



coaeyc

Colorado Association for the
Education of Young Children

An Affiliate of **naeyc**

COAEYC Strategic Plan 2018-2021

The Colorado Association for the Education of Young Children (COAEYC) is an affiliate of the National Association for the Education of Young Children (NAEYC.) With over 550 members in the state, COAEYC convenes early childhood educators, professionals, and partners in Colorado to increase the quality of leadership and professional practices of all adults working with young children and their families in Colorado.

Mission

COAEYC works to support early childhood educators in Colorado so that they are highly compensated and valued life-long learners, supporting young children reach their highest potential. COAEYC promotes high quality education and support to children and families. COAEYC members are continuously using research and evidence based practices to adapt to the changing conditions and needs of young children, families, and communities in Colorado.

Vision

All young children in Colorado thrive and learn in a society dedicated to ensuring they reach their full potential.

Philosophy

Our core values are defined in the NAEYC Code of Ethical Conduct and are deeply rooted in the early childhood profession. In addition, we seek to be a high-performing, inclusive organization (HPIO) that is enriched by and continually grows from our commitment to the spectrum of diversity, as embodied by our core beliefs. We uphold these values and beliefs in all our interactions and initiatives. COAEYC collaborates with partners statewide to create a high quality early childhood system which pays early childhood educators and professionals salaries that lead to a stable, highly skilled workforce that delivers high quality education and services through advocacy, professional development, and extraordinary leadership.

Strategic Plan

A strategic plan is most useful when it:

- Reflects the values of the organization
- Inspires change and revision in products and/or target markets
- Clearly defines the criteria for achieving success
- Assists everyone in daily decision making.

And includes:

- A mission statement and vision statement
- A description of the organizations short term and long term goals
- Strategies the organization plans to use to achieve general goals and objectives
- Action items to implement the goals and objectives according to both short and long term goals

To implement the vision and mission using the philosophy above, COAEYC has identified 5 goal areas and a committee that works toward each one co-chaired by Board Members. Each of the 5 goal areas aligns with a NAEYC Strategic Direction. The following pages outline the 5 goals, the committees working toward each of the five goals, the desired outcomes, and 1 and 3 year objectives for each of the goals.

Goal 1: COAEYC is a highly valued, credible, and visible organization

Committee: Membership Co-Chairs Soren Gall, Cecily Hunter, Lori Sheerin, Lynne Osheim

Outcome: COAEYC is a vibrant organization that has a presence in many of the initiatives to elevate the profession and the quality of early care and education in Colorado.

Objective(s) for one year 2019:

- Increase membership by 20%. The baseline membership as of March 18, 2018 is 580 members. An additional 116 members would be a 20% increase for a total of 696 COAEYC members.

Activities:

- Increase membership by increasing new members and retaining existing members,
- Increase the diversity of COAEYC members across the spectrum of diversity
- Increase the number of early childhood organizations with 100% staff as members, and recognize these organizations
- High levels of member engagement statewide
- Develop partnerships with universities, school districts, and other early childhood organizations to both increase membership and work together toward shared goals and objectives,
- Develop ongoing communications with members, partners, and stakeholders that are transparent about the organizational operations and lead to organizational goals/vision

Measured by:

- Number of new members
- Increased diversity of membership across the spectrum of diversity
- Number of new members in each type of membership
- Number of members who renew membership
- Engagement/participation metrics i.e. conference registration, committee membership and work, online engagement

Objective(s) for three years 2021:

- Double membership from base of 580 members on March 18, 2018 to 1160 members in 2021

Goal 2: The early childhood education profession exemplifies excellence and is recognized as vital and performing a critical role in society.

Committee: Workforce/Professional Development Co-Chairs Ben Riepe, Crystal Stueve

Outcome: Increased quality and professionalization of the workforce.

