



Vision Statement

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

Mission Statement

NAEYC promotes high-quality early learning for all children, birth through age 8, by connecting practice, policy, and research. We advance a diverse, dynamic early childhood profession and support all who care for, educate, and work on behalf of young children.

Values and Beliefs

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 that is enriched by and continually grows from our commitment to diversity, as embodied by our core beliefs.

We uphold these values and beliefs in all our interactions and initiatives:

Core Values

- Appreciate childhood as a unique and valuable stage of the human life cycle.
- Base our work on knowledge of how children develop and learn.
- Appreciate and support the bond between the child and family.
- Recognize that children are best understood and supported in the context of family, culture, community, and society.
- Respect the dignity, worth, and uniqueness of each individual (child, family member, and colleague).
- Respect diversity in children, families, and colleagues.
- Recognize that children and adults achieve their full potential in the context of relationships that are based on trust and respect.

Core Beliefs

- Excellence and Innovation—We are imaginative risk takers willing to challenge assumptions while being accountable to our mission and fiscally responsible.
- Transparency—We act with openness and clarity.
- Reflection—We consider multiple sources of evidence and diverse perspectives to review past performance, note progress and successes, and engage in continuous quality improvement.
- Equity and Opportunity—We advocate for policies, practices, and systems that promote full and inclusive participation. We confront biases that create barriers and limit the potential of children, families, and early childhood professionals.
- Collaborative Relationships—We share leadership and responsibility in our work with others. We commit time and effort to ensure diverse participation and more effective outcomes. We act with integrity, respect, and trust.

Iowa AEYC Strategic Plan 2022

1. Iowa AEYC advances developmentally appropriate practices as indispensable for children birth through age 8 as a mark of high quality early learning.
(High Quality Early Learning)
2. Iowa AEYC enhances the early childhood education profession to exemplify excellence to be recognized as vital in performing a critical role in society.
(The Profession)
3. Iowa AEYC is a highly valued, credible, and visible organization.
(Organizational Advancement)
4. Iowa AEYC reliably and effectively functions in response to the early learning community. (Organizational Excellence)
5. Iowa AEYC maintains a dynamic leadership presence and offers a wide variety of opportunities for leadership development. (Leadership and Innovation)

This document pertains to early childhood educators, as defined by the work of Power to the Profession, with three distinct categories. They are: Early Childhood Educator I – direct service providers, II – instructional administrators, and III – higher education.

Goal 1: Iowa AEYC advances developmentally appropriate practices as indispensable for children Birth through age 8 as a mark of high quality early learning. (High Quality Early Learning)

