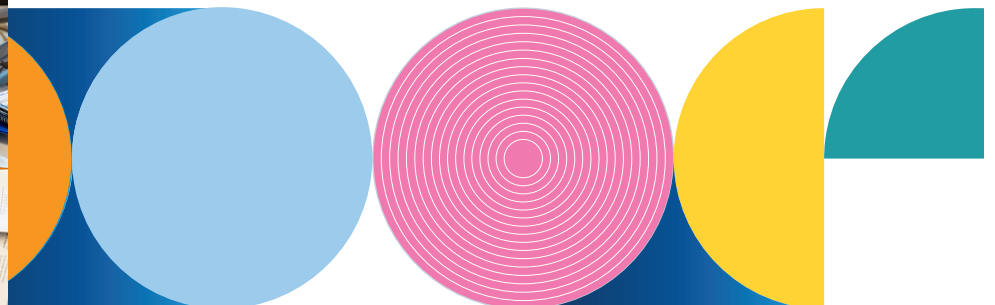
Key Focus Areas:

- **Accelerating Talent Pipelines:** Meeting the labor demand across the educational landscape by developing new pathways for recruitment and specialized professional growth.
- **Sustaining High-Quality Staff:** Improving recruitment and retention through competitive compensation, professional connections, and a culture of support.
- **Aligning Career Pathways for Learners:** Ensuring equitable exposure to future career opportunities and expanding social capital to connect learners at the forefront of the Western PA work environment.

3. Foster Wellbeing and Supportive Environments

Key Focus Areas:

- **Fostering Supportive Environments:** Developing internal and external cultures that prioritize the pillars of wellness.
- **Coordinating Regional Resources:** Consolidating and distributing comprehensive tools and "on-ramps" that support students, families, and schools.
- **Eliminating Barriers to Success:** Addressing barriers that impact learning, wellness and opportunity so that every learner can thrive.



Objectives for Year One (2026-2027)

Innovate Systems and Services

Objective 1: Advance innovative and adaptive practices that strengthen educational services, organizational effectiveness, and learner success.

Objective 2: Leverage integrated and standardized systems to strengthen operations, efficiency, and decision-making.

Objective 3: Advance responsible innovation and collaboration to help educators and school systems harness emerging technologies and respond to evolving educational and community needs.

Grow Talent and a Dynamic Workforce

Objective 4: Expand regional partnerships and talent pathways to strengthen workforce capacity.

Objective 5: Attract, develop, and retain exceptional talent to advance learner and organizational success.

Foster Wellbeing and Supportive Environments

Objective 6: Foster a culture of holistic wellbeing that empowers every learner and educator to truly thrive.

Shared Beliefs

We **advocate** –

by promoting access to the relationships, resources, and opportunities every learner needs to succeed.

We **collaborate** –

by bringing together people and diverse perspectives to solve complex challenges and improve outcomes for learners and communities.

We **connect** –

by fostering meaningful relationships that strengthen partnerships and expand opportunities.

We **innovate** –

by challenging the status quo and embracing new ideas to create solutions for an ever-changing world.

We **respond** –

by listening, adapting, and taking action to meet the evolving needs of those we serve.

