

WAEYC's 2010-2013 Strategic Plan describes objectives and actions necessary to bring about our Theory of Action.

Objective	Actions	Milestone	Target Date	Responsibility
Promoting Quality				
<i>Ensure that all publications integrate key messages</i>	<ul style="list-style-type: none"> Develop key messages 	<ul style="list-style-type: none"> 3-5 messages 	<ul style="list-style-type: none"> December 2010 	<ul style="list-style-type: none"> Consultant or staff
<i>Ensure that key policy, practice and research questions are well-documented</i>	<ul style="list-style-type: none"> Create <i>Research and Publication Agenda</i> (identifying members' technical needs & issues for which WAEYC would research, publish & disseminate information) and connect it to the <i>Public Policy Plan</i> Create structure for periodic publishing of white papers Convene gatherings of professionals Link to current & compelling NAEYC position statements/ Where We Stand summaries and promote attention to them 	<ul style="list-style-type: none"> <i>Research and Publication Agenda</i> Identify topics and content experts & produce two white papers Provider Caucus gatherings and at WAEYC conference Link on website and promotion at conference 	<ul style="list-style-type: none"> May 2011 2012-2013 Spring & October annually Fall 2010 	<ul style="list-style-type: none"> Professionals Professionals & Public Policy Staff Staff & Professionals
Supporting Professionalism				
<i>Enhance recruitment, registration, enrollment and membership conversion</i>	<ul style="list-style-type: none"> Create online registration process for conference Create <i>Marketing Plan</i> Link to NAEYC online courses, webinars, webcasts/podcasts, videos, etc. Develop online training modules Gather and analyze customer data 	<ul style="list-style-type: none"> Online process used in 2010 <i>Marketing Plan</i> NAEYC events on WAEYC website 3 online training modules Present to the Board 	<ul style="list-style-type: none"> August 2010 February 2011 Fall 2010 1 each year Spring annually 	<ul style="list-style-type: none"> Consultant Communications Staff Professionals & Staff Staff
<i>Create structures that continuously improve program development for professionals (members and other early childhood professionals)</i>	<ul style="list-style-type: none"> Create a program evaluation plan with a continuous improvement process Assign promotion of NAEYC accreditation for early childhood programs to a staff job description Implement strategies to promote NAEYC accreditation for early childhood programs 	<ul style="list-style-type: none"> Plan for evaluating program effectiveness and making continuous improvements Job description includes accreditation promotion Accreditation promotion strategy implemented (See <i>Program Plan for Organizations</i>) 	<ul style="list-style-type: none"> 2011-2012 February 2011 Annually 	<ul style="list-style-type: none"> Programs Personnel Organizations & Staff
<i>Promote the Washington State Early Learning Plan P-3 agenda</i>	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD

Key:

Communications – Communications Subcommittee, Advancement Committee
 Executive – Executive Committee
 Finance – Finance Committee
 Fund Development – Fund Development Subcommittee, Advancement Committee
 Governance – Governance Subcommittee, Advancement Committee

Organizations – Early Learning Organizations Subcommittee, Programs Committee
 Personnel – Personnel Committee
 Programs - Programs Committee
 Professionals – Early Learning Professionals Subcommittee, Programs Committee
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Objective	Actions	Milestone	Target Date	Responsibility
Facilitating Member Connections				
<i>Connect early childhood professionals in powerful ways with their peers</i>	<ul style="list-style-type: none"> Implement a learning & sharing network connecting interest/need/expertise of local-regional-state-national members Implement new organizational structure 	<ul style="list-style-type: none"> "Growing Connections" for affiliate leaders and members State chapter or member hub model in place 	<ul style="list-style-type: none"> 2 per year for each audience September 2011 	<ul style="list-style-type: none"> Programs & Staff Governance
<i>Support effective local affiliate chapter functioning</i>	<ul style="list-style-type: none"> Revised Affiliate Council Policies Implement affiliate council structure to help affiliate chapters learn from each other and meet NAEYC "roles & functions" as high performing, inclusive organizations Replicate Pierce County AEYC's Leadership Academy Increased communication between Governing Board and local affiliate chapters 	<ul style="list-style-type: none"> revised Affiliate Council Policies new structure in place Leadership Academy implemented in two new geographic areas Executive Committee members attend one board meeting of each local affiliate chapter over 2 years 	<ul style="list-style-type: none"> April 2011 July 2011 July 2011 July 2010-June 2012 	<ul style="list-style-type: none"> Organizations & Governance Organizations & Governance Organizations, Pierce Cnty AEYC & Affiliate Council Executive
Administrative Operations				
<i>Create a clear communication strategy that undergirds the look and feel, audiences and messages of all publications, programs and advocacy</i>	<ul style="list-style-type: none"> Recommend communication methods that support program and advancement plans, including brand refinement, publication standards and policy advocacy Frame communication purposes and delivery methods (e.g. Black and white or color paper, email, website, print, etc.) and empower staff to implement within their unit budget Create a re-messaged and branded website using a Content Management System. Train and empower appropriate staff to update appropriate content without additional review Telegraph WAEYC priorities in advocacy efforts 	<ul style="list-style-type: none"> communication guidelines document communication guidelines document CMS purchased, website launched and staff trained Key messages for use in advocacy efforts developed; incorporated 	<ul style="list-style-type: none"> 2011-2012 2011-2012 2012-2013 Fall 2010 	<ul style="list-style-type: none"> Communications Communications Consultant Public Policy
<i>Improve ability of staff to contribute to organizational financial success</i>	<ul style="list-style-type: none"> Develop high-level Three-Year Budget Train management staff in creating zero-based budgets Separate communications and fund development functional expenses Engage managers in developing and maintaining their division budgets 	<ul style="list-style-type: none"> 2010-2013 budget Training developed and implemented 2011-2012 budget Workbook for manager 	<ul style="list-style-type: none"> May 2011 March 2011 July 2011 July 2011 	<ul style="list-style-type: none"> Finance Finance Finance Finance