Benchmarks	Action Steps/Strategies	Timeline	Who is Responsible?	HPIO Focus (Yes/No)
1. Assist in the development and promotion opportunities for high-quality, developmentally appropriate practices in early learning in the state of Iowa.	<ul style="list-style-type: none"> ○ Fall Institute ○ Spring Institute ○ Iowa Early Learning Standards Release & Training ○ Other Trainings as needed ○ Play Committee 	<p>Institutes Fall & Spring 2018, 2019, 2020, 2021, 2022</p> <p>IELS Release & Training 2018 (Release) 2018-2022 TA</p> <p>Other Trainings As needed; Current Topics</p> <p>Play Committee 2 Play Events per year 2018-22</p>	<p>Institute Chair</p> <p>PD Manager</p> <p>Chapter L'ship</p> <p>Play Committee</p>	<p>Yes</p> <p>No</p>
2. Collaborate with other early childhood professionals in the state of Iowa specifically addressing high-quality, developmentally appropriate practices in early learning.	<ul style="list-style-type: none"> ○ Open Board Discussions on what is developmentally appropriate and high-quality practices in early childhood. ○ Inform how those Discussions might influence other early childhood systems across the state. ○ Look at how to work more with Institutes of Higher Education (IHE) around considering if/when there is a breakdown in teaching DAP. ○ Analyze equity in programs in regard to addressing high quality DAP programs and their accessibility to everyone. 	<p>Board Discussions DAP will be part of Board Discussions at least twice annually 2018-2022</p> <p>IHE Conversations Organize, Facilitate, and Participate in Early Childhood Summit 2019 and 2022 to revisit articulation of DAP across all IHEs offering EC credit</p>	<p>President</p> <p>Executive Comm. along with Office Personnel</p>	<p>Yes</p> <p>No</p>
3. Inform families and community at large (business members, providers, administration, public school staff) in the state of Iowa about high-quality, developmentally appropriate practices in early learning.	<ul style="list-style-type: none"> ○ Continue to reach out to others outside the field and deliberately build relationships. Invite others outside the field to Board Meetings to discuss current topics in the field. ○ Board Members help educate general public about high-quality, developmentally appropriate practices in early learning. ○ Develop materials to help community members invest funds into high-quality, developmentally appropriate facilities and/or practices. ○ Play Committee ○ Look into statewide groups such as School Administrators of Iowa (SAI) and Iowa Association of School Boards (IASB) to see how we might collaborate or speak at their conferences/functions. ○ Develop short educational materials to educate on basic principles of DAP. 	<p>Current Topics in ECE Invite non-ECE folks to Board Meetings, Chapter Meetings, and Statewide Events to discuss/inform DAP beginning 2019 (1 to 2 Board Meetings per year)</p> <p>Materials Design/Develop print and electronic materials related to DAP, high-quality practices, and early care to inform public as well as potential donors beginning 2019 (4 new materials designed/developed per year 2019-2022)</p> <p>Play Committee 4 Play Events focused on Families held between 2019-2022</p> <p>Statewide Groups Beginning 2019 actively apply to present at outside functions; submit proposals annually</p>	<p>President & Membership Specialist</p> <p>Executive Comm.</p> <p>Play Committee</p> <p>Executive Comm. approval of any Iowa AEYC Member</p>	<p>Yes</p> <p>No</p>
4. Educate members in promoting high-quality, developmentally appropriate practices in early learning.	<ul style="list-style-type: none"> ○ "Did you know..." in <i>The Weekly</i> each week with small tidbit about DAP or child development ○ Chapter Meetings ○ Chapter Chats ○ Iowa AEYC <i>The Weekly</i> ○ Social Media (Facebook/Twitter) 	<p>The Weekly & Social Media Outreach Begin January 2019; President-Elect/Past President provide "Did you know..." facts to Office monthly</p> <p>Chapter Meetings Agenda items to include DAP focus at each meeting; at least one time annually beginning Fall 2018</p>	<p>President-Elect / Past President & Membership Specialist</p> <p>Chapter L'ship</p>	<p>Yes</p> <p>No</p>

Goal 2: Iowa AEYC enhances the early childhood education profession to exemplify excellence to be recognized as vital in performing a critical role in society. (The Profession)

Benchmarks	Action Steps/Strategies	Timeline	Who is Responsible?	HPIO Focus (Yes/No)
1. Continue Power to the Profession (P2P) efforts.	<ul style="list-style-type: none"> Look at and implement Work Plan from P2P along with other plans from the nationwide initiative. 	Power to the Profession Till December 2018; beyond if need be to summarize work	Jillian & M. Airy	Yes No
2. Create Public Policies around growing and supporting the professionals themselves.	<ul style="list-style-type: none"> Advocate for WAGE\$ in all Iowa counties Work out teacher licensure issue (moving from an initial to standard license for those not working in public/private school settings). 	WAGE\$ 2018 onward until achieved Teacher Licensure January 2019 legislative session onward until achieved	Public Policy Chair Jillian & Executive Comm.	Yes No
3. Continue to offer Spring and Fall Institute.	<ul style="list-style-type: none"> Ensure sessions on professionalism are offered. Ensure sessions on equity and diversity are offered. 	Institute Highlight a track in Institute sessions on professionalism beginning Fall 2019 Institute and continue through 2022	Institute Chair	Yes No
4. Encourage Membership	<ul style="list-style-type: none"> Find ways to promote membership and reach out individually. Use Chapters in new, innovative ways to engage Members in a wide capacity of involvement (share information, networking, program observations of homes and centers; give options for involvement at many different levels in many different ways). Work on ways to ensure that the Membership is diverse and is reflective of the population from all areas in the state (culture, gender, race, etc.) 	Membership Invite Members and potential members to Board Meetings, Chapter Meetings, Events; Chapter Leadership reach out to new Members beginning October 2018 and quarterly thereafter for first year of Membership Engagement Chapters identify a "focus" area and list activities for a year's time beginning 2019 onward; Update Chapter calendar annually	President & Membership Specialist Chapter L'ship Chapter L'ship	Yes No
5. Encourage Membership engagement.				
6. Give recognition to professionals.	<ul style="list-style-type: none"> Award Accredited Programs, T.E.A.C.H. Graduates, Week of the Young Child Events, Thank You Cards/Letters, Member Spotlights, Recognition at DOH (Dept. of Health?), Shout-Outs on Social Media. 	Awards & Appreciation Acknowledge special awards, accolades, celebrations as they arise beginning October 2018 onward on social media as well as at the Institutes	Executive Comm. & Social Media Personnel	Yes No
7. Retain workforce.	<ul style="list-style-type: none"> Continue with T.E.A.C.H. efforts. 	Workforce Implement findings from P2P initiative as they are released and delineated beginning January 2019	Jillian & M. Airy Executive Comm.	Yes No
8. Advocate for Workforce/Compensation.	<ul style="list-style-type: none"> Continue with WAGE\$/PAYES efforts. 	Compensation Participate in WAGE\$/PAYES Programs, especially workforce studies as they are implemented at the national level; no date listed yet	Jillian & Executive Comm.	Yes No
9. Engage in <i>Future Ready Iowa</i> initiative.	<ul style="list-style-type: none"> Stay engaged. Advocate for early education and care as an option for apprenticeship. 	Future Ready Iowa Create a plan for apprenticeship for those entering the early childhood workforce beginning October 2018 onward with implementation April 2019 moving forward	Jillian & Executive Comm.	Yes No

