

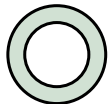
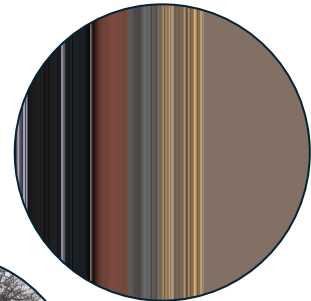
Being an Effective Director



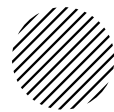
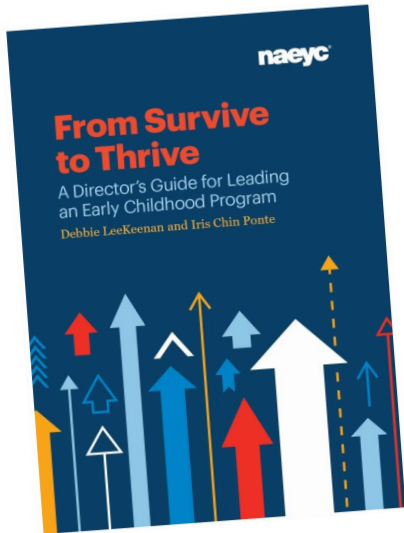
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Lindy Caro

- Wife & Mom of 3 tween-teenagers
- BA in Elementary Education
- Preschool Teacher
- Toddler & Infant Teacher
- Center Director
- Owner & Operator of 2 group programs
- Family Childcare provider
- Child Care Aware
 - Start-up Coordinator
 - Building Quality Coach
 - SEEDS of Learning Trainer



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Agenda

- Quick Intro
- What is a Director?
 - Who are you?
 - Permission to Lead
- Program Culture and Climate
 - Strong relationships
 - Effective communication
 - Welcoming environment
- Management
 - Staff hiring and retention
 - Budgeting & finances
 - Program quality

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What is a Director?

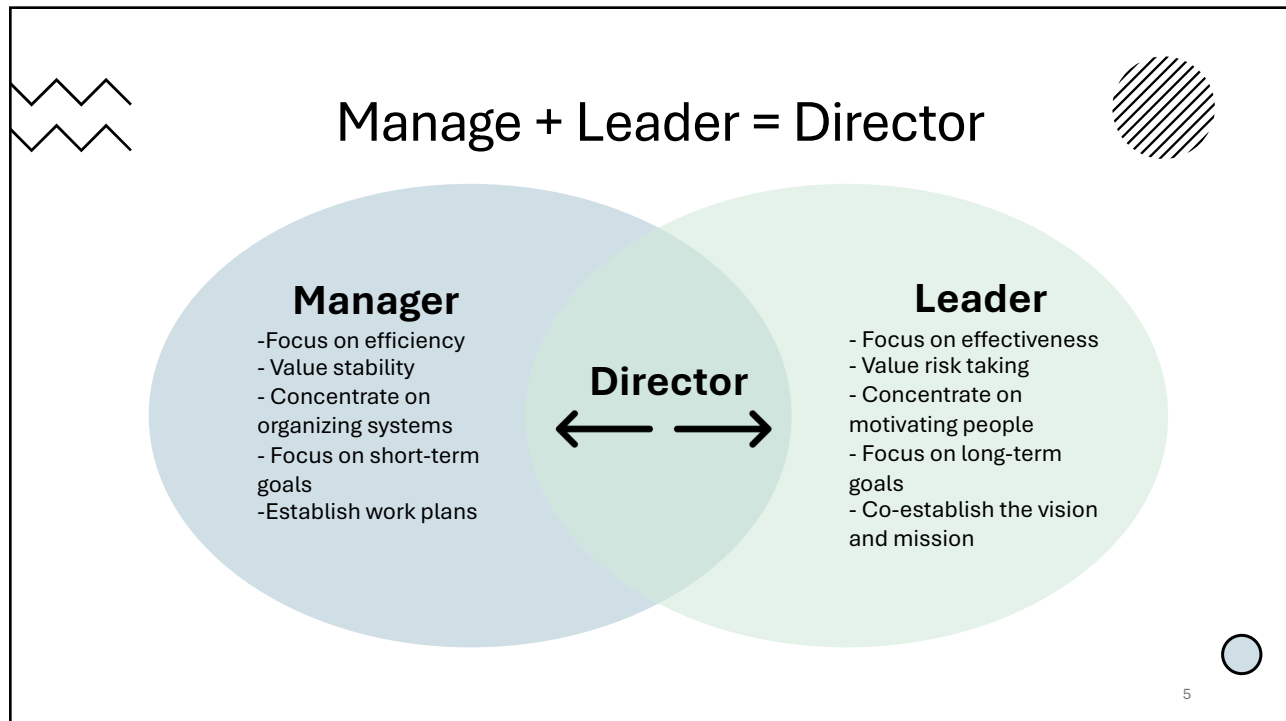


- Teacher
- Caregiver
- Bookkeeper
- Staff supