



kpata
KANSAS PARENTS AS TEACHERS

Strategic Action Plan

Facilitated By:

Liz Sosa, June 2018

Updated by Suzy Green, August 2020

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Introduction to Kansas Parents As Teachers Association (KPATA)

The Kansas Parents as Teachers Association (KPATA) is a 501(c)3 statewide organization to support early childhood education programs in Kansas with a parent education component. The organization provides opportunities for networking, leadership, visibility, training, research and information to build quality programs throughout Kansas.

Membership is open to anyone who believes in the Mission and Purpose of the Kansas Parents as Teachers Association. Together, they are a powerful voice for children and families in Kansas.

Mission & Purpose

To be a leading force in the support, education and expansion of Kansas Parents as Teachers (PAT) model affiliate programs so that all Kansas children will develop to their fullest potential.

- KPATA strives to heighten visibility of quality parent education in the state by partnering with policy leadership to ensure positive growth and development of children, support for parents and effective systems for equitable access to quality early childhood and parent education programs statewide.
- KPATA supports Parents as Teachers model affiliate programs within school districts and within other program delivery systems by facilitating trainings and continuing education opportunities. Additionally, the organization supports the development of quality supervisors and coordinators throughout the state providing opportunities for networking and training.
- KPATA supports the drive towards quality excellence for Parents as Teachers model affiliates in Kansas by supporting *Quality Endorsement through Parents as Teachers National Center*.

History

Kansas Parents as Teachers Association (KPATA) has provided support, information, and resources to programs in Kansas using the Parents as Teachers (PAT) curriculum, and to families with children ages prenatal-five. The organization was founded by a group of interested coordinators in the Kansas City Area Parents as Teachers Consortium at the urging of their advisory board. If not for these women and their vision and determination, there would not be a KPATA-an organization that has continued to become a powerful force in Kansas education. KPATA was created to meet a profound challenge: to better the lives of children and families in Kansas by strengthening home visitation programming.

Value of Membership

KPATA is an organization for individuals interested in supporting the work of the organization. Parents, grandparents, current and past participants, in home visitation and early childhood programs in Kansas, as well as parent educators, early childhood educators, and home visitors are all encouraged to join.

Numerous benefits are available to dues-paying members. All KPATA members have access to:

- KPATA Updates which are our flagship publications with articles on best practice in the field, research, information for stakeholders on programs using the PAT curriculum.
- KPATA newsletter designed to share information about happenings in the state of Kansas in parent education.
- State Convention registration information.
- Link to National conventions. Information about scholarship opportunities available only to members.
- Information about job postings available only to members.
- Information on legislation that would affect programs, families, and children in Kansas. Links to parent education resources.
- Opportunity to share information on program resources with others in the field.

Organizational Overview

Assets and Challenges/Opportunities

Assets

KPATA has strong name recognition throughout the state through its support of the Parents As Teachers model. In addition to the board members participating under the KPATA umbrella of operation, members and outside partners providing feedback to this strategic planning initiative indicated that KPATA is a recognized partner which provides significant advocacy to the ongoing legislative conversation around early childhood education funding. This predominant response demonstrates the value KPATA has as a presence and point of contact on key legislative issues, and as a contributor to possible solutions to early childhood education needs statewide.

The second most recognized asset of KPATA stems from its past efforts to provide quality training opportunities to its members. While the emphasis on training offerings has subsided in past years due to the board's increased priority on legislative involvement, the types of training and its commitment to enhancing the work and credentialing of its members remains a steadfast organizational fixture.

In addition to the strength of KPATA's advocacy efforts and training, respondents provided input on additional assets of KPATA. Those items viewed as current assets or those that provide strong partnerships or agency connections are deemed to be values that the board and constituents want to maintain or sustain while embarking on endeavors to explore new opportunities or mitigate existing gaps in services.