Objective(s) for one year 2019:

- Identify partners and apply for Workforce RFP in 2019/2020 and/or other workforce development funding opportunities

Activities:

- Develop partnerships with other organizations to achieve advances in the Workforce 2020 Plan goals -- Cultivate the competencies of a highly-qualified, diverse workforce; Recruit and retain effective, qualified, and diverse early childhood educators; Ensure worthy and livable compensation for early childhood educators; Leverage comprehensive, collaborative, and responsive leadership to achieve the vision of the EC Workforce 2020 Plan; Finance the professional development system through efficient coordination of funding, innovative financing models, and an informed and engaged public; and Continuously improve the effectiveness of the professional development system through the use of data.
- Respond to 2019 Workforce RFP and/or other workforce funding opportunities
- Survey members and non members to identify the most desired professional development and align COAEYC programming

Measured by:

- Number of partnerships with aligned organizations
- Number of formal partnerships between COAEYC and other organizations that have signed partnership agreements
- Submission of proposals for workforce development
- Survey results

Objective(s) for three years 2021:

- Obtain funding for workforce development aligned with Colorado's Early Childhood Workforce 2020 Plan

Goal 3: COAEYC reflects excellence in all aspects of organizational health

Committee: Co-Chairs Cristina Gillanders, Lynne Osheim

Outcome: A cohesive board, executive director, and membership working toward the mission and goals of the organization. Strong and positive relationships within COAEYC and with partners and stakeholders resulting in stable funding, ongoing programming, renewal of leadership and membership -- with strong bridges between emerging leaders and existing leaders that results in progress toward COAEYC goals and vision.

Objective(s) for one year 2019:

- Establish partnerships with colleges and universities which are preparing new and emerging professionals and leaders.
- Increase capacity for sustainable revenue for COAEYC
- Increase revenue, and develop sustainable revenue that supports ongoing operations and increases in the annual budget and number of staff
- Align organizational work with High Performing Inclusive Organizational practices (HPIO)
- Active and engaged statewide committees of COAEYC members led by Board Members
- Revision of policies and procedures

Activities:

- Recruit COAEYC members for the 5 statewide committees led by COAEYC Board members
- Recruit new members in colleges and universities who can connect COAEYC with students
- Develop partnerships with colleges and universities
- Assure an equity lens to all of COAEYC's work and adopt practices that align with High Performing Inclusive Organizations (HIPO)
- Develop and implement a revenue generation/fundraising plan

Measured by:

- Annual budget
- Progress on revenue generation/fundraising plan
- Number and types of communications with members, partners, and stakeholders
- Revenue sources, types of revenue, sustainability of revenue,
- Identification of HPIO Metrics that apply to COAEYC work
- Committee meeting attendance, minutes, and outcomes of committee work

Objective(s) for three years 2021:

- Strategies and structures that develop new and emerging leaders as a pipeline for COAEYC leadership and programming.
- Sustainable funding to implement strategic plan with increased funding and staff

Goal 4: COAEOC cultivates leadership and incubates innovative strategies that propel the field, profession, and systems of early learning.

Committee: Advocacy/Policy Co-Chairs Lori Sheerin, Akane Orlandella Ogren

Outcome: Become an active partner in statewide systems building and innovation initiatives. Being at the table when opportunities for advocacy come into play, mobilizing public will for social change, especially in terms of teacher compensation.

Objective(s) for one year 2019:

- Participate in current systems building and innovation partnerships and initiatives.
- Contribute to the adoption of design thinking in ECE and other approaches that build capacity for innovation

Activities:

- Attend coalition meetings and participate in the work of the Early Childhood Summit, EC Partnerships, and other system building efforts in Colorado.
- Promote capacity building in design thinking and other innovation strategies for COAEOC Board members, members, and the ECE Community in Colorado
- Build capacity for advocacy among members and the Colorado ECE Community through participation in the NAEYC Public Policy Forum and other Colorado advocacy efforts

Measured by:

- Attendance at coalition meetings
- Communications to members about advocacy/policy

Objective(s) for three years 2021:

- Responsible for positively influencing Colorado systems and statewide work with innovative leadership and professional development strategies and approaches.

Goal 5: Children in Colorado birth through age 8 have equitable access to developmentally appropriate, high-quality early learning.

Committee: Quality and Accreditation Quality/Accreditation Co-Chairs Lynne Bridges, Karen Kirshenbaum

Outcome: High Quality early childhood programs and services, with increases in the number of NAEYC accredited centers.

