



## Who We Are

Parents as Teachers National Center provides support to a network of professionals supporting pregnant and parenting families with children birth through kindergarten. Below are four types of organizations and professionals we support.

### Parents as Teachers Affiliates

Parents as Teachers Affiliates are organizations whose home visiting program is designed to implement the Parents as Teachers model. The Parents as Teachers evidence-based home visiting model is backed by more than 38 years of independent research with proven outcomes on:

- a. Increasing parent knowledge of early childhood development and improving parent practices
- b. Providing early detection of developmental delays and health issues
- c. Preventing child abuse and neglect
- d. Increasing children's school readiness and success
- e. Improving maternal and child health

The Parents as Teachers model is highly rated on several national and international evidence-based clearinghouses. A more comprehensive list of model outcomes and recognitions can be found on our website <https://parentsasteachers.org/research-and-quality-improvement-index#research-results>.

### Parents as Teachers Curriculum Partners

Parents as Teachers supports Curriculum Partner organizations or programs that need to show fidelity to a curriculum. These organizations have individuals trained to utilize the Parents as Teachers curricula.

The Parents as Teachers curricula are research-based, evidence-informed, and highly rated by West Ed.<sup>1</sup>

### Curriculum Subscribers

Parents as Teachers trains professionals to use the Parents as Teachers curricula and within their own work with families and children. These individuals are called Curriculum Subscribers.

### Early Childhood Professionals Support Services

Parents as Teachers is committed to sharing our knowledge and expertise with others, professional and laymen, who support children and families. This commitment is ever changing and responsive to the needs of families and communities. Current examples include our *Supporting Care Providers Through Personal Visits* training which supports child care providers in both center based and family/friend and neighbor care; developmental and education screening tool trainings, resources for professionals working with fathers and our recently published book available on Amazon entitled, *Engaged: Building Intentional Partnerships with Families*.

<sup>1</sup> National Center on Early Childhood Development, Teaching, and Learning, Curriculum Consumer Report Home-Based [https://eclkc.ohs.acf.hhs.gov/sites/default/files/featured\\_file/home-based-curriculum-consumer-report-090619.pdf](https://eclkc.ohs.acf.hhs.gov/sites/default/files/featured_file/home-based-curriculum-consumer-report-090619.pdf), 2020.

## Strategic Framework Overview

Parents as Teachers National Center is pleased to present the following Strategic Framework as a guide to our work in the coming years; this includes the support we provide to our network of affiliates, curriculum partners, subscribers and early childhood professionals – both nationally and internationally.

Typically, a nonprofit organization operates under a “strategic plan” that includes pre-determined goals, objectives and specific outcomes. Because of the rapid evolution in the fields of home visiting, parent education, and parent and family engagement, we determined that an effective plan would instead take the form of a “framework.” This offers the flexibility for Parents as Teachers to be a nimble organization, positioned to adapt to changing landscapes, challenges, and evolving opportunities to reach more young children and their families with our impactful models of service delivery, curricula, and professional development.

The COVID-19 pandemic has influenced our organization, the organizations and professionals we support, and services that are delivered to families. Parents as Teachers was fortunate to build from a virtual home visiting pilot project with the University of Southern California. This pilot PAT@USC Telehealth project occurred four years before the pandemic, and it served as the foundation for the Rapid Response-Virtual Home Visiting Initiative that created free resources for home visiting professionals as they transitioned to delivering services virtually. As we enter a new state of normal, our hope with this next three-year strategic framework is to stabilize and further support the home visiting workforce, reach families that may have been disproportionately impacted by the pandemic, and establish virtual home visiting within the portfolio of services families may receive – depending on their interest and circumstances.

Jointly, the Parents as Teachers mission, vision, and organizational values provide guiding principles for the organization’s strategic framework. Our vision remains constant, that **all children will develop, learn and grow to realize their full potential**. The following pages reflect the guiding principles and goals of Parents as Teachers, as well as the framework in which we intend to achieve measurable and successful outcomes in pursuit of our vision. The strategic framework serves as a guide that keeps us focused on priorities, aligns with our organizational mission and values, and determines the success of our efforts. Annual work plans with associated budgets are developed from this framework, providing regular accountability for results.

## Goals

This 2022-2025 Strategic Framework contains the five primary goals:



## Impact

With these goals, Parents as Teachers National Center strives to:

- Ensure family support and early childhood home visiting are widespread and highly valued.
- Uphold parents/caregivers as their child's first and most influential teacher.
- Support positive child health and developmental outcomes.
- Contribute to building communities that are healthy and equitable.

