

Cabinet Report to the Board of Directors September 1, 2026

Innovative Solutions and Strategic Partnerships..... Jared Mader, Assistant to the Executive Director

Processes and Systems

- **LIUview Platform Optimization:** The team continues to refine the LIUview platform and focus on a streamlined user experience. We are currently finalizing the development of a new "Contact Interview" capability. This feature is designed to allow staff to log structured feedback from district and customer interactions, directly linking qualitative and quantitative insights to specific contacts about the services we have delivered. By capturing this data systematically, the platform will provide Administration with a more robust, data-driven perspective on the district experience and service satisfaction trends over time.
- **Operational Excellence:** Recent technical refinements have included a comprehensive diagnostic and repair of some automated service assignments and document generation processes, ensuring that Sales and Service Agreements are produced with accuracy. Furthermore, we have reinforced system security by using Salesforce recommended practices. These refinements ensure that LIUview remains both reliable and secure, providing a professional and stable foundation for our operations.

Internal Capacity Building

- **Sustainability and Knowledge Management:** A primary focus of our capacity-building efforts is the long-term sustainability of the LIUview platform. We are prioritizing the thorough documentation of all core procedures and configuration decisions as they occur. This proactive approach to knowledge management reduces the organization's reliance on individual memory and creates a durable, shared foundation for the team.

Organizational Service Standards

- **Organizational Service Standards:** We have formalized our LIU Customer Service Standards, which serve as our primary framework for evaluating service delivery. They were included in the opening message to all staff during the opening convocation. Each standard includes specific practices to guide our commitment to excellence:
 - **Promoting a Culture of Courtesy & Respect:**
 - I treat our staff, students, partners and customers respectfully and demonstrate a positive, supportive attitude.
 - I respect the diverse perspectives and experiences of our staff, students, partners and customers.
 - I provide high-quality service to our staff, students, partners and customers.
 - **Modeling Excellence in All We Do:**
 - I reflect the mission, vision and values of the LIU brand in my interactions with staff, students, partners and customers.
 - I maintain a professional appearance and demeanor when representing the LIU.
 - I create professional, accessible materials and maintain clean and accessible workspaces.
 - **Using Resources Efficiently & Effectively:**

- I perform my role efficiently so that our staff, students, partners and customers gain the most value from my service.
- I use fiscal, time, and LIU resources wisely and transparently.
- I proactively seek different perspectives to streamline our processes and improve our work.
- **Creating a Safe & Secure Environment:**
 - I prioritize the safety of our staff, students, partners and customers in all aspects of my role and responsibilities.
 - I maintain confidentiality, safeguard data privacy and respect professional boundaries.
 - I speak up immediately if I observe an action or environment that puts anyone at risk.

Student Services Dr. Jennifer Leese and Lauren Zima-Engro, Directors

Did you know...

- There are 1,483 active students with a primary disability category of Speech or Language Impairment being serviced by the LIU.
- There are 155 students with a primary disability category of Hearing Impairment including Deafness and 84 with Hearing loss as a secondary category.
- There are 55 students with a primary disability category of Blind or Visually Impaired and 49 with Hearing loss as a secondary category.
- Our LINC Cafe will be open 3 days a week during the 2026-27 school year- Tuesday, Wednesday, Thursday. Our student baristas will return on Sept. 8 for a soft opening.
- PPS and Behavior Services bring together a variety of specialized professionals, including counselors, BCBAs, school psychologists, and social workers, who collaborate across programs to support the academic, behavioral, social-emotional, and overall well-being needs of students. Our multidisciplinary approach allows us to view student needs through multiple lenses and work together to develop meaningful, individualized supports.
- Our transition program now has 12 community based classrooms. Students have already been connecting with their community.

A Message from your Directors of Student Services

Our classrooms and students are off to a great start. We are celebrating a successful launch and looking forward to a great year. Some of our placements, outside of public schools, will begin in the next week. Staff have participated in many trainings in preparation for meeting the unique needs of their students. We are looking forward to a great year and meeting the challenges with renewed energy and commitment. Our team is excited to continue strengthening partnerships and sharing our expertise to promote positive student outcomes and well-being.

Important Dates / Invitations

We are looking forward to welcoming families to our centers at Back to School Nights. These evenings provide an opportunity for families to meet teachers and staff, learn about classroom routines and expectations, and begin building strong home-school partnerships. We are excited about the year ahead and look forward to a year filled with collaboration, meaningful learning, and celebrating the many successes of our students.

We'd love to have you join us.

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- FLC Back-to-School Night on August 26th from 6 to 7pm
- Paradise Back-to-School Night – Date to be determined
- YLC Back-to-School Night on September 2 from 6 to 7pm

You're invited to join the FLC as they host their Student of the Month assembly September 15th @ 1:00 in the FLC Auditorium.