Goal 3: Iowa AEYC is a highly valued, credible, and visible organization. (Organizational Advancement)

Benchmarks	Action Steps/Strategies	Timeline	Who is Responsible?	HPIO Focus (Yes/No)
<p>1. Identified as highly valued.</p>	<ul style="list-style-type: none"> ○ Voluntarily give time and resources. ○ Advocate for and promote the organization to exist and thrive. ○ Participate in Iowa AEYC activities. ○ Engage in planning Iowa AEYC activities. ○ Network with other professionals ○ Understand professional standards and career pathways ○ High-quality program standards ○ Information and training (PD) ○ Administer TA and coaching ○ Child development and DAP ○ Mental health and whole child ○ Leadership opportunities ○ Promote the value of the profession ○ Recognize and acknowledge ECEs ○ Just compensation as ECEs ○ Value work through Programs ○ Advocate ○ Gain Membership Numbers ○ Diversity and equity is addressed 	<p>Volunteerism Actively volunteer for Iowa AEYC throughout the year beginning October 2018</p> <p>Advocacy Promote the Association in public settings, through social media, and taglines on email signatures beginning August 2018</p> <p>Engagement Actively plan and participate in Iowa AEYC activities at the local and state levels in an effort to network and strengthen the Association so that it may continue to exist and thrive, beginning October 2018</p> <p>Career Pathways Provide in-services related to Iowa AEYC's Career Pathways website to pre-service ECEs, as asked and at Institutes beginning January 2019</p> <p>Program Standards Provide training/webinars related to program standards (IQPPS, NAEYC, Head Start Performance Standards) as requested beginning January 2019</p> <p>Professional Development Provide professional development experiences at the Chapter level utilizing Iowa AEYC as the Training-Granting Organization beginning October 2018</p> <p>Leadership Opportunities Create succession plans for each Board position; onboard new Members with a Mentor beginning October 2018</p>	<p>Governing Board Members</p> <p>Governing Board Members</p> <p>Governing Board Members</p> <p>PD Manager</p> <p>Governing Board Members]</p> <p>Chapter L'ship (leads or facilitators)</p> <p>Governing Board Members</p>	<p></p> <p></p> <p></p> <p>Yes</p> <p>No</p>
<p>2. Identified as credible.</p>	<ul style="list-style-type: none"> ○ Involvement ○ Membership ○ Trust with time and resources ○ Communication ○ Words and actions align ○ Consistent and transparent ○ Financial integrity ○ Trustworthy ○ Third party endorsers: licensing consultants; other organizations – CCR&R, Head Start, ECI, CACFP, Like-minded colleagues 	<p>Communication Communicate with Chapters, Members, and potential Members, along with national component/partners monthly/weekly, beginning October 2018</p> <p>Financial Integrity Implement financial planning for fiscally responsible budgeting, long-term planning, and the Endowment beginning July 2018; revisit quarterly</p> <p>Sponsorship/Partners/Funders Collaborate with existing partners while increasing the total amount of partners and sponsorship dollars beginning 2019, using 2018 Institute data as a baseline</p>	<p>President, Executive Comm., Membership Specialist, & Social Media Personnel</p> <p>Jillian, Treasurer, Finance Committee</p> <p>Jillian, Treasurer, Finance Committee</p>	<p>Yes</p> <p>No</p>