We **build trust** –

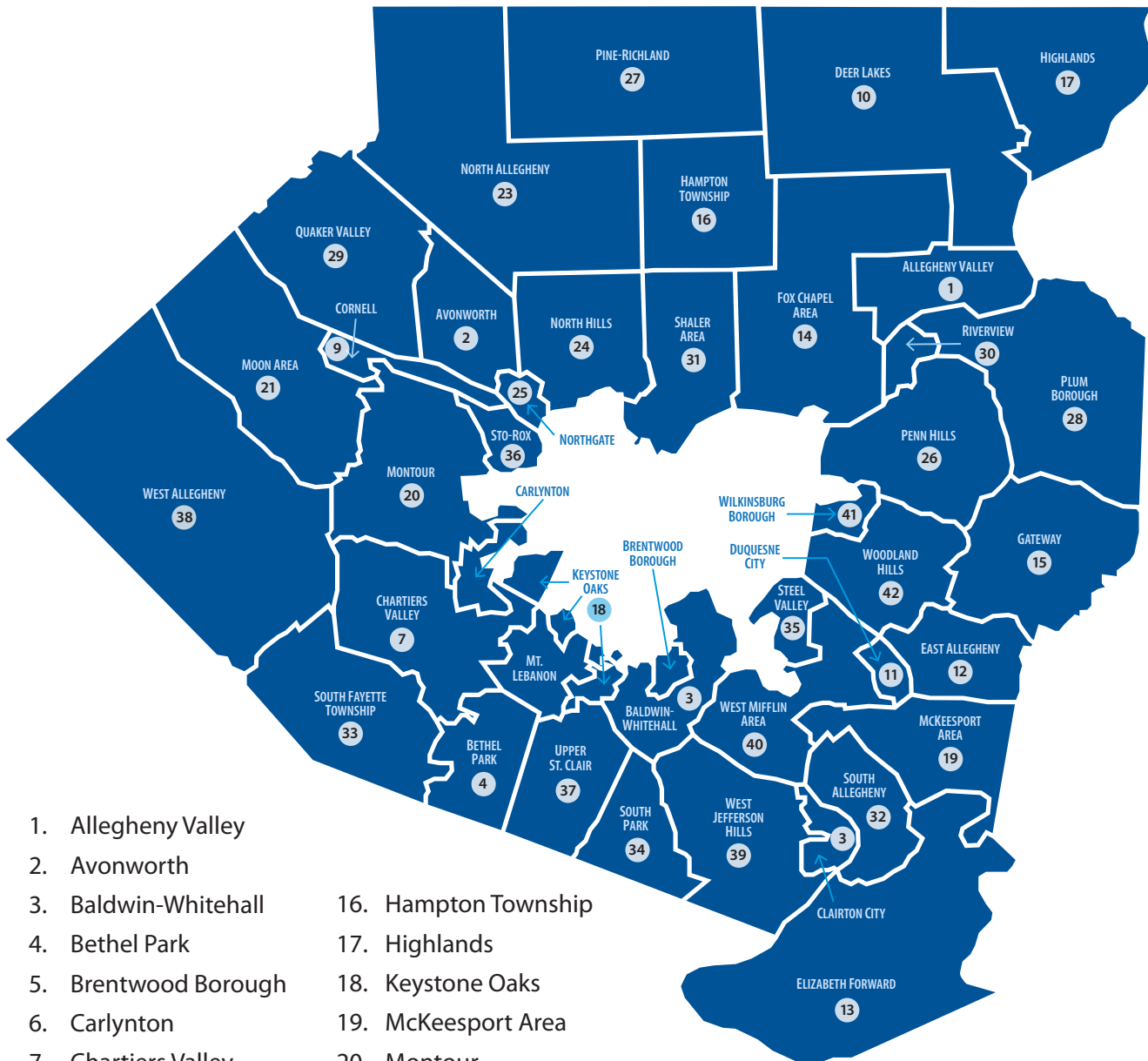
by acting with integrity, honoring our commitments, and communicating openly.

Each year the objectives will be reviewed and possibly modified to reflect the needs of the moment.

These objectives will always relate and tie back to the three strategic pillars.



The 42 Suburban School Districts of Allegheny County



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|-----------------------|----------------------|----------------------------|--------------------------|
| 1. Allegheny Valley | 16. Hampton Township | 29. Quaker Valley | 37. Upper St. Clair |
| 2. Avonworth | 17. Highlands | 30. Riverview | 38. West Allegheny |
| 3. Baldwin-Whitehall | 18. Keystone Oaks | 31. Shaler Area | 39. West Jefferson Hills |
| 4. Bethel Park | 19. McKeesport Area | 32. South Allegheny | 40. West Mifflin Area |
| 5. Brentwood Borough | 20. Montour | 33. South Fayette Township | 41. Wilkinsburg Borough |
| 6. Carlynton | 21. Moon Area | 34. South Park | 42. Woodland Hills |
| 7. Chartiers Valley | 22. Mt. Lebanon | 35. Steel Valley | |
| 8. Clairton City | 23. North Allegheny | 36. Sto-Rox | |
| 9. Cornell | 24. North Hills | | |
| 10. Deer Lakes | 25. Northgate | | |
| 11. Duquesne City | 26. Penn Hills | | |
| 12. East Allegheny | 27. Pine-Richland | | |
| 13. Elizabeth Forward | 28. Plum Borough | | |
| 14. Fox Chapel Area | | | |
| 15. Gateway | | | |