- National level association and name recognition
- Positive political advocacy reputation and a recognized statehouse presence
- PAT Day at the Capitol
- Strong partnerships with other statewide early childhood education support organizations
- High standards of support for local programs
- Strength and experience in providing quality training opportunities for its members
- Utilization of regional representatives to ensure two-way dissemination of information

Challenges/Opportunities

Early childhood education is a seemingly broad topic by definition and the complexity of the various components poses significant challenges to those working in this particular field. By identifying the perceived and actual challenges facing KPATA and the administration of a statewide program, KPATA is equipped to better strategize and implement focused initiatives to address the needs of organizations and individuals.

- Obtaining long-term financial security for PAT
- Obtaining long-term financial security for KPATA

- Aligning goals and priorities with financial accountability
- Identifying realistic and beneficial fundraising opportunities/activities
- Maintaining an affordable membership fee that also adequately covers the cost of services
- Growing membership
- Identifying and offering value-added membership benefits
- Offering effective, relevant, and timely trainings for a reasonable cost
- Securing grant funds to under-write the cost of trainings or service support
- Identifying quality trainers available across the state
- Ensuring timely, transparent communication of the association's advocacy work
- Clarifying the roles of KPATA and KSDE
- Strengthening the relationship with PATNC and KSDE
- Diversifying the association's board to be reflective of statewide regions and demographic makeup
- Providing board training to new board members
- Creating organizational processes such as documented executive director and board members roles and responsibilities, board committee re-structuring and accountability, and ongoing evaluations of effectiveness
- Utilizing Regional Representatives to better engage members from each region with the association
- Offering board meetings and trainings throughout the state
- Seeking timely feedback from members on pertinent issues such as the association's legislative agenda, trainings, and needs
- Reflecting the needs of both urban and rural communities in an adequate and fair manner
- Recruiting the necessary workforce to staff early childhood education programs statewide
- Tracking and disseminating data
- Offering additional opportunities for members to stay informed about the legislative process, early childhood education models, and relevant emerging issues or information
- Creating a mobilization plan to engage the association's partners or network when the need for critical mass representation or testimony arises
- Creating a concise, consistent messaging for increased awareness of KPATA/PAT and its impact
- Enhancing the online resources available through the KPATA website
- Utilizing social media for advocacy and marketing

KPATA Board Retreat Outcomes

Information obtained through one-on-one interviews and board engagement resulted in the identification of four primary themes: advocacy (non-legislative and legislative), training, board development, and communication. These themes are not all-inclusive but transcend to the broader, long-term approach to supporting early childhood education outcomes through potential growth and short-term action KPATA should assume over the next 1-5 years.

While whittled down to four over-arching themes, the following summarized feedback has been categorized as opportunities for future growth and emphasis and appear throughout the Action Plan Recommendations section that follows.

Advocacy (Non-Legislative)

- Create a clear flow-chart of organizational roles
- Collect and disseminate information from all regions to members and organizations
- Create a template of branding messaging

Advocacy (Legislative)

- Seek input for legislative priorities
- Communicate action in a timely manner to members
- Utilize existing, effective tools (i.e. KAC Newsletter)

Board Development

- Conduct a regular review of organizational by-laws
- Identify the roles and responsibilities of board members
- Identify fundraising roles and provide training on making the fundraising “ask”
- Research additional grant opportunities for financial support of the association or its activities
- Determine who will become accountable for key board functions such as communication and marketing
- Research the practicality of establishing a KPATA Advisory Board or Committee made up of non-PAT affiliated members
- Set clear expectations for the recruitment of new board members and craft the necessary board training materials to ensure new members understand the expectations
- Utilize Regional Representatives on committees

Training

- Establish the Training Committee with roles and responsibilities to ensure accountability
- Identify needed trainings (required and desired) through a survey mechanism and create a master list
- Identify trainers with both internal and external expertise
- Identify partners with which KPATA can collaborate to offer trainings
- Create opportunities for trainings to generate new members

- Hold training throughout the state and offer online attendance opportunities
- Market the trainings to members, partners, and outside entities

Technical Support

- Identify if technical support should transition to KPATA
- Clarify roles of KPATA and KSDE, and the proper channels to disseminate information
- Distinguish between the perceptions and facts surround the conflict of interest of lobbying, grant administration, and lobbying
- Clarify the membership relationship between PATNC, KSDE grant funds, and KPATA's administration of support for PAT

