

Synopsis of the

**BCIU Long-Range
Organizational
Development Plan**

For the full report, go to www.berksiu.org/plan

*Helping
schools
excel.
Helping
children
learn.*



Berks County Intermediate Unit
An Educational Service Agency

BCIU Long-range Organizational Development Planning Committee
December 2004 – June 2005

Dr. Nancy Allmon, *Executive Director*

Carl Blessing, *Division Administrator, Management Services*

Christopher Celmer, *Project Administrator, Transportation*

Stacey Cheeseman, *Secretary, Student and Social Services; President, The American Federation of State,
County and Municipal Employees, Local 1160*

Beverly Daniels, *BCIU Board Treasurer, Antietam School District*

Richard Deemer, *Project Manager, Public Relations*

Patrick Detterbeck, *Senior Program Administrator, Curriculum, Staff Development, and Related Services*

Dr. Marcia Giza, *Division Administrator, Curriculum, Staff Development and Related Services*

Karen Gokay, Esq., *Director of Human Resources*

Timothy Heffner, *BCIU Board Vice President, Fleetwood Area School District*

Stanley Kita, Jr., *Assistant Executive Director*

Joseph Kostura, *Director of Management Services/Chief Financial Officer*

C. Wilbur Love, *BCIU Board President, Wyomissing Area School District*

Beth Liddle, *Senior Program Administrator, Student and Social Services*

Emily Mills, *Early Intervention Assistant Teacher; President, Pennsylvania Social Services Union, Local 668*

Dr. Arlene Otis, *Division Administrator, Student and Social Services*

William Schlosser, *Speech/Language Pathologist; President, BCIU Education Association*

Thomas Schmoyer, *BCIU Board Secretary, Conrad Weiser Area School District*

Wendy Scott, *Specialist, Public Relations*

Brent Worley, *BCIU Board Member, Governor Mifflin School District*

Facilitated by:

Jason D. Alexander

Patti Campbell

The Nonprofit Center at LaSalle University

Please note: The full version of the Long-range Organizational Development Plan, including appendices, is available online at www.berksiu.org/plan.

President's Statement

July 1, 2005

Dear Colleague:

On behalf of the entire Berks County Intermediate Unit community, I am pleased to present the BCIU Long-range Organizational Development Plan. This document is guided by the agency's mission to provide quality resources, innovative programs, and responsible leadership to meet the educational and social service needs of our children, schools, and community. My heartfelt thanks to the 20-member Long-range Organizational Development Planning Committee, coordinated by Executive Director Dr. Nancy Allmon, and the many others who provided input during the planning process through interviews, focus groups, and survey responses. The input received from school board members, superintendents, school administrators, teachers, parents, civic and business leaders, and BCIU staff was invaluable.

In reviewing the plan, I believe it is important to reflect on core values discussed by the committee that should guide future implementation: trust, responsibility, flexibility, and commitment to the highest standards of public education. These values are reflected in BCIU's core principles and were used as a foundation during discussion about the key goals and objectives you will find contained within the plan. The recommended goals and initiatives challenge us to be rigorous and objective in the evaluation of our programs, to be responsive to the needs of our clients, to be unwavering in our commitment to excellence in all that we do, and, above all, to be able to make the hard decisions necessary to achieve the vision we share for our institution.

Pending acceptance of this Long-range Organizational Development Plan by the BCIU Board of Directors, I also now charge BCIU's executive director and cabinet to lead their staff in developing or refining strategies for implementation of the plan's goals and objectives. Both organizational and division-specific strategies should complement and advance the plan's goals, and should include measurable outcomes that will enable us to assess our progress. Indeed, each division's annual budget request will be reviewed in the context of such plans and such outcomes.

Again, my deep thanks to the Long-range Organizational Development Planning Committee and to all who participated in this institution-wide process. I look forward to continuing to work with you to further develop and refine this plan in pursuit of our shared mission and commitment.

Sincerely,



C. Wilbur Love
President
BCIU Board of Directors

Executive Summary

In September 2004, the Berks County Intermediate Unit (BCIU) embarked on a long-range planning effort to assess its current situation and devise an organizational development plan for the next three to five years. Consultants from the Nonprofit Center at LaSalle University conducted the project and facilitated the work of a committee composed of 20 members of the BCIU board and staff.

The planning process began with an organizational assessment, the primary goal of which was to discover and evaluate the agency's strengths, challenges, and opportunities. Focus groups involving internal and external stakeholders and surveys completed by BCIU personnel and school administrators produced insights into perceptions of how well the BCIU is fulfilling its mission today and how it might improve or change in the future. Other elements of the assessment included a review of BCIU documents, policies, and budgets, an examination of accreditation standards, and a brief environmental scan of educational trends. In January 2005, the consultants submitted an assessment report that presented findings in the areas of organizational structure and culture, governance, management systems, planning and evaluation, programs and services, technology, public relations, and external partnerships.