Our PPS team is offering the following trainings for our districts.

- Comprehensive School Threat Assessment Guidelines (CSTAG) Training: October 22, 2026
- Social Worker Symposium: November 5, 2026

Training and Consultation (TaC) team will host the following trainings and supports for our district partners:

- September 10th, TaC will host an Accessibility Expo for staff, and students to come explore devices and tools that are part of our TaC Lending Library. The goal is to make educators aware of how we can help students mitigate barriers to learning and increase access to their learning environment.
- September 11th, TaC will host several Elementary MTSS Teams from Bermudian Springs Elementary School, Trimmer, Wallace, and Lincolnway Elementary Schools in West York Area School District, Lincoln Charter School, and Pennwood Cyber Charter Elementary.
- September 18th, West York Middle School, Pennwood Cyber Charter School, and Bermudian Springs Middle School will join our Secondary MTSS Leadership Series at the IU.
- September 24th, we will host a virtual Kick-off of our Future-Focused Network with in-person network meetings starting October 22 for all things Secondary Transition.
- September 28th, guest presenter Karen Kangas, Occupational Therapist, will share strategies to support true task engagement, supporting Independent access to Assistive Technology (AT) and Augmentative and Alternative Communication (AAC) within the Classroom, especially with students who have complex learning needs and bodies.

Educational Services..... Rebecca Gibboney, Director

Director's Office

- The Educational Services Director's Office spearheaded the committee that led the organization-wide kickoff for 900 staff members and guests on August 11, celebrating the theme "One Organization: Connected by Purpose, Powered by People."
- Throughout the rest of the week, programs came together for their opening time. Over 60 members of the department gathered on August 12 to review safety and security measures, explore the new IU-wide service standards, and highlight the department's and individual programs' vision and goals for the 2026-2027 school year. Our departmental theme is Building the Educational Services Night Sky, in which each program creates a brilliant constellation and each staff member a star within it. Our North Star: to be the "first call" for our customers. We either have the solution, can co-create the solution with them, or will connect them to the right partner who can.
- The Director's Office Constellation is guided by 4 stars this year:
 - Leadership Development: Empowering our team and our partners to grow, innovate, and lead with confidence.

- Financial Stewardship: Maximizing our resources thoughtfully so our impact goes as far as possible.
- High-Quality Services: Delivering excellence in everything we touch, setting the gold standard every day, and feeling/bringing the energy in all we do. Remember, if you aren't having fun, are they?
- Efficient & Effective Systems: Streamlining our work together so we can focus on what matters most.

Curriculum and Leadership (CaL):

- Over the last month, the Curriculum and Leadership staff have been working with schools and organizations throughout Pennsylvania and New York to prepare for the beginning of the school year. CaL staff facilitated a learning session on Notice, Talk, Act[®] at Drexel University for teachers beginning their journey. Matt and Jeremy supported our partner, 21st Century STEM, in their study of standards-based grading in math and presented in Geneva, NY, Blue Ridge School District, and Keystone SD. Our staff has been busy delivering training at our local districts' in-service activities, including topics such as content-based instructional strategies, using data to inform instruction, differentiation, curriculum writing, and support for administration in building walkthrough forms and effective supervision processes. As we move forward into the year, we look forward to continuing our partnerships with our local districts.

Equitable Participation Program (EP):

- In June, the EP program hosted the 14th annual Connect, Learn, Inspire (CLI) conference. CLI was open to all nonpublic school teachers, staff, administrators, parents, and our LIU12 Act 89 staff. The LIU12 staff presented on topics including data-informed instruction & grouping, supporting neurodivergent learners, strategies for anxiety & social-emotional wellness, evidence-based math instruction, supporting high-achieving students, and responding to behavior. The event was successful, and participants were hungry for more learning opportunities!
- During the first week in August, staff developers created 20-minute PD bytes with videos, embedded activities, and gathered resources to share with the schools. Our nonpublic school administrators now have another option to provide to their staff during in-service week.

Language Education & Adult Programs (LEAP):

- As of August 1, we have officially combined our LIEP, Adult Education, and ELECT programs into a single program: LEAP – Language Education and Adult Programs.
- Through LEAP, we now provide a comprehensive range of services, including translation and interpretation, Title III federal funding support for K–12 English Learners, K–12 ESL instruction and case management, Adult Education programming—including ESL classes for adults ages 17+ and High School Equivalency (GED) preparation—and ELECT services that support pregnant and parenting teens in remaining engaged in school and earning their credentials.
- Since the transition, we have held in-service trainings and program meetings across each of our areas. We are now focused on strengthening collaboration, developing more streamlined systems, and identifying opportunities for our programs to support one another and continue to grow.