Long-Term Sustainability

- Host a board budget visioning meeting to identify the cost of needed and desired board goals
- Align membership dues with yearly budgets or seek outside funding opportunities
- Determine membership levels and corresponding benefits
- Create "Year-in-Review" reflections including partners, committees, action, progress, value-added benefits, new collaborations, measurable outcomes, and engagement opportunities
- Review the role and cost of consultants and conduct a cost/benefit analysis
- Conduct annual board and director evaluations based on updated jobs descriptions

Action Plan Recommendations

The following recommendations are based on the compiled data from which recommendations and goals can be set. Recommendations that follow should be evaluated and discussed on an ongoing basis.

Key:

White box = not yet completed	Grey box = has been completed	Highlighted text = notes from August 2020 update
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A1. Advocacy (Non-Legislative)

Recommendation	Action Steps	Term	Assigned	Action Steps/Updates/Notes
1. Revisit Mission and Vision for KPATA	Determine if changes need to be made based on the current structure of the Association Evaluate what portion of the current mission has been achieved and determine the direction for the next 1-5 years Include input from all KPATA members and stakeholders	January 2019, final version ready for mini conference May 2019.	Full Board	Mission and Vision Feedback sent out and revision completed by May 2019.
	Ensure concise and consistent “brand” messaging		Developmental Consultant, Executive Director	New website and consistent brand messaging completed August 2020
2. Create a flow chart of roles and responsibilities <i>(August 2020 Note: KPATA board prioritized the completion of</i>	Create a visual listing of roles of the KPATA organization and the current position holders Create a suggested “chain of communication” with who to go to for what and include committees and staff members Identify the roles of key partners such as KSDE and PATNC	Deadline extended to June 2021	Full Board; support from Bylaws, Membership, Nominating and Governance Committees	To be created during board development process in 2020-2021

<p><i>bylaws, policies and procedures</i></p>	<p>Create a training template or toolkit to support regional representatives in their role</p>	<p>Deadline extended to June 2021</p>	<p>Bylaws, Membership, Nominating, Training and Governance Committees</p>	<p>To be created during board development process in 2020-2021</p>
<p>3. Build Relationships</p> <p><i>(August 2020 Note: cultivating relationships is an ongoing need and responsibility of KPATA board members)</i></p>	<p>Outreach from KPATA to all PAT programs across the state to seek feedback, build comradery, and determine value-added benefit opportunities for membership</p>	<p>May for general feedback & November for legislative feedback</p>	<p>Advocacy Committee with support from the full board to create a statement on the value of being a KPATA member</p>	<p>Executive Director attended several statewide conferences.</p> <p>KPATA wrote for and was awarded a grant from the Sunflower Foundation for advocacy training and support.</p> <p>KPATA wrote for and was awarded a grant from DCF (Bright Futures) and continues to build and strengthen relationship with DCF.</p> <p>Bright Futures built capacity for programs by providing training for new and current PEs and providing PAT services in areas that there are no currently active affiliate programs.</p>
	<p>Create a KPATA campaign to educate school districts, superintendents, and school boards about PAT programs, membership, and impact; could include information from regions such as APR data, quality endorsement, outcomes, etc.</p>	<p>Ongoing, review at least annually</p>	<p>Full Board, led by Executive Director</p>	<p>KPATA partnered with Kansas Health Foundation for a statewide campaign <i>(August 2020 Note: With lower enrollment this could be an opportunity to provide education to local districts and communities)</i></p>

A2. Advocacy (Legislative)