Objective(s) for one year 2019:

- Establish baseline of centers who are considering pursuing NAEYC accreditation in Colorado
- Increase number of centers who are considering becoming NAEYC Accredited in Colorado
- Establish baseline of centers who commit to become NAEYC accredited in Colorado
- Increase number of centers who committ to becoming NAEYC accredited in Colorado
- Increase % of NAEYC Accredited Centers who have Directors that are members of COAEYC and increase % of NAEYC Accredited Centers who have 100% staff who are members of COAEYC

Activities:

- Increase quality through efforts to increase the number of NAEYC accredited centers – there are currently 114 NAEYC accredited programs/centers in Colorado
- Educate Colorado ECE community about advantages of becoming NAEYC accredited for centers which automatically translates to level 4 Qualistar rating and requires re-accreditation at 5 year intervals (rather than 3 year reviews which are required by level 4 centers without NAEYC accreditation)
- Support existing NAEYC accredited centers maintain accreditation
- Promote accreditation to non NAEYC accredited centers in Colorado
- Provide encouragement and support to those considering making the commitment to become accredited

Measured by:

- Number of NAEYC accredited centers in Colorado
- Number of NAEYC accredited centers who continue to be accredited at the 5 year re-accreditation
- Number of non accredited centers that learn about advantages of NAEYC accreditation from COAEYC, consider becoming accredited, and commit to accreditation process
- Number of NAEYC accredited centers whose Directors and staff are members of COAEYC
- Number of early childhood education partners who understand the value of NAEYC accreditation and agree to promote to their stakeholders and constitutents

Objective(s) for three years 2021:

- Increase number of centers who are considering becoming NAEYC Accreditation
- Increase number of centers who committ to becoming NAEYC Accredited
- Increase number of centers who become NAEYC Accredited
- 100% of NAEYC Accredited Centers continue to be NAEYC accredited at 5 year reaccreditation

Quotes from Board members about their hopes/dreams for COAEYC in one year:

- I hope to see systems that provide training and links to coaching in different regions of the state.
- To have the same professional development/wages available in rural areas. To spread the word about the value of COAEYC in our state.
- Larger membership. More professional presence in the ECE community.
- Thriving COAEYC conferences; building connections to younger teachers, helping schools understand the value of NAEYC membership.
- Improved reputation, higher membership and active participation of members, community partnerships and support, quality improvements for children, families and providers. Leader in ECE outreach and resources.
- That we have established more regular communication with members and have ongoing opportunities for professional development.
- To be fiscally solvent; to have at least 2500 members, to be an organization looked to for leadership and forward thinking. Reestablish our image in the field and repair relationships.

Quotes from Board members about their hopes/dreams for COAEYC in five years:

- I hope to see effective practices being implemented to fidelity with systems to support programs to work toward that goal in each area of the state.
- Those in the field are looked at and treated as professionals just as elementary and secondary educators are.
- COAEYC is a vibrant organization that has a presence in many of the initiatives to elevate the profession and the quality of early care and education.
- I would like to see COAEYC as the premier Early Childhood organization in Colorado. The 'go to' people for information, training, and partnerships for state legislators, schools, and partner organizations.
- That high quality inclusive practices become a reality for the students and families across the state.
- Amazing conferences where best practice meets excitement and renewal for professionals. A website that is a wealth of resources. A thriving community and support network.
- To have been a successful and on-going leader in public policy. To have secured adequate state funding to be able to offer quality, affordable child care for all.
- To offer professional development in advocacy. So, we have a deep roster of people to advocate for issues that are within their area of expertise. Advocacy is best done by experts actually working in the profession.
- Evidence based inclusion and social emotional practices are being taught and coached around the state with COAEYC providing opportunities for training and updates on the latest strategies to support those practices and to reduce practices (such as suspension and expulsion) which are prone to bias.
- To meet the needs of both the membership and the organization. We need to offer

professional development to meet the ongoing needs of the membership. We also need to provide professional development to help those in the profession have more opportunity for local, regional, and state leadership roles in Colorado.

- I would like to see COAEYC partner with higher education institution & high schools to promote the field of early childhood. Let's set up a volunteer program for retired early childhood educators to mentor new teachers/providers. I would like to see the educational standards for early childhood teachers/providers raised. I would like to see COAEYC partner with public school preschools.

Adopted April, 2018

Board Members:

Soren Gall, Chair

Lynne Osheim Co-Chair

Akane Orlandella Ogren

Lynne L. Bridges

Lori Sheerin

Cristina Gillanders

Ben Riepe

Crystal Stueve

Cecily Hunter