Nonpublic Services:

- The Nonpublic School Services (NPSS) team successfully launched the school year with comprehensive LIU and departmental in-service activities on August 11th and 12th. Staff joined colleagues across the LIU for an inspiring, high-energy opening session designed to build

momentum, align organizational goals for the new school year, and honor the work of LIU employees. On August 12th, NPSS staff reconnected with peers in other departments to engage in vision-setting activities for the Educational Services department and completed mandatory training, including Act 55 training and technology updates. The NPSS staff also had an opportunity to meet and discuss program-specific initiatives. The team of 32 NPSS staff members collaborated to organize service delivery across more than 30 nonpublic schools. Schedules and assignments were aligned to ensure every participating nonpublic school receives its full allotment of requested support services. Staff completed preliminary individual schedules, establishing a seamless transition into direct service provision. NPSS staff are eagerly anticipating the start of service delivery, beginning with essential beginning-of-the-year screenings and assessments.

ECYEH:

- The ECYEH office began the school year by meeting with new Liaisons and Points of Contact (POC) staff across the 8-county region. The in-person introductions are an intentional, foundational opportunity for relationship-building between new staff and the regional office.
- Summer programming wrapped up mid-August. Creative and innovative outlets were provided to have engaging, interactive student participation.

Strategic Communications..... Julie Alu, Director

The following is an overview of communication and legislative/advocacy activities conducted in support of LIU12 during the months of August and September 2026

Internal Communication Efforts

- The Director of Communications continues efforts to streamline communication and better inform LIU12 employees of organization wide initiatives and programs with the publication of the weekly *LIU12 E-News Weekly*.
- Our first issues of the 2026-2027 school year have been distributed and are available here:
 - August 14, 2026: <https://mailchi.mp/liu12/liu12-employee-e-news-16707352-f7ge30evgi-18260397>
 - August 21, 2026: <https://mailchi.mp/liu12/liu12-employee-e-news-16707352-f7ge30evgi-18260541>

We are proud to share that our open rate averages 60%, which is higher than the industry average of 35-40%. Our click rate is 8.4%, which is also above industry average of 5%.

Support for School District Partners

- The Director of Communications will once again facilitate networking and professional development opportunities for school communication professionals throughout the 2026-2027 school year. The **Strategic Communications Job-Alike** meetings will be held virtually for one hour each month from September through May.
- Invitations have been shared with previous participants, and meeting dates and times will be shared with each district in case they wish to send a representative. We look forward to sharing best practices and collaborating with our districts throughout the year.

- Our first meeting will be held at 9AM Friday, September 18. Any district professional who supports the school district communications program is welcome to attend. For more information or questions, please email Julie Alu, Director of Communications, at jralu@iu12.org

Social Media

- The Director of Communication’s office maintains four social media channels where LIU12 staff, students, events and opportunities are showcased daily. These channels include LinkedIn, Instagram, Facebook and X.
- We invite the Board of Directors and any community members seeking to learn more about the many programs and services we offer to follow us on any or all of these channels.



Educational Technology Services..... Ben Smith, Director

Lincoln EDGE enrollments started strong for the 26-27 school year. The school year started on August 25 with over 250 students enrolled from 17 school districts in our footprint. With the new wellness check legislation that was enacted in July, Lincoln EDGE is ready to provide 12 options for weekly wellness check meetings for students. A Lincoln EDGE staff member will meet with students by grade level to provide encouragement, support, and a mini-lesson on things for students to keep in mind and ways to be most successful in the online learning environment. Lincoln EDGE in-person student events will commence in early October, with a total of nine field trips, volunteer, and presentation opportunities for students to meet up and learn, socialize, and share.

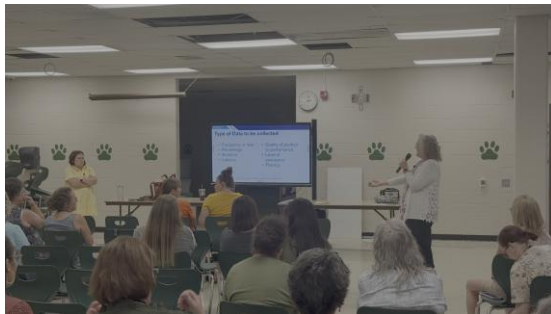
Lincoln Consortium Sales also started 26-27 strong, providing over \$1.5M in sales to districts and saving districts on educational technology pricing through those consortium agreements. Olivia Dyksterhouse, Program Specialist, is working to build on our timely service efforts to districts and add more educational technology solutions for districts in the future.

The Educational Technology team is gearing up for an exciting 2026–2027 school year! Our team is currently providing professional learning focused on artificial intelligence to educators and leaders in South Eastern SD, Littlestown SD, and Chambersburg Area SD, helping districts explore meaningful, responsible, and practical uses of AI in education.