<u>Recommendation</u>	<u>Action Steps</u>	<u>Term</u>	<u>Assigned</u>	<u>Updates/Notes</u>
1. Seek annual strategic input for the creation of the KPATA legislative agenda	Conduct an annual survey of KPATA members to ensure input from all regions is considered <i>(August 2020 Note: Need for reciprocal sharing to ensure clear & timely communication both to & from KPATA/members.)</i>	May for general feedback & November for legislative feedback	Advocacy Committee and Executive Director	Send out Spring/Fall survey for input from all regions and members.
	Dedicate a specific KPATA meeting to discussing and prioritizing the feedback obtained through the survey	Early December	Advocacy Committee and Executive Director	<i>August 2020 Note: KPATA needs members to join the Advocacy Committee.</i>
	Disseminate legislative priorities back to all KPATA members to ensure consistent and streamlined messaging with legislators and constituents <i>(August 2020 Note: Needs are changing due to constant support & collaboration efforts, which changes legislative priorities)</i>	January & ongoing as needed	Advocacy Committee and Executive Director	Need to set up structure and clear chain of command (See <i>Advocacy Non-Legislative Recommendation #2</i>)
2. Position KPATA's legislative agenda as a cohesive and urgent tool and provide transparent communication <i>(August 2020 Note: This recommendation is supported by the Preschool</i>	Provide session at mini conference to educate on the legislative process	March 2019	Training Committee	Executive Director and Vice President led a session at mini conference in March 2019
	Submit timely and relevant updates to the KPATA board and members as statehouse work transpires	Ongoing, by way of phone, email, newsletter, etc. as needed for the situation	Executive Director & President	Executive Director and Advocacy Committee are available for support, feedback and consultation
	Determine a process for re-evaluation of legislative priorities should KPATA need to be responsive to an emerging issue not identified on KPATA's approved legislative priorities	Ongoing	Executive Director and/or President will share important updates to	

Development Grant)			Regional Directors for dissemination.	
	Dedicate a board agenda item for legislative discussion and updates	Ongoing, in each Meeting Annually in	President and Executive Director	Legislative updates are provided as needed during KPATA board meetings in the Executive Director's Report or the Advocacy Committee's Report. All items on board agendas are open for discussion.
	Provide an end-of-session wrap up	June	Executive Director and/or President	Completed June 2020 – to continue completing every year
3. Plan for long-term advocacy impact	Secure a long-term funding source for PAT program	Ongoing	Executive Director, KSDE, PATNC, Full Board, and members	Developmental Consultant and Executive Director have been working to identify grants and funding sources for sustainability. Partnership with statewide agencies continues to be strengthened to support sustainability.
	Clarify the lobbying role of the KPATA Executive Director; evaluate the job description and responsibilities	Review every 2 years late summer	Full Board; Bylaws Committee	KPATA Executive Director job description has been reviewed as part of board development process in 2019-2020.

B. Board Development

Recommendation	Action Steps	Term	Assigned	Updates/Notes
1. Create a KPATA business and funding plan	Conduct an inventory of existing business operations and expenditures	ASAP	President, Treasurer, Finance Committee	Completed as part of the board development process.
	Strategize an "ideal budget" funded by membership fees that encompasses the KPATA's needs and goals; Determine discrepancies between the	Annually Spring/early Summer	Treasurer, Full Board, Finance Committee	Policies created during board development process in 2019-2020.

	current budget and ideal budget to seek areas of fundraising or spending mitigation			
	Identify “accountability standards” by which budgeting/fundraising/spending maintains checks and balances by the board	Annually Spring/early Summer	Treasurer, Full Board, Finance Committee	Policies created during board development process in 2019-2020.
	Document historical association data for archive	Annually, summer	Secretary, Treasurer, Christina	Executive Director has a storage room half full of historical association and several documents are in a KPATA google drive.
2. Define board and committee responsibilities	Review and update by-laws	Summer 2020	Bylaws Committee with approval from Full Board	Bylaws Completed.
	Establish a written description of expectations and responsibilities for board members	Summer 2020	Bylaws Committee with approval from Full Board	<i>(August 2020 Note: KPATA board prioritized the completion of bylaws, policies and procedures)</i>
	Require a signed Board Member Agreement to ensure their understanding and pledge to uphold their position	Annually in September	Bylaws Committee with approval from Full Board	Agreement approved August 2020; to be signed annual by all KPATA board members
	Evaluate existing committees to determine relevance; identify any new committees that need to be created to align with the updated goals and objectives of the board (i.e. training)	Now & Annually in September	Full Board	Created the following committees: Advocacy Committee Bylaws Committee Finance Committee Governance Committee Nominating Committee Training Committee
3. Diversify board engagement	Recruit board members that represent all regions of the state; Seek board members that that includes individuals from the business, education,	Ongoing (partially met with Regional	Nominating Committee	