<p>3. Identified as a visible organization.</p>	<ul style="list-style-type: none"> ○ Involvement ○ Membership ○ Trust with time and resources ○ Improve communication to ECEs ○ Sharper and more relevant messaging ○ Increase volume of communication ○ Increase number of communication targets ○ Collaborate with other EC organizations 	<p>Membership Involve Members at Committee levels to where there are more At Large Members on the Committees than there are Governing Board Members beginning September 2018</p> <p>Messaging Create targeted messages for specific audiences related to services, benefits, and membership of and in Iowa AEYC beginning October 2018; disbursement April 2019</p> <p>Communication Increase the frequency of communication with targeted groups and Committees to enhance the overall integrity of Iowa AEYC beginning October 2018; monthly/bi-monthly communication</p> <p>Collaboration Invite like-minded ECE professionals to the table, Governing Board Meetings, or otherwise, to engage in the work that enhances the lives of young children, their families, and caregivers beginning October 2018; monthly/quarterly</p>	<p>Membership Chair & M'ship Committee</p> <p>Membership Chair</p> <p>Committee Chairs & Membership Specialist</p> <p>Jillian & Executive Comm.</p>	<p>Yes</p> <p>No</p>
<p>4. Create and Implement a Communication Plan.</p>	<ul style="list-style-type: none"> ○ Target audiences – ECEs, Legislators, Government Officials, Partners (Head Start, DOM, CCR&R, AEAs, Funders of T.E.A.C.H. and WAGE\$, ECI Areas, IDPH, DHS, DE, Kellogg), Families, Medical Profession ○ Communication Plan should be diverse for a variety of audiences including a variety of languages and cultures 	<p>Communication Plan Create and implement a communication plan that speaks to Iowa AEYC's public policies, mission, vision, core values and beliefs, and practices beginning January 2019; communicate weekly, monthly, bi-monthly, quarterly based on each entity</p>	<p>Executive Comm., Jillian, & Managers</p>	<p>Yes</p> <p>No</p>
<p>5. Create and Implement an Evaluation Tool to assess the effectiveness of our communication activities, adjust communication efforts, if warranted.</p>	<ul style="list-style-type: none"> ○ Ask: <ul style="list-style-type: none"> ○ Who was reached with what message? ○ What actions were triggered by the communication? ○ How were perceptions of Iowa AEYC improved along the dimensions of high value, credibility, and visibility? ○ Create Communication Tool in a variety of languages 	<p>Communication Plan Evaluation Tool Create and implement an evaluation tool that focuses on the effectiveness of the communication plan beginning July 2019; implement evaluation tool every six months to gauge effectiveness of Association communication</p>	<p>Executive Comm., Jillian, & Managers</p>	<p>Yes</p> <p>No</p>

Goal 4: Iowa AEYC reliably and effectively functions in response to the early learning community. (Organizational Excellence)

Benchmarks	Action Steps/Strategies	Timeline	Who is Responsible?	HPIO Focus (Yes/No)
<p>1. Create a diverse Board with Chapter leadership support.</p>	<ul style="list-style-type: none"> ○ Invite Members to Board Meetings. ○ Broadcast meetings across the state using the Office technology. ○ Target communication to the younger professionals in the early childhood field. ○ Look at demographics from around the state and invite representation from a variety of groups including early childhood professions, gender, race, culture, languages, etc. 	<p>Board Meetings Encourage Members to attend Governing Board Meetings beginning January 2019; quarterly invitations sent out</p> <p>Training Events Statewide invitations to Members sent out for all training events sponsored by any Chapter; broadcast training event live or as webinar for all Members to access beginning October 2018</p> <p>Young Professional Outreach Visit and encourage Membership in EC courses across campuses twice annually (each new term) beginning January 2019</p>	<p>President</p> <p>Chapter L'ship, Membership Specialist, & Events Specialist</p> <p>Chapter L'ship</p>	<p>Yes</p> <p>No</p>
<p>2. Research demographics and needs of the early learning community.</p>	<ul style="list-style-type: none"> ○ Define what the discussion will be whether by checklist or script. ○ Have intentional network sessions. 	<p>Needs Assessment Create a needs assessment for Members and administer that in a survey format via Membership contact information; administer the same survey at the Institutes for non-Members; network according to results of needs assessment across the state with a minimum of 3 conversations per year (face-to-face or electronic) in each Chapter area beginning April 2019</p>	<p>Executive Comm., Institute Chair, & Chapter L'ship</p>	<p>Yes</p> <p>No</p>
<p>3. Identify partners and potential partners in each Chapter area.</p>	<ul style="list-style-type: none"> ○ Create a template to see what information we want to gather and to be able to report back to the Board. ○ Invite identified partners and potential partners to meetings or informal get together. 	<p>Partnership Create a template to gather information related to partnerships that each Chapter may utilize; report back to the Governing Board quarterly new partnerships formed from the template beginning April 2019</p>	<p>HPIO Chair & Chapter L'ship</p>	<p>Yes</p> <p>No</p>

