NEW HORIZONS COOPERATIVE PRESCHOOL
2018-2022 STRATEGIC PLAN
Reviewed + Updated 8.31.21

Background:
The New Horizons Strategic Committee, a group of alumni parents with selected skill sets to provide guidance to the Parent Board of Directors, drafted the 2018-2022 Strategic Plan. The plan was created through assessment of the 2011-2017 Strategic Plan and its outcomes as well as stakeholder feedback including the 2015 CO Shines family surveys, 2015, 2016, & 2017 end of year parent surveys, classroom observation, and small group meetings with parents/board members/staff. The 2018/2019 parent board of directors have approved this plan. Some of the goals are short-term and some are long-term. The plan should be reviewed and updated (progress, outstanding items) annually. The Strategic Plan includes action strategies to address some, but not all of the organizational goals.

New Horizons Mission:
Conceived in the spirit of progress following the assassination of Martin Luther King, Jr., New Horizons’ mission is to operate an independent, non-sectarian cooperative preschool that brings together children and parents from groups traditionally separated down ethnic, economic, and educational lines. As a cooperative, New Horizons actively engages all parents in their children’s preschool education while fostering a tight-knit community of families from diverse backgrounds.

Organizational Goals
I. To provide equal access to a developmentally appropriate, experientially grounded, and child-centered preschool education for all families regardless of their economic, ethnic or racial status, or language spoken.
II. To create an environment in which children can develop and demonstrate their readiness to learn and transition more easily to elementary school.
III. To empower parents to be equal partners with teachers and schools in their children’s education.
IV. To build a diverse and inclusive community through educational and cultural events, as well as day to day interactions which promote trust, respect, and friendship.
V. To operate our organization strategically and sustainably.
GOAL I: To provide equal access to a developmentally appropriate, experientially grounded, child-centered preschool education for all families regardless of their economic, ethnic or racial status, or language spoken.

- Nurture our children and families with support systems beyond school
  ✓ Update 2020: Raised $6K to distribute to families in need at start of pandemic
- Build our capacity to serve kids in need better including identification of kids and interventions
- Support growth of our teachers’ skill sets in providing support for families in need and in trauma by identifying new trainings
- Strengthen partnerships with local human service providers that support students while at New Horizons and can be extended to our families (i.e. support for food insecure) including a mental health consultant

GOAL II. To create an environment in which children can develop and demonstrate their readiness to learn and transition more easily to elementary school.

- Assess and improve our physical space to provide a physical environment that is safe and stimulating for children and adults.
  ✓ Update 2019: reorganized indoor space switching dramatic play and quiet reading area
  ✓ Update 2020-2021: Outdoor learning model implemented (covid) and hugely successful - going to continue moving forward
- Goal for 2022: Figure out how to add a slide back into the outdoor space

Goal III. To empower parents to be equal partners with teachers and schools in their children’s education.

- Bolster our families parenting skills with:
  ✴ Additional resources to support classroom co-oping
  ✴ A series of parenting classes every year
    ✓ Update: Disrupted in 2020-2021; hoping to reinvigorate in 2022/23
  ✴ One-on-one outreach to parents who need most support
    ✓ Update: Huge success in 2020/21 especially when we could not have parents in the classroom.

GOAL IV: To build a diverse and inclusive community through educational and cultural events, as well as day to day interactions which promote trust, respect, and friendship.

- Promote Community Resilience and Connection. We seek to build social infrastructure for relationships and resources so that most vulnerable families have access and connection to resources of whole community, truly breaking down class and cultural barriers within our community.
  ✓ Update 2019: Family events were highly attended including those off-site just for adults
  ✓ Update 2020: parent zoom meetings (board meetings) created opportunity for lots of sharing during home schooling and lockdown.
- Provide a diversity of community events that bring families together
• Use parent education as a tool to create connections
• Assess our written language for gender neutrality

GOAL V. To operate our organization strategically and sustainably.
• Comprehensive policy review - review all policies and bylaws for currency.
• Technology Upgrades to maximize efficiency and family experience
  • Update 2019—using Bloomz app for 2-way parent communication
  • new website - big success - enrollment packet, vacation days, and other info posted
• Create a Director Succession Plan
  ✓ 2020: Hired new assistant director; director moved to 3/5 time
  ✓ 2021: Assistant director now co-director; previous director moved to 2/5 time
• Nurture our staff