Internally, we are supporting LIU staff through in-service professional learning, resources, and ongoing EdTech support as we continue to build confidence and capacity with technology across the organization. As we begin the new school year, our team is also preparing new professional learning opportunities, district partnerships, and supports designed to meet the evolving needs of educators and schools throughout our region. We are looking forward to a year focused on innovation, intentional technology use, and meaningful learning experiences for both educators and students.

The ETS team was proud to support this year’s LIU12 in-service at the Wyndham in Gettysburg, showcasing the various ways in which our organization provides life-changing services as “one organization”. Our technology team worked to provide audio/visual support throughout the event.

Beyond supporting in-service, our help desk crew has been hard at work to support the various back-to-school classroom needs, professional development, and coordination of technology support throughout the LIU12 footprint; Franklin Learning Center, Paradise and York Learning Center.



Business Services Brent Kessler, Director

Accounting:

Final Expenditure Reports (FERs) have been submitted for the following 2025-26 grants:

- Education Leading to Employment and Career Training (ELECT)
- Education for Children and Youth Experiencing Homelessness (ECYEH)
- Adult Basic and Family Literacy Education Grants
- Preschool Early Intervention Grants

Collectively, these grants provide \$15,611,284 in grant funding to support various LIU programs.

Lincoln Benefit Trust:

- \$14,785,306.25 Medical, Rx, Dental, Vision, FSA, HSA, EAP monthly funding, Stop Loss Reimbursement and interest received in July.
- \$18,028,364.57 LBT Medical, Rx, Dental, Vision, FSA, HSA, HRA and EAP monthly claims, admin and various expenses paid in July.
- July LBT enrollment: Medical with 8,366 employees and 10,616 dependents totaling 18,982 members enrolled. Dental with 7,422 employees and 9,472 dependents totaling 16,894 enrolled. Vision with 5,595 employees and 7,079 dependents totaling 12,674 members enrolled.

Transportation:

August has been an exciting and productive month for Transportation, with a strong focus on staff training, safety, and supporting the specialized needs of our students.

Transportation In-Service –

On August 3, we held our annual Transportation In-Service with 114 school bus and van drivers in attendance. Our training included:

- Jennifer Oswald from TAC – De-escalation techniques
- Dr. Lori Bauerline – Preschool students, including the importance of a team approach to safely securing students and understanding the unique needs of our youngest riders.
- Hands-on evacuation scenarios – Facilitated by Bobbi Bican to provide drivers with practical experience responding to emergency situations.

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The training was very well received and provided valuable tools and information to help our drivers safely serve our students.

New Wheelchair-Accessible Vans –

On August 12, we delivered two new wheelchair-accessible vans—one to FLC and one to YLC. It was incredibly rewarding to see the excitement of the staff as they received these new vehicles.

The company we purchased the vans from joined us at each building and provided hands-on wheelchair securement training, ensuring staff were comfortable operating the lifts and safely securing students.

I am extremely proud of the continued commitment of our transportation staff and contractors. These efforts demonstrate our ongoing focus on safety, training, and providing exceptional transportation services to our students and districts.

Human Resources Tracy Williams, Director

Headcount Report:

	Through August 3, 2026	Through August 20, 2026
Act 93	54 (54 FT + 0 PT)	54 (54 FT + 0 PT)
Professional	381 (362 FT + 19 PT)	390 (369 FT + 21 PT)
Support	412 (389 FT + 23 PT)	416 (394 FT + 22 PT)
TOTAL HEADCOUNT	847 (805 FT + 42 PT)	860 (817 FT + 43 PT)

Recruiting Activity:

Employee Classification	Vacancies as of August 19, 2026
Professional	54
Support	49
Confidential	0
Act 93	4
Project Staff	0

Benefits Administration: The following items were processed from August 1, 2026, to August 31, 2026

- 9 insurance enrollments/terminations
- 2 worker comp claims
- 13 leave of absence applications
- 1 leave without pay (of 20 days or more)

Certification: The following items were processed from July 27, 2026 – August 19, 2026:

- 11 course reimbursements – totaling \$18,869.40
- 38 course pre-approvals
- 4 applications for certification submitted
- 3 certificates approved by PDE
- 0 Teacher Loan Forgiveness applications
- 2 Professional Employee Contract for Obtaining Tenure
- 1 Temporary/Professional Employee Contracts

HR Director's Report:

As the 2026–2027 school year gets underway, Human Resources continues to focus on filling remaining vacancies and partnering with programs and departments to address ongoing staffing needs.

HR is also conducting a comprehensive review of job descriptions to ensure consistent formatting, terminology, and structure across the LIU. This work will improve clarity, consistency, and efficiency in position documentation. It will also provide greater clarity for employees and applicants while creating a more standardized approach to position documentation.