



**Strategic Plan
2022-2025
Updated: March 20, 2023**

Ten-Month Update

Strategic Plan work is on schedule; minutes from monthly Board of Governors meetings include detailed progress updates. The following pages reflect the following updates:

1. DEI Committee is established as an “ongoing standing” committee rather than an “Executive-level” committee in order to align with bylaws requirements. The intention to have the DEI committee remain a permanent cornerstone at RWCNS remains unchanged.
2. The objective to integrate the Pyramid Plus Leadership Committee (PPLC) and Pyramid Plus Benchmark for Quality into the DEI Committee is removed from the DEI goal. Context: RWCNS is a Pyramid Plus Implementation Site, which requires the continual operation of a PPLC. Housing the PPLC within DEI seemed a logical next step for sustainability, but proved ineffective. The Board and Administrators continue to discuss how best to proceed to ensure a robust and effective PPLC. Future Strategic Plan Updates will summarize these discussions and document decisions.
3. The timeline for Executive Director objectives reflects current onboarding date for new Executive Director of July 1, 2023 and departure date for outgoing Executive Director of December 31, 2023. Wording around the six-month planned overlap has been softened to allow more flexibility around supporting the incoming Executive Director in the manner of her/his choosing, rather than dictating a strict six-month, full-time mentorship.

Executive Summary

In the fall of 2021, the Board of Governors conducted a strategic planning process and solicited feedback from the following groups: teachers and staff, cooperative families, and the Ruth Washburn Way Committee. This 360-degree view of the state of the school led us to develop this strategic plan with the below goals.

- **The Ruth Washburn Way is codified into comprehensive training modules for teachers and coaching modules for families, and this philosophy is shared beyond our cooperative with the broader community.**

RWCNS's play-based model draws on more than 60 years of experience, is evidence-based, and is recognized as best practice in the field of Early Childhood Education. The Ruth Washburn Way is unique and sometimes tricky to explain. This goal addresses that ambiguity by creating a tiered framework for training teachers, coaching families, and sharing our philosophy with the broader community in the Ruth Washburn Way approach to Early Childhood Education.

- **The Diversity, Equity, and Inclusion (DEI) Committee is an ongoing standing committee charged with carrying out the mission of DEI for Ruth Washburn.**

The Board of Governors established the Diversity, Equity, and Inclusion (DEI) Committee in 2019 to investigate issues of diversity and accessibility. Establishing the DEI Committee as a permanent part of RWCNS will ensure consideration, continuity, and accountability across issues of diversity, equity, and inclusion in the future.

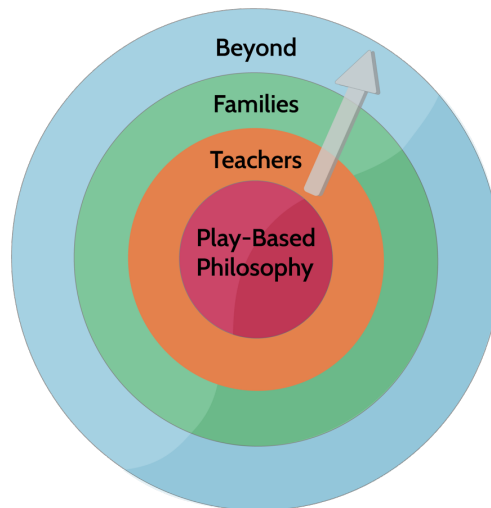
- **RWCNS successfully onboards a new Executive Director (ED) by July 1, 2023.**

RWCNS's current Executive Director, Jen Filonowich, plans to leave her position effective December 31, 2023. This goal is to ensure the transition to a new ED is as seamless as possible by including an overlap period for training and mentorship.

GOAL: The Ruth Washburn Way is codified into comprehensive training modules for teachers and coaching modules for families, and this philosophy is shared beyond our cooperative with the broader community.

RATIONALE: Decades of research point to play-based programming as the best approach to Early Childhood Education. RWCNS’s play-based model draws on more than 60 years of experience, is evidence-based, and is recognized as best practice in the field of Early Childhood Education. Yet, the Ruth Washburn Way is unique, and sometimes tricky to explain...and even trickier to pass on to new staff and families. This goal addresses that ambiguity by creating a tiered framework for training teachers and coaching families in the Ruth Washburn Way approach to Early Childhood Education. This goal also continues the mission of the Curriculum and Ruth Washburn Way Committees (outlined in the two most recent Strategic Plans) by building a training/coaching scaffolding around their work. Those committees captured the very special things we do at Ruth Washburn. Meeting this goal will ensure new teachers, families, and the broader community understand the what, why, and how to support their little people in the Ruth Washburn Way.

We envision this goal as a target, where the center ring is our philosophy. The intention of this goal is to spread our philosophy to our teachers first, then to families, then to the greater community.



