



Pennsylvania Association for the  
Education of Young Children



# 2021-2026 MISSION, VISION AND STRATEGIC PLAN

## MISSION

PennAEYC's mission is to be an effective voice for high-quality early childhood care and education. We do this through policy development, advocacy and professional development and supports for early childhood professionals.

## VISION

Each and every Pennsylvania family will have access to high-quality, affordable early childhood care and education opportunities for their children provided by a profession that is valued, well-compensated and supported.

## WHO WE ARE



**2,100** early  
childhood care  
and education  
professionals



**52**  
affiliates  
**60,000**  
individual  
members

**10** chapters

The Pennsylvania Association for the Education of Young Children (PennAEYC) is a statewide, non-profit membership organization of over 2,100 early childhood care and education professionals.

As the Pennsylvania affiliate of the National AEYC, we are part of a network that includes more than 50 affiliates and nearly 60,000 individual members nationwide.

Our organization includes 10 chapters throughout the Commonwealth which share our mission and vision.

# Values



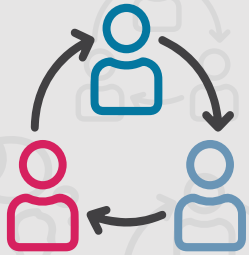
## MEMBERSHIP MINDSET:

PennAEYC is only as strong as its membership and chapters. We aim to build a more diverse membership, reflective of the field, and will continue to advocate for each and every child, family and professional. We must ensure our work reflects their experiences, addresses their needs and encourages their involvement in our efforts to educate the public and policymakers about the importance of early childhood care and education. We are committed to the well-being, belonging and connectedness of our members.



## EQUITY:

Our work seeks to build equity for Pennsylvania's children and families and the early childhood care and education workforce. We firmly believe that each and every child deserves access to high-quality early childhood care and education opportunities. The profession deserves compensation reflective of their education and training and the respect of society as the shapers of young minds. This means that we must recognize the disparities which currently exist in our commonwealth based on race and ethnicity, language, family income, geography, gender, gender identity and sexual orientation and work to eliminate them.



## PARTNERSHIPS AND COLLABORATION:

Partnerships and collaborations are a critical part of our organizational success. This includes strong relationships between the board and staff, members and chapters. It also includes external partners – from policymakers and their staff and professional development and advocacy partners. Listening and collaborating with others helps us learn, grow and succeed and builds stronger networks to achieve collective goals.



## ORGANIZATIONAL EXCELLENCE:

Our organization is always seeking to improve and strive towards excellence. Much like continuous quality improvement efforts in the early childhood education sector, we must not be content with the status quo, but we must strive for organizational excellence in our structure and day to day operations. We are dedicated to the well-being, belonging and connectedness of our staff and board of directors.



## FISCAL INTEGRITY AND TRANSPARENCY:

The organization must have fiscal integrity and transparency. We greatly value the funding we receive through our membership, foundations, corporations and individuals to do our work and recognize they are entrusting us to use it effectively and efficiently.



## The Next Chapter of PennAEYC

In 2019 PennAEYC experienced a leadership transition, providing an important point in time to reflect on organizational strengths and successes, as well as areas in need of improvement. PennAEYC held a retreat in the winter of 2019, facilitated by Procopia Consulting, which resulted in key actions identified for the staff and board in 2020. These actions focused on strengthening organizational governance in the final year of its strategic plan.

The organization puts forward a realistic, but ambitious **five-year plan focused on organizational growth and further building our work in advocacy and professional development**. In 2020, PennAEYC sought feedback from its membership through a written survey and held a virtual retreat with NAEYC. These were important learning opportunities which informed the development of this plan. In 2021, PennAEYC embarks on implementing this plan and aims to do so with strong support from its chapters and membership.

### OBJECTIVE

Strengthen and expand PennAEYC's membership to build a more diverse, professionalized early childhood sector that will provide high-quality early care and education for Pennsylvania's children and families.

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## STRATEGIC PRIORITY:

### Organizational Excellence

## GOAL 1

Build a transparent, data-driven, equity-focused, financially stable and sustainable organization that provides the foundation to grow our efforts to successfully support our membership, serve as the NAEYC affiliate and conduct our policy, advocacy and professional development work.

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## STRATEGIES

Recruit and maintain a pipeline of diverse directors of the board that bring required skills and expertise and actively support our work.

Increase and retain a diverse membership, provide equitable access to information and supports for members and ensure our membership is engaged and their voices are embedded in all our work.

Increase the number of chapters from nine to 12, ensure all chapter participants join PennAEYC, provide chapter support and ensure chapters actively participate in our work, including member recruitment, advocacy and professional development.

Diversify funding sources and build greater financial sustainability.

Empower staff to make decisions, have strong relationships with each other, commit to a culture of performance, strive for work-life balance and ensure recognition for their contributions to PennAEYC's mission.

Secure staffing and tools to ensure operation at optimal capacity.

Achieve Standards of Excellence® accreditation.

## STRATEGIC PRIORITY:

### Advocacy and Public Policy



## GOAL 2

Serve as a leader and a trusted, effective partner in early childhood care and education policy and advocacy to our members, colleagues, the Pennsylvania General Assembly and Administration and Congressional delegation, resulting in progress on our policy goals.

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## STRATEGIES

Build an infrastructure and grow the diversity of members and chapters who are empowered to advocate locally, including specific support for those from traditionally marginalized communities.

Pursue media coverage of advocacy issues, develop media relationships and use effective strategies, including social media and electronic tools to foster communication between early childhood care and education professionals, elected officials and candidates.

Define clear and realistic, but aspirational policy agendas which consider NAEYC priorities, advocacy campaign goals and growth to support new initiatives.

Build and maintain strong relationships with state legislators, the state administration, congressional delegation and their key staff, state partner organizations and national policy networks.

Continue to play and build our leadership role in the Early Learning Pennsylvania coalition and its advocacy campaigns and in monitoring, crafting and advocating for public policy that supports high-quality early childhood care and education.

Work to ensure that early childhood care and education is an election issue for candidates seeking office.

## STRATEGIC PRIORITY:

### Early Childhood Care and Education Professional Support



## GOAL 3

Build high-quality early childhood care and education capacity by providing professional development and other supports for the workforce delivered in a variety of settings that meets their needs.

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## STRATEGIES

Deliver and grow professional development offerings to our members and the early childhood care and education workforce that reflects developmentally appropriate practice and advances credential and degree attainment, striving also to support those from traditionally marginalized communities.

Deliver professional development to our members and early childhood care and education workforce that advances understanding of policy and advocacy and generates new partners with which to do our advocacy work.

Provide support for programs seeking NAEYC accreditation.

Increase user participation of SharedSourcePA.org and develop a plan to sustain and fund the website annually.

Build and maintain our relationships and with professional development partners.