	accounting, health and human services, and government sectors	Representative positions)		
	Conduct a board training for new and existing board members	Annually, September	Past Officers, Executive Board; Committees as appropriate	
	Intentionally plan for meeting locations throughout the state	Ongoing	President; Committees as appropriate	<i>(August 2020 Note: Consider continued use of virtual services to intentionally include members from all over the state)</i>

C. Training

Recommendation	Action Steps	Term	Assigned	Updates/Notes
1. Finalize the establishment of a training committee	Adopt committee roles and responsibilities	January	Full Board	Training Committee was created, and they hosted a mini conference in March 2019 and a coordinator's retreat in June 2019; Current plans to host a KPATA Conference March 2020 and a Leadership Summit June 2020. <i>(August 2020 Note: Is there need to further specify committee roles and responsibilities?)</i>
	Identify number and type of members	January	Christina	Is this completed and/or easily accessible?
	Identify role of Technical Support within the current KPATA/KSDE partnership and how that integrates with training	July	Executive Director, President, KSDE	
2. Hold a minimum of one training per year	Conduct a strategic survey twice yearly to seek feedback on needed or desired trainings	May & November	Full Board	Survey will be sent out in Spring/Summer 2020.
	Maintain a master list of training requests and master schedule (i.e. new	Beginning Spring 2019	Training Committee chair	Currently building this resource.

	coordinator training, screening trainings, home visiting model, foundational)			
	Hold trainings throughout the state <i>(August 2020 Note: Consider continued use of virtual services to intentionally include members from all over the state)</i>	Ongoing	Training Committee	Working on this – hosted conference in Blue Valley due to space and no cost; will transfer future locations to the Central/Western part of the state
3. Identify trainers and funding support	Recruit new trainers for the PATNC KS training team – moving forward	Urgent Need	Executive Director, KSDE, PATNC	A PATNC trainer has been hired.
	Seek qualified trainers throughout the state	Ongoing	Regional Representatives	Training Committee held mini conference in March 2019 and some of those presenters are now going to present at PATNC’s Conference in October 2019!
	Partner with KSDE and/or partners to host and market value-added training opportunities	Ongoing	Training Committee & Full Board	Executive Director, Developmental Consultant & others wrote for & were awarded a Sunflower Foundation grant to focus on advocacy training & support. Executive Director and Developmental Consultant are available for support and consultation to help build capacity in programs and find/write local grants.
	Seek grant funding to under-write trainings	Ongoing	Full Board, Executive Director & Developmental Consultant keep an eye out for funding opportunities	

D. Communication (TRANSPARENCY)

<u>Recommendation</u>	<u>Action Steps</u>	<u>Term</u>	<u>Assigned</u>	<u>Updates/Notes</u>
1. Produce a monthly newsletter	Create a one-two page newsletter monthly including brief board updates, legislative updates, National Center information, information from KSDE, updates from programs around the state, and ideas or highlights from the field	Now – with the new governor and the session starting, this would be a great time to implement this step	Regional Reps could take turns submitting information for the newsletter (exciting and innovating things from your region, group connection ideas, new resources, research – things that other program or partners might be interested in). Always begin with a letter from Executive Director and/or President; Include a KSDE & PATNC info as necessary.	We have not had capacity to do this; will consider this step after board development process of 2019-2020 <i>Consider this a role of the Bright Futures Admin Assistant. Consider a searchable newsletter that can be posted on the website.</i> <i>In what aspect is this still a need and what needs will it meet?</i>
2. Share annual goals and reflections	Share annual goals, updates to the strategic plan, introduction of new board members, etc. with members at the beginning of every year Provide a year-end summary of achievements and data sets	Annual goals & info should be included in newsletter in step 1 above	President, President Elect, or Past President Data sets would need partnership with KSDE, PATNC, partner agencies	Executive Director Report is given at each KPATA Full Board meeting; information is then disseminated by Regional Representatives to regions/members.
3. Provide access to partner updates	Add KPATA board member and members to the KAC newsletter Ensure all members have access to the Children’s Cabinet updates	Ongoing	Developmental Consultant	Not yet done; will consider during Board Development Process.
4. Improve KPATA online presence	Establish a social media policy Establish a social media marketing plan to promote PAT in Kansas	By Fall 2019 Ongoing	Full Board Already working with Kansas Health	Developmental Consultant created a new website and Executive Director

