Leadership Practices

Strong leadership practices can help you run your program successfully. Program administrators require a unique set of knowledge and skills to be effective in their leadership role. Washington State is supporting the development of program leaders in the roles of center directors, assistant directors and program supervisors by requiring the completion of 10 in-service hours that are specific to leadership practices (**apps.leg.wa.gov/wac/default.aspx?cite=110-300&full=true#110-300-0107**) per WAC 110-300-0107 (**app.leg.wa.gov/wac/default.aspx?cite=110-300-0107**).

Program administrators must grow leadership dispositions and understand pedagogical leadership as well as administrative leadership. These areas are captured in the Whole Leadership model from the McCormick Center for Early Childhood Leadership. The Department of Children, Youth, and Families (DCYF) will embrace this model for building our early learning leaders.

PEDAGOGICAL LEADERSHIP

Leading the art and science of teaching with an emphasis on educator dispositions and high quality interactions with children. This includes ensuring fidelity to circular philosophy, assessing children's development and learning, using data for evaluation, and optimizing learning environments.

- **Instructional leadership:**
  Supporting educators in implementing curriculum

- **Family engagement:**
  Promoting partnerships with families and fostering family leadership

ADMINISTRATIVE LEADERSHIP

Coordinating work and mobilizing people to ensure the organization remains stable and continues to grow.

- **Operational leadership:** Ensuring adequate equipment and space, guiding the development and management of budgets, fostering a positive workplace, and hiring and supporting staff

- **Strategic leadership:** Goal setting and guiding future program direction

- **Advocacy leadership:** Acting as an ambassador for the needs of children, families and programs

- **Community leadership:** Collaborating with organizations within the local community on behalf of the children and families served

WHOLE LEADERSHIP

is an interdependent relationship that exists between leadership domains. A balanced perspective is necessary when performing leadership functions.

LEADERSHIP ESSENTIALS

Foundational competencies and individual qualities necessary for leading people that are expressed in personal leadership styles and dispositions. Leadership essentials are often developed through reflective practice.

Personal Attributes:

- Self efficacy
- Empathy
- Creativity
- Authenticity
- Humility
- Transparency
- Adaptability
- Learning

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* Abel, M., Talan, T., and Masterson, M. (2017). Whole leadership: a framework for early childhood programs. Retrieved from: **mccormickcenter.nl.edu/library/whole-leadership-a-framework-for-early-childhood-programs**

Washington State Department of CHILDREN, YOUTH & FAMILIES

LEADERSHIP PRACTICES AS DEFINED IN WAC 110-300-0107
(app.leg.wa.gov/wac/default.aspx?cite=110-300-0107)

Program Planning and Development

- Program planning and evaluation
- Personnel management
- Financial management

Professional Development and Leadership

- Displaying professionalism in practice
- Ongoing professional growth
- Leadership in advocacy

Early learning program administrators may use these resources to find the most relevant professional learning opportunities to fulfill the leadership practice requirement. All of the trainings listed below are available statewide and will count toward completing the leadership practices requirements. There may be other trainings that meet this requirement available in your area. At the end of this document, you will find a list of management resources that are available to support administrative leaderships.

EMERGING	STRENGTHENING	MASTERING
• Strengthening Business Practices • ECE 134 and ECE 139 • Child Care Subsidy Billing • Electronic Attendance Training	• Director's Toolbox • Lead Learn Excel	• Business of Child Care

Other Resources: ImagineU • Business Edge

STRENGTHENING BUSINESS PRACTICES – 10 STARS HOURS

This is an in-person, six-hour, community-based training delivered in four modules for center-based administrators, and in three modules for administrators and decision-makers of family home programs. This level I-II training is intended to build and expand upon business knowledge and use of foundational business tools, to support the sustainability of the child care industry throughout Washington State.

Audience: Center and Family Home Child Care Providers | **Format:** In-person, four modules

Content Covered: Budgets, projections and planning • Financial Reports & Internal Controls • Marketing • Recruiting and Retaining Staff (for centers)

Learn More from the Imagine Institute. Go to: **imaginewa.org/training**

CHILD CARE SUBSIDY BILLING

Child care Subsidy Billing is a training that enhances the information found in the Licensed and Certified Family Home Child Care Providers Subsidies Guide.

At the end of this course/training, participants will be able to:

- Define key terms associated with subsidy billing
- Execute accurate billing for subsidy payments and
- Identify the appropriate resources for more information and support.

Childcare Subsidy Billing is available as a four-hour in-person, online and self-paced/correspondence training through Whatcom Community College.

Audience: Family Home Child Care Providers | **Format:** Self-paced workbook, online or in-person

Content Covered: Contact Directory • Billing and Payment Process • Key Terms • Information and Resources

Locations and Schedules are available at: **www.dcyf.wa.gov/sites/default/files/pdf/Subsidy_Billing_Training_Schedule.pdf**

ECE 134

ECE 134 participants will explore a myriad of topics related to running a child care program in one's home as well as providing general information and practical resources for running an early learning program. This college course is available as part of the Stackable Certificate 2, Early Childhood Education program, offered at various colleges throughout Washington State. Content areas include licensing requirements, record keeping, relationship-building, communication strategies, guiding behavior and promoting growth and development.