Goal 5: Iowa AEYC maintains a dynamic leadership presence and offers a wide variety of opportunities for leadership development. (Leadership and Innovation)

Benchmarks	Action Steps/Strategies	Timeline	Who is Responsible?	HPIO Focus (Yes/No)
1. Establish and nurture Iowa AEYC Governing Board Pipeline.	<ul style="list-style-type: none"> ○ Grassroots Membership ○ Chapter Leadership ○ Governing Board Service ○ Executive Committee / Appointed Chair Positions ○ NAEYC Governing Board / Affiliate Advisory Council 	<p>Membership Reach out to centers and in-home providers in each county, by Chapter, to inform them about Iowa AEYC's and NAEYC's Membership, focus, and training opportunities beginning October 2018; quarterly</p> <p>Leadership Create a mentoring plan to on-board new leaders to the Governing Board by July 2019; implement as leaders change</p>	<p>Membership Chair & M'ship Committee</p> <p>Leadership Dev. Committee</p>	<p>Yes</p> <p>No</p>
2. Create/Govern (Lead) Early Childhood Educator Leadership Cohort.	<ul style="list-style-type: none"> ○ Birth to Grade 3 Teachers: Members and Non-Members ○ Utilize Zoom or GoTo Meeting or AEA Online ○ Book Study ○ Recertification Credit / Audit / Graduate Credit / CEUs / NAC 	<p>Leadership Cohort Create a sequence of trainings/sessions that bring together Members and potential Members related to early childhood leadership; focus on Birth to Grade 3 teachers; attach credit in all areas for all learners; begin each new cohort in the fall of each year – November, following information provided at the Institute</p>	<p>Executive Comm. + Interested Persons (Teacher Leader)</p>	<p>Yes</p> <p>No</p>
3. Create/Govern (Lead) Early Childhood Principal Leadership Cohort.	<ul style="list-style-type: none"> ○ Birth to Grade 3 Principals: Members and Non-Members ○ Utilize Zoom or GoTo Meeting or AEA Online ○ Book Study ○ Recertification Credit / Audit / Graduate Credit / CEUs / NAC 	<p>Leadership Cohort Create a sequence of trainings/sessions that bring together Members and potential Members related to early childhood leadership; focus on Birth to Grade 3 principals; attach credit in all areas for all learners; begin each new cohort in the fall of each year – November, following information provided at the Institute</p>	<p>Executive Comm. + Interested Persons (Principal Leader)</p>	<p>Yes</p> <p>No</p>
4. Create/Govern (Lead) Director's Network.	<ul style="list-style-type: none"> ○ Center Directors: Members and Non-Members ○ Centralized face-to-face meetings (by Chapter region) ○ Webinars ○ Recertification Credit / Audit / Graduate Credit / CEUs / NAC ○ Google Docs for questions/answers "Blog" 	<p>Leadership Cohort Create a sequence of trainings/sessions that bring together Members and potential Members related to early childhood leadership; focus on center directors; attach credit in all areas for all learners; begin each new cohort in the fall of each year – November, following information provided at the Institute</p>	<p>Executive Comm. + Interested Persons (Director Leader)</p>	<p>Yes</p> <p>No</p>
5. Create/Govern (Lead) SWVPP Preschool Teacher Network.	<ul style="list-style-type: none"> ○ SVPP Preschool Teachers: Members and Non-Members ○ Utilize Zoom or GoTo Meeting or AEA Online ○ Book Study ○ Recertification Credit / Audit / Graduate Credit / CEUs 	<p>Leadership Cohort Create a sequence of trainings/sessions that bring together Members and potential Members related to early childhood leadership; focus on SVPP teachers; attach credit in all areas for all learners; begin each new cohort in the fall of each year – November, following information provided at the Institute</p>	<p>Executive Comm. + Interested Persons (SVPP Preschool Teacher Leader)</p>	<p>Yes</p> <p>No</p>