			Foundation on marketing campaign	partnered with Kansas Health Foundation on a statewide campaign https://kpatha.org/
	Update the current website Provide opportunities for members/interested parties to provide feedback in a timely manner	Every summer	Christina (Full Board must inform her of edits) Feedback options would be through 2 surveys each year, regional reps & newsletter	

Appendix A:

PROJECT BACKGROUND & WORK PHILOSOPHY

The proposed strategic planning process will be conducted in accordance with the following principles:

1. Naming and building on existing assets.
2. Linking contributors from all sectors to mobilize through engagement in productive and civil dialogue with no pre-determined outcome.
3. Building trust and relationships that foster ongoing development.
4. Delivering findings for further action.

The purpose of the visioning process and subsequent strategic plan is to focus on an entity's process of defining its current position and assets to serve as a catalyst for future growth and development, identifying its preferred future, and taking action towards achieving a determined strategy. This process mobilizes internal and external stakeholders from a bottom up (informal networks) and top down (formal institutions) approach and engages diverse voices of all constituents to ensure inclusive contributions to a long-term strategic vision and possible action recommendations.

While not intended to be a wish list of ideal outcomes, the plan should serve as a comprehensive foundation on which goals are established and outcomes measured.

This proposed process includes six primary components, all utilizing a combination of quantitative and qualitative standards to achieve a balanced approach to the long-term, high-level view of the community's preferred growth.

- Assessment of stakeholders' common values and visions
- Asset mapping used for a depiction of the organization's current assets
- Demographic and economic research is applied to the findings to provide logistical support
- Interviews and/or surveys conducted with a cross-sector of stakeholders, constituents, service providers, and service recipients.
- Broader organizational conversations engaging unusual voices in the planning process
- Development of a Strategic Plan including a vision statement, goals and objectives, and action plans for short-term and long-term achievement

THE FACILITATOR

The facilitator brings extensive experience working with communities and organizations demonstrating the need for bigger systemic and cultural change associated with current trends in the social service sector. A significant record of accomplishments in community and organizational development and civic leadership development is due to the team's abilities to blend mission-oriented initiatives and participatory research with engagement at internal and external levels. We have a proven track record building active advisory teams, engaging and mobilizing a diverse base of constituents through a participatory approach to visioning, and creating sustainable, solutions to adaptive challenges by collaborating with institutions, networks, and regional and state partners.

Project Facilitated by: Liz Sosa 620.272.2077 Lizsosa@live.com

Appendix B:

KPATA Leadership & Members

Executive Director: Callie Peace, cpeace@kpata.org

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Director of Development, Bright Futures Program Director: Becky Peters, bpeters@kpata.org

Bright Futures Program Quality Implementation Director: Hilary Koehn, hkoehn@kpata.org

Bright Futures Program Administrative Assistant: Julie Youngers, jyoungers@kpata.org

BOARD MEMBERS 2019-2020	
President	Jacki Himpel, jacki.himpel@kckps.org
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Past President	Suzy Green, sgreen@usd497.org
Vice President	Rebecca Stewart, rjstewart@olatheschools.org
Treasurer	Leslie Sissel, lsissel@usd394.com
Secretary	Kicia Wagner, kicia.wagner@lvpioneers.org
NC Regional Director	Lori Portelli, lportelli@abileneschools.org
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State Leader and Member at Large	Nis Wilbur, nwilbur@ksde.org