Audience: Family Home Child Care and Family Friends & Neighbor Providers

Format: In-person and Online

Content Covered: Licensing Requirements • Developmental Guidelines • Human Resources • Budget Management• Insurance and Taxes Policy and Handbook writing • Cultural Responsiveness

For more information, go to: **ececareers.del.wa.gov/what-is-early-learning**

ECE 139

ECE 139 is available as part of the Stackable Certificate 2, Early Childhood Education program, offered at various colleges throughout Washington State. Participants will expand on ECE 134 content. They will develop administrative skills required to develop, operate, manage and improve early childhood education and care programs. Participants will acquire basic business management skills. Participants will explore resources and supports for meeting Washington State licensing and professional NAEYC standards.

Audience: Family Home Child Care Providers

Format: In-person and Online

Content Covered: Licensing Requirements • Age-specific Programming • Program Management • Budgeting • Insurance and Taxes Human Resources • Marketing • Technology • Ethics • Cultural Responsiveness

For more information, go to: **ececareers.del.wa.gov/what-is-early-learning**

ELECTRONIC ATTENDANCE TRAINING

All child care providers who started accepting subsidy after Oct. 1, 2018, have 90 days to complete the Electronic Attendance Training and log a successful transaction using the Electronic Attendance System. This training will prepare child care providers to implement the Electronic Attendance System as an attendance process in their programs.

Audience: Center-based, Family Friends & Neighbors and Family Home Child Care providers

Format: In-person and Online

Content Covered: Getting Started • Equipment • Reporting • Other considerations

For more information, go to: **www.dcyf.wa.gov/services/early-learning-providers/electronic-attendance-system/training**

DIRECTOR'S TOOLBOX – 7-21 HOURS

Early childhood program administrators often have a global impression that things are going well or not so well at their center, but they lack specific information on just which areas of the program contribute to those impressions. The Director's Toolbox is a management series training that covers a range of topics that are important for program administrators. The sessions look closely at how 10 dimensions of organizational climate help shape the quality of work life for staff, and they look at the multifaceted role of the director and the skills and competencies needed to nurture leadership at all levels of an organization. Participants will also learn more about building teacher competence, strengthen staff commitment and expand opportunities for collaboration to make that vision come alive.

Audience: Administrative Leaders; Program Administrators	**Format:** In-person

Content Covered: Leadership Styles • Reflective Practice • Crafting a Vision • Strategic Leadership • Coaching and Mentoring Skills
Motivation of Self and Others • Facilitating Meetings • Self-Awareness • Organizational Climate • Systems Development • Operational Leadership
Team Building • Communication

More Information:

• Director's Toolbox: **mccormickcenter.nl.edu/library-tag/directors-toolbox**

• Child Care Aware Resources: **www.childcareaware.org/resources**

LEAD LEARN EXCEL – 52 HOURS

This intensive professional learning opportunity helps leaders and professional development providers develop the skills they need to fuel the everyday learning and continuous improvement of classroom educators. Participants learn how to create systems and routines that support continuous learning and quality improvement efforts by all staff. This learning opportunity uses an approach that combines training, coaching, peer learning communities and access to practical tools and resources to drive classroom instructional excellence. As a result, leaders learn how to support teachers' professional learning and growth through three regular routines — collaborative data dialogues, team lesson planning and peer learning groups — that ensure early learning programs can implement, improve and sustain effective instruction.

Audience: Administrative Leaders and Program Administrators	**Format:** In-person

Content Covered: Organizational Change • Instructional Leadership • Developing Leadership Vision • Education Inequality
Planning Program Improvement • Using Data for Program Improvement • Facilitating Adult Learning • Job-embedded Professional Learning
Lesson Planning • Peer Learning Communities

For more information, go to Ounce of Prevention Fund website at: **www.theounce.org/lead-learn-excel/about**

BUSINESS OF CHILD CARE – 16 HOURS

The Business of Child Care is a comprehensive business training that provides participants with crucial business elements necessary to run successful child care programs. This program will help participants strengthen their businesses, help plan for lending opportunities, quality initiatives, facility improvements, social media marketing, financial health and program effectiveness. This training was designed to help turn business dreams to reality.

Audience: Center and Family Home Child Care Providers	**Format:** In-person, 16 hours

Content Covered: WAC requirements • Business model • Policy development • HR practices • Budget management • Insurance and taxes
Marketing • Technology • Ethics

Select your region and Professional Development options at: **childcareawarewa.org/providers**

Management Resources

BUSINESS EDGE

An online resource that includes tools and tips for child care professionals.

Audience: Early Achievers participants

Content Covered: Savings and discounts • Sample policies and forms • Guides to QRIS system • Other trainings and information

For more information go to: **www.childcarebizedge.org/utility-pages/log-in/?redirectUrl=**

IMAGINE U – 10 HOURS

Imagine U is a relationship-based mentorship program designed to increase the number of licensed family child care providers who can care for children in Washington State. Imagine U pairs experienced and talented licensed child care providers with those interested in becoming licensed, and offers both the mentor and intern supports to help them grow professionally. This peer-to-peer model honors the knowledge and skill that exists in the field and helps ensure that new providers are able to benefit from their mentor's expertise. This is a two year, in-person program delivered in cohorts.

Audience: Family Home Child Care Providers

Content Covered: Relationship based peer mentorship • Monthly meetings • Technology • State Approved Trainer Modules • Business Practices Communities of Practice • Contracts and Policy

For more information, go to: **imaginewa.org/imagine-u-mentor-program**