The Parents as Teachers Board of Directors and staff express our sincere thanks to everyone who contributed to this work. As we implement the ambitious goals in this Strategic Framework, we look forward to further strengthening relationships with our affiliates, funders, partners and colleagues. It is through collaborative relationships that Parents as Teachers will grow in its reach, effectiveness, and impact.

Parents as Teachers National Center's Organizational Values define our organizational culture and guide our conduct. We value:

### **Diversity, Equity, Inclusion and Accessibility**

We seek out diverse experiences and perspectives that enrich our products, services and support intentionally listening to, valuing, and learning from each other's experiences and needs. The value means fostering an empowering environment where everyone can identify and develop their skills and talents. We are dedicated to advancing equity in the rich and vibrant communities of which we are a part.

### **Relationships**

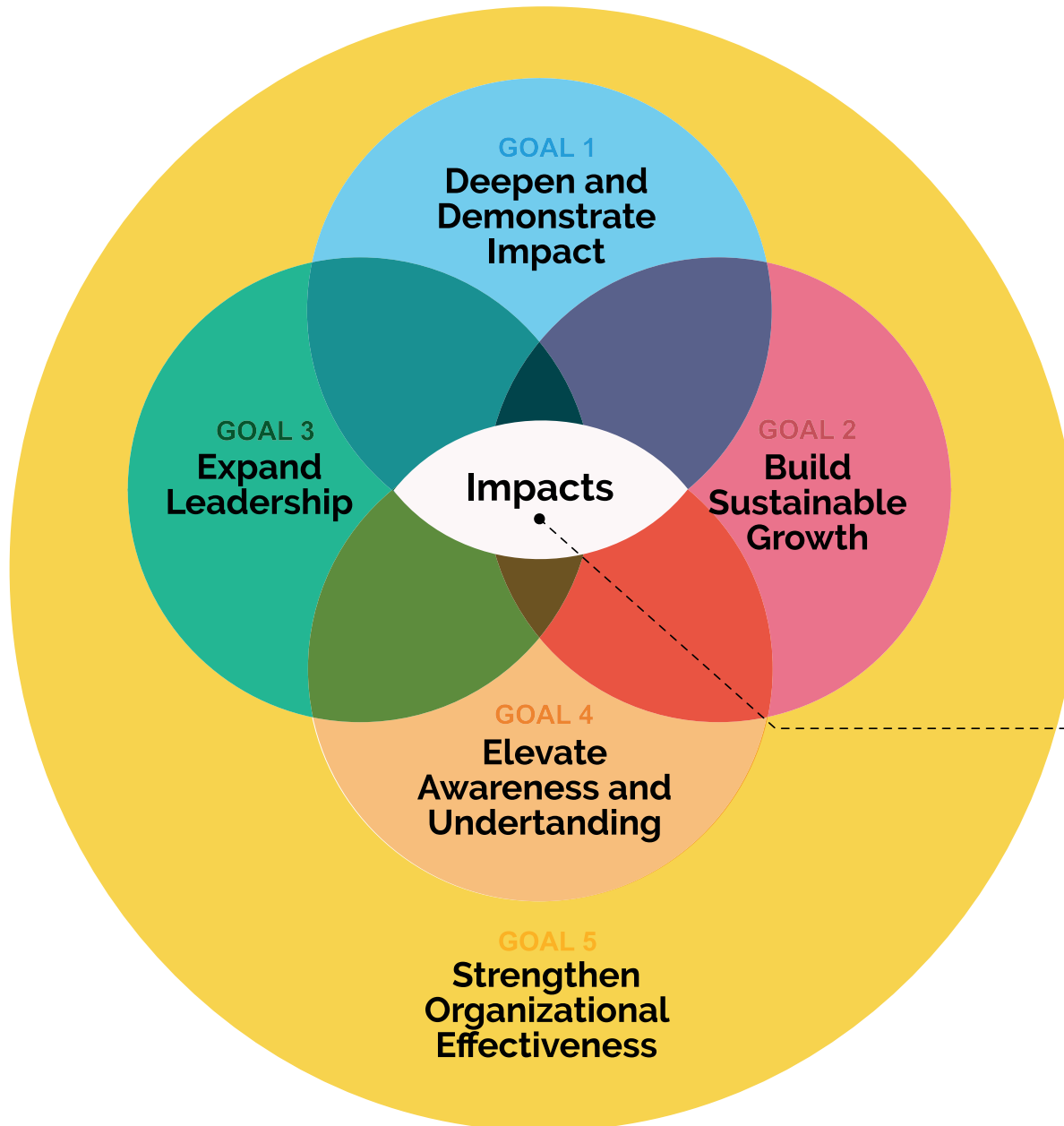
Our relationships with each other and with our customers, partners, and stakeholders are central to our success. We cultivate positive and supportive relationships that facilitate effective communication, meaningful collaboration, and the development of valuable products and services.