OBJECTIVE: By August 31, 2023, 100% of teachers complete The Ruth Washburn Way Training modules. New hires complete The Ruth Washburn Way Training modules within one year.

- **Action:** Executive Director identifies the creator and facilitator of The Ruth Washburn Way Training modules.
- **Action:** Facilitator creates training on implementing play-based practices using The Key Points of the Ruth Washburn Way Document as a guide. The training includes the development of an assessment tool to evaluate the implementation of practices.
- **Action:** Facilitator conducts the training.

OBJECTIVE: By December 31, 2023, 100% of families have access to The Ruth Washburn Way Family Coaching modules.

- **Action:** Executive Director identifies a facilitator for The Ruth Washburn Way Family Coaching modules.
- **Action:** Facilitator creates family-informed coaching modules that include education on the value of play for children and families.
- **Action:** Facilitator distributes modules to families in a variety of ways (in-person, remotely, group, individual, synchronous, asynchronous, etc.).
- **Action:** Facilitator assesses family satisfaction with coaching modules, delivery methods, and accessibility.
- **Action:** Facilitator conducts annual review and update modules and delivery based on family feedback.

OBJECTIVE: By December 31, 2024, The Ruth Washburn Way External Training modules are available for purchase by the broader community.

- **Action:** Executive Director identifies a facilitator for The Ruth Washburn Way External Training modules.
- **Action:** Facilitator creates an external training based on The Ruth Washburn Way Training modules.
- **Action:** Facilitator conducts the training.
- **Action:** Executive Director investigates the possibility of expanding external training to include licensed in-home care.

GOAL: The Diversity, Equity, and Inclusion (DEI) Committee is an ongoing standing committee charged with carrying out the mission of DEI for Ruth Washburn.

RATIONALE: The Board of Governors established the Diversity, Equity, and Inclusion (DEI) Committee in 2019 to investigate issues of diversity and accessibility. In 2021, the DEI Committee further defined its role with the following mission statement:

RWCNS is committed to advancing diversity, equity, and inclusion in our school. This means developing policies and practices to support the RWCNS mission of providing each child equitable learning opportunities. It includes actions to support school culture and classroom learning environments that embrace diversity and aim for the full inclusion of all co-op children and families.

The committee has a yearly calendar of events that it coordinates to support DEI efforts at the school. The intention is for the committee to maintain the current calendar and to continue to evolve based on the support needs of the school. Committee membership is open to anyone in

the cooperative—current families, board members, or alumni families. Establishing the DEI Committee as a permanent part of RWCNS will ensure consideration, continuity, and accountability across issues of diversity, equity, and inclusion in the future.

OBJECTIVE: By May 31, 2024, the DEI Committee creates and implements a sustainable structure.

- **Action:** Clearly define membership terms and a path for leadership transition.
- **Action:** Establish a process for continuity of knowledge and training.

GOAL: RWCNS successfully onboards a new Executive Director (ED) by July 1, 2023.

RATIONALE: RWCNS’s current ED plans to leave her position December 31, 2023. The Board recognizes Ms. Filonowich’s exceptional leadership and expresses deep gratitude for her commitment to RWCNS and the children and families we serve. We are a stronger, more sustainable, and more inclusive school community because of her leadership, dedication, and service. Thank you, Jen. The Board of Governors has designed the following objectives to help ensure the transition to a new ED is as seamless as possible.

OBJECTIVE: By October 31, 2022, Board of Governors forms the ED Search Committee with representatives from staff, families, and community members.

OBJECTIVE: By May 31, 2023, the ED Search Committee completes the recruitment process.

- **Action:** Search Committee defines candidate search timeline, updates job description (if needed), and designs marketing strategy to recruit qualified candidates from within RWCNS as well as external candidates.
- **Action:** Search Committee defines and executes the interview process.
- **Action:** Search Committee maintains transparent communication and invites participation from families, staff, and community members at every step of the search process.
- **Action:** Search Committee reports to the Board of Governors monthly or as needed.

OBJECTIVE: By December 31, 2023, institutional knowledge is preserved, organized, and accessible for new ED.

- **Action:** Current ED populates knowledgebase and collaboration software tool SLAB with institutional knowledge (three areas of focus: non-profit management, early education program management, education and cooperative).
- **Action:** Current administration develops comprehensive training on current systems, policies and procedures, software and databases, and organization structure.

OBJECTIVE: By July 1, 2023, new ED tenure begins, with an overlap of service with current ED to maximize training opportunities and transfer of institutional knowledge.

OBJECTIVE: By December 31, 2023, Board of Governors and new ED have 12-month professional development plan in place, focused on building relationships, nurturing strengths, and transparency.

- **Action:** Board of Governors and new ED meet monthly to identify professional development goals.
- **Action:** Board of Governors and ED track progress quarterly.
- **Action:** Board of Governors and ED arrange for mentorship, additional training, etc. as needed to maintain progress toward professional development goals.