BCIU's major strengths, as identified during the assessment, include effective leadership, high-quality programs and services, the ability to respond to governmental mandates, and employees who are sincerely committed to serving the needs of Berks County schools and families. Primary challenges include establishing more realistic client expectations for BCIU's programs and services and the cost of delivering them, better utilizing technology to achieve operational and educational advances, and developing and implementing a comprehensive plan for communications and public relations. The BCIU faces the additional challenges of strengthening its ability to forecast and plan for changes in educational policy, increasing customer satisfaction with its billing, budgeting, and accounting services, and developing a systematic approach to program planning, budgeting, and evaluation. New opportunities include providing more active leadership in countywide education initiatives and community partnerships, energetically embracing the utilization of technology, providing legal services regarding legislation and governmental mandates to local school districts, and filling unmet needs for low-incidence special education services.

During the second phase of the planning effort, the Long-range Organizational Development Planning Committee worked to synthesize the findings of the assessment process into a set of priorities for the agency for the next three to five years. The committee expressed those priorities in terms of the three key themes and four goals listed below.

Key Themes

- ◆ The BCIU should strive to be the premier educational services provider in Berks County. It should focus on delivering a select range of high-quality programs and services that greatly benefit districts, schools, children, and families.
- ◆ The BCIU should continue to be a leader in public education in Berks County by fostering communication and collaboration on educational issues that affect children, schools, and communities.
- ◆ The BCIU should cultivate "champions" of the organization to help promote and carry out the goals and objectives identified in the long-range plan. These champions should include BCIU board members, staff, clients, supporters, and community leaders.

Goals

- ◆ **One: Embrace a new vision of technology**

In order for stakeholders of the Berks County Intermediate Unit to benefit from rapidly evolving information and communication technologies, the BCIU is committed to promoting technological advances in Berks County, especially among members of the educational community.

- ◆ **Two: Implement a formal public relations and communications plan**

Pursuit of this goal will address BCIU's desire to strengthen relationships with existing clients and other stakeholders, build new collaborations and partnerships, increase the visibility of the organization in the community, and celebrate the accomplishments of the agency's many programs and services.

- ◆ **Three: Enhance client perceptions of business services**

The BCIU will work to ensure the satisfaction of its internal and external clients with billing, budgeting, and accounting services. By increasing accountability, transparency, and efficiency, the BCIU will augment its reputation and improve its relationships with clients, partners, and employees.

- ◆ **Four: Strengthen program planning and evaluation efforts**

The BCIU will implement a planning and evaluation process to ensure that all programs satisfy clients' needs and are mission-driven and effective. Furthermore, the process will help guide the agency to make informed, proactive management decisions, improve service delivery, effectively allocate resources, and plan for future growth and change.

In July 2005, the consultants and members of the committee completed the final draft of the Long-range Organizational Development Plan, which was then scheduled for review and approval by the board in August.

The third phase of the long-range planning process will involve ongoing efforts throughout the organization to implement the plan and monitor and evaluate progress. Success of the plan will require broad-based support and commitment from members of the entire BCIU community. During the first year of implementation and during periods of rapid or unexpected change, progress toward the plan's goals and objectives will be monitored on a quarterly basis. Otherwise, the board of directors will review the status of implementation semi-annually.

Effective communication of the plan and its implementation will be essential to the plan's success. The plan will be distributed to stakeholder groups via conventional and electronic means. The BCIU will utilize its public Web site and private intranet to publicize the plan, disseminate news regarding implementation activities, and solicit feedback on progress from the community.

Since 1971, the Berks County Intermediate Unit has served a vital role in the public education and social services arena. By fulfilling its mission to provide resources, programs, and leadership, the BCIU has remained a thriving, vibrant organization. Successful implementation of the Long-range Organizational Development Plan will ensure its future viability and will enable the BCIU to continue its legacy of service to the children, schools, and communities of Berks County.

Mission Statement

To provide quality resources, innovative programs, and responsible leadership to meet the educational and social service needs of our children, schools, and community.

- ◆ Learning from the past
- ◆ Listening to the present
- ◆ Leading into the future

Core Principles

We strive to:

- ◆ Serve as a resource to Berks County children, schools, and communities by developing expertise and sharing information.
- ◆ Provide leadership to promote effective educational practice, advance student performance, and respond to statewide initiatives.
- ◆ Communicate systematically with internal and external constituencies to exchange information about programs and services and build strong, trusting, and mutually beneficial relationships.
- ◆ Offer dependable, flexible, and cost-effective services to meet the needs of schools and other BCIU clients.
- ◆ Cultivate a respectful and collaborative environment that encourages teamwork, motivation to succeed, and institutional pride.
- ◆ Develop and deliver high-quality training and professional development programs for Berks County schools, the community-at-large, and BCIU employees.



Berks County Intermediate Unit
An Educational Service Agency

1111 Commons Blvd. ♦ P.O. Box 16050
Reading, PA 19612-6050
610-987-2248 ♦ FAX 610-987-8400
TTY 610-987-8401
www.berksiu.org