### **Integrity and Accountability**

As an organization, expectations and priorities for ourselves and for implementation of Parents as Teachers services. We hold ourselves to high ethical and moral standards, striving for authenticity and trustworthiness in all we do. By taking initiative and ownership, we follow through on our commitments. We are careful stewards of the resources and responsibilities entrusted to our care, keeping our vision and mission front and center in all that we do, while making a significant impact on families and communities.

### **Learning and Growth**

To thrive, as individuals and as an organization, we must continuously learn and grow. We engage in reflection and data-driven decision making at all levels of our organization. To reflect our recognition that excellence is an ongoing pursuit we engage in continuous quality improvement throughout our organization. We are committed to providing high quality, research-based, evidence-informed products and services.



### VISION

All children will develop, learn, and grow to realize their full potential.

### MISSION

Parents as Teachers promotes the optimal early development, learning, and health of children by supporting and engaging their parents and caregivers.

### ORGANIZATIONAL VALUES

Diversity, equity, inclusion and accessibility  
Learning and growth • Relationships  
Integrity and accountability



- Ensure family support and early childhood home visiting are widespread and highly valued.



- Uphold parents/caregivers as their child's first and most influential teacher.







- Support positive child health and developmental outcomes.



- Contribute to building communities that are healthy and equitable.



To work toward achieving these impacts, we will measure our progress annually using the following objectives.

Impacts	Objectives
<p><b>Ensure family support and early childhood home visiting are widespread and highly valued.</b></p> <p>Nationally, home visiting reaches only a fraction of the families that could most benefit from services. We intend to increase access to home visiting, improve knowledge of the benefits of home visiting, and leverage family leadership and voice in the services they receive.</p> 	<ul style="list-style-type: none"> <li>• By the end of year three, brand recommendations implemented by 80 percent of affiliates</li> <li>• By the end of year two, a sustainable parent leadership/ambassador program engages current and former Parents as Teachers participants in advocating for home visiting and parenting support</li> <li>• Increase philanthropic giving by 18 percent annually</li> </ul>
<p><b>Uphold parents/caregivers as their child's first and most influential teacher.</b></p> <p>By increasing parents' knowledge of early childhood development, strengthening parenting practices and facilitating family well-being, strives to support all parents/caregivers in developing secure and nurturing relationships with their children.</p> 	<ul style="list-style-type: none"> <li>• Increase the number of children and families served annually, reaching over 200,000 families by the end of year three, with special emphasis on expanding home visiting in communities, states, and target areas with no or limited home visiting</li> <li>• Year over year, increase Black, Indigenous, People of Color family enrollment and retention within the Parents as Teachers model</li> <li>• By end of year three, 10 percent of model certified parent educators promote the use of the parent access point as a resource for families to find parenting support information</li> </ul>
<p><b>Support positive child health and developmental outcomes.</b></p> <p>The early years are critical for all areas of learning, health, and development. We seek to create opportunities for all children to develop, learn, grow to realize their full potential.</p> 	<ul style="list-style-type: none"> <li>• Launch at least one study annually that includes a focus on parenting capacity, parent, child, and family well-being, child health and development, or health equity</li> <li>• Create and implement a robust plan to disseminate new and existing outcomes data of the evidence-based home visiting model, with special emphasis on child outcomes data</li> </ul>
<p><b>Contribute to building communities that are healthy and equitable.</b></p> <p>Through our evidence-based model, resources for family support professionals and parents/caregivers, and partnerships with other family serving organizations, Parents as Teachers strives to contribute to creating healthy and equitable communities that offer optimal social, physical and mental well-being to all residents.</p> 	<ul style="list-style-type: none"> <li>• By the end of year three, develop tailored curricula resources, advanced training, and implementation guidance to meet the growing needs of families in four key areas: supporting pregnant and postpartum families; supporting families involved with Child Protective Services or at risk of entering foster care; increased fatherhood engagement; and healthy eating and active living</li> <li>• Build relationships with three new state, tribal and/or national organizations across multiple disciplines</li> <li>• Implement a policy agenda that employs a racial equity lens to increase support for home visiting, the home visiting workforce, and under-resourced families</li> <li>• Provide affiliate supports for improved recruitment, development, and retention of a diverse workforce (e.g., race, gender, ability)</li> </ul>