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Objective	Actions	Milestone	Target Date	Responsibility
<i>Use technological solutions to increase productivity and access to knowledge</i>	<ul style="list-style-type: none"> ▪ Create <i>Technology Plan</i> (including hardware, software, training and integration). Steps include reviewing current platform & software, identifying current staff technology utilization expertise and comfort. ▪ Identify and deploy a Customer Relationship Management solution and connect it to Outlook and other member information databases ▪ Create an easily updatable and searchable Online WAEYC Operations Guide or intranet site 	<ul style="list-style-type: none"> ▪ <i>Technology Plan</i> ▪ CRM in place ▪ Operations Guide 	<ul style="list-style-type: none"> ▪ May 2011 ▪ 2011-2012 ▪ 2011-2012 	<ul style="list-style-type: none"> ▪ Communications ▪ Consultant & Staff ▪ Staff
<i>Support and leverage staff capacity</i>	<ul style="list-style-type: none"> ▪ Create and implement <i>Internal Learning Agenda</i> ▪ Develop new job descriptions ▪ Develop and implement revised evaluation process 	<ul style="list-style-type: none"> ▪ <i>Internal Learning Agenda</i> ▪ job descriptions ▪ process identified & introduced 	<ul style="list-style-type: none"> ▪ 2011-2012 ▪ March 2011 ▪ June 2011 	Personnel & Staff for all actions
<i>Improve liability protection for the association</i>	<ul style="list-style-type: none"> ▪ Recruit a board member that can provide increased legal advice ▪ Train board on fiduciary responsibility using NAEYC's training as a resource ▪ Train board and staff on IRS code, state public disclosure and federal limits to lobbying 	<ul style="list-style-type: none"> ▪ Board member with legal expertise ▪ Training provided ▪ Training provided 	<ul style="list-style-type: none"> ▪ July 2012 ▪ September 2010 ▪ September annually 	<ul style="list-style-type: none"> ▪ Governance ▪ Governance ▪ Governance & Staff
<i>Cultivate broad, diverse and stable funding streams for WAEYC operations and early childhood businesses</i>	<ul style="list-style-type: none"> ▪ Identify, cultivate and recruit potential board members that augment capacity and donor cultivation ▪ Develop pool of donors & establish annual campaign ▪ Train board and staff on fund development ▪ Identify prospective grant funders ▪ Measure revenue generating customer base ▪ Expand membership 	<ul style="list-style-type: none"> ▪ Board member with fund development expertise/connections ▪ Database of individuals; solicitation ▪ Training provided ▪ List of aligned funders ▪ list of customer services, fees & usage ▪ 1700 and 1800 members 	<ul style="list-style-type: none"> ▪ July 2011 ▪ April 2011 ▪ December annually ▪ Spring 2011 ▪ July 2011 ▪ Fall 2011 & 2012 	<ul style="list-style-type: none"> ▪ Governance ▪ Fund Devlt & Staff ▪ Fund Devlt ▪ Staff & Fund Devlt ▪ Programs & Staff ▪ Communications & Programs
<i>Create sustained effort for cultivation, recruitment, orientation and development of Governing Board and Affiliate Council</i>	<ul style="list-style-type: none"> ▪ Facilitate Affiliate Council & Governing Board establishment of <i>WAEYC Learning Agenda</i> ▪ Develop a plan for regular submission of nominations for potential committee and board members to the board ▪ Create a board recruitment and election process to move potential candidates from identification, through research, vetting cultivation and election steps 	<ul style="list-style-type: none"> ▪ <i>WAEYC Learning Agenda</i> ▪ Nominations Plan ▪ Present process to the Board 	<ul style="list-style-type: none"> ▪ March 2012 ▪ 2010-2011 ▪ April 2011 	<ul style="list-style-type: none"> ▪ Affiliate Council & Executive ▪ Governance ▪ Governance

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