## GOAL 1: Deepen and Demonstrate Impact

**Conduct increased levels of research and evaluation that strengthen our evidence base for all programming and services.**

1

Deepen and  
Demonstrate  
Impact

FOCUS AREAS	KEY INITIATIVES
Strive to have the most comprehensive and equitable research	<ul style="list-style-type: none"><li>• Implement and refine research and learning agenda incorporating research priorities of family voice, virtual/hybrid services, and equity</li><li>• Establish new, and strengthen existing, research partnerships with a focus on the research and learning agenda to strengthen curricula and implementation guidance</li><li>• Strengthen systems to track, use, and interact with data on Parents as Teachers reach and impact (Penelope, annual reporting)</li></ul>
Offer highest quality training and professional development	<ul style="list-style-type: none"><li>• Develop a system of advanced trainings and professional development offerings (including repurposed trainings, new micro-learning, communities of practice, Penelope) to improve quality of service delivery</li></ul>
Maintain the most relevant and responsive curricula	<ul style="list-style-type: none"><li>• Enhance and update curricula to be responsive to individualized needs and reflect the voices of the communities and populations served by Parents as Teachers</li><li>• Develop and launch Parent Access Portal to increase parents' access to Parents as Teachers resources</li></ul>
Continue to strengthen the evidence-based home visiting model	<ul style="list-style-type: none"><li>• Integrate virtual services seamlessly within model guidance and training</li><li>• Evaluate affiliate impact by status through an equity lens and use results to shape model refinements that enhance supports for individualized needs of families</li></ul>
Leverage direct services and learning	<ul style="list-style-type: none"><li>• Secure sustainable, multi-year funding for Show Me Strong Families direct services</li><li>• Continue to implement program innovations (e.g., Doula services)</li><li>• As the model, engage in regular learning opportunities with Show Me Strong Families (e.g., practice file reviews, feedback on professional development and implementation support needs)</li></ul>

**GOAL 2: Build Sustainable Growth****Grow the Parents as Teachers network to impact more families and children.**

FOCUS AREAS	KEY INITIATIVES
Sustain and expand customer base and family reach	<ul style="list-style-type: none"> <li>• Establish a structured market analysis process that determines need and customer base for a potential update or new product</li> <li>• Develop a plan to expand home visiting in communities, states, and target areas</li> <li>• Pilot a digital subscription to Parent Access Point and other concepts for fee-for service by the end of year three</li> </ul>
Strengthen quality infrastructure in states, tribal nations, and international systems	<ul style="list-style-type: none"> <li>• Expand implementation support (e.g., state offices, regional offices in western US)</li> <li>• Foster intentional relationships with and between state, tribal, or country leaders (influencers) in home visiting and other related fields</li> <li>• Support training and leadership development for state, regional, and tribal Parents as Teachers offices to support sustainability</li> </ul>
Continue to grow trainer cadre	<ul style="list-style-type: none"> <li>• Identify and support a pipeline of individuals from the field to grow skills to serve as trainers</li> <li>• Create a process for individuals with relevant experience to expedite becoming a Parents as Teachers trainer</li> <li>• Continue to increase diversity of trainer cadre, including languages spoken</li> </ul>
Establish new collaboration opportunities with affiliates	<ul style="list-style-type: none"> <li>• Collaborate on translations (e.g., Minnesota translation example)</li> <li>• Develop a deeper understanding of affiliate organization structures and funding</li> <li>• Connect affiliate organizations through affinity groups such as housing, medical facilities, or Child Protective Services</li> <li>• Develop and operationalize end user advisory groups for products and services (Penelope, Conference, Parent, etc.)</li> </ul>
Grow fund development strategy and capacity to reflect a mature organization	<ul style="list-style-type: none"> <li>• Complete an external audit including a critical examination of Parents as Teachers National Center specific funding sources, strategies, and systems; new funding sources/strategies; and future growth needs of the development office</li> <li>• Develop a five-year, \$30+ million capacity-building fundraising campaign</li> <li>• Create and implement a basic planned giving initiative</li> <li>• Conduct a deep dive and refresh of the Parents as Teachers National Center website giving page and donation function to increase efficiency, accountability, and relevance for donors</li> <li>• Conduct a study of affiliate funding strategies and sources to identify how Parents as Teachers National Center can support affiliates' local funding efforts</li> <li>• Increase annual fundraising from \$3 million to \$5 million</li> </ul>



## GOAL 3: Expand Leadership Role in the Field

**Expand Parents as Teachers' leadership role in the field of early childhood and parenting support through advocacy, convening, partnerships, collaborations, and cross-sector initiatives.**

FOCUS AREAS	KEY INITIATIVES
Advocate for family and field supporting policies	<ul style="list-style-type: none"> <li>• Identify resources and build internal and external state and Federal advocacy capacity</li> <li>• Implement a policy agenda that employs a racial equity lens to increase support for home visiting, the home visiting workforce, and under-resourced families</li> <li>• Increase engagement with Members of Congress and share successes, including stories, data, research, and impact information</li> </ul>
Strengthen partnerships, collaborations, and cross sector initiatives	<ul style="list-style-type: none"> <li>• Develop state and/or regional Parents as Teachers leaders (champions) in select markets</li> <li>• Maintain leadership in the National Home Visiting Coalition and the National Alliance of Home Visiting Models</li> <li>• Secure partnerships with the business community</li> </ul>
Create a structure to ensure parent voice informs and impacts all aspects of the work	<ul style="list-style-type: none"> <li>• Establish funding and internal capacity to develop a parent leadership or parent advocacy ambassador program that engages current and former participants.</li> <li>• Engage families in human-centered design processes related to resource development and evaluation</li> </ul>

## GOAL 4: Elevate Awareness and Understanding

**Elevate awareness and understanding of Parents as Teachers in order to successfully and strategically expand its impact and support its growth.**

4

Elevate  
Awareness and  
Understanding

FOCUS AREAS	KEY INITIATIVES
Build a power brand	<ul style="list-style-type: none"><li>• Create and implement a training for all staff and key stakeholders to adopt new brand messaging</li><li>• Include authentic parent voice: engage parents of all ages, elected officials, celebrities, bloggers, influencers and families to serve as spokes people on social media and within their networks</li><li>• Finalize brand architecture and sub brands, including new visual identity and rollout plan, including nationwide implementation</li></ul>
Heighten awareness through consistent and saturated messaging	<ul style="list-style-type: none"><li>• Build capacity to support a high-quality hybrid conference</li><li>• Cultivate and include parent stories/voices to communicate the benefits of the Parents as Teachers program/model</li><li>• Work with communications partner to elevate national presence and secure national media spotlights</li></ul>
Identify target markets for PATNC products and services	<ul style="list-style-type: none"><li>• Define target markets for Parents as Teachers National Center products and services and refine pricing and promotion plans to these markets</li><li>• Refine and expand organizational guidelines based on VPAT (Voluntary Product Accessibility Template) to improve ADA compliance and cultural competence of communications, digital and print collateral</li></ul>

## GOAL 5: Strengthen Organizational Effectiveness

**Strengthen organizational practices, structures and culture to fulfill the mission, vision, and goals, and align with values and operating principles of the organization.**

5

**Strengthen  
Organizational  
Effectiveness**

FOCUS AREAS	KEY INITIATIVES
Weave diversity, equity, inclusion, and accessibility throughout all efforts	<ul style="list-style-type: none"> <li>• Continue to diversify the Board of Directors (e.g., race, gender, age, geography and skill set)</li> <li>• Expand leadership opportunities for staff and stakeholders</li> <li>• Continue to focus Diversity, Equity, Inclusion, and Accessibility initiatives with the impact areas as a guide</li> <li>• Recruit, develop, and retain a diverse workforce (e.g., race, gender, ability)</li> <li>• Offer Communities of Practice, Town Halls, and professional development opportunities throughout the network</li> <li>• Address results from language access assessment</li> </ul>
Engage in ongoing continuous quality improvement	<ul style="list-style-type: none"> <li>• Generate consistent improved results from the affiliate satisfaction survey that assesses support provided by the National Center and State Offices</li> <li>• Continue to integrate organizational values into Parents as Teachers National Center culture</li> <li>• Utilize rapid cycle methods to improve organizational processes and products</li> </ul>
Strengthen personnel and professional development	<ul style="list-style-type: none"> <li>• Broaden and deepen onboarding and ongoing training for Parents as Teachers National Center staff</li> <li>• Continue to develop leadership training for Parents as Teachers National Center staff (supervision training, career trajectory, mentoring, reflective practice training, succession planning)</li> <li>• Strengthen the internal and external personnel recruitment and staff pipeline</li> </ul>
Strengthen internal systems, structures, capacity	<ul style="list-style-type: none"> <li>• Continue to build and refine technology and Human Resources infrastructure</li> <li>• Identify and maximize capacity of existing technology tools and resources</li> <li>• Identify, refine, and pursue additional organizational functions and processes to support rapidly changing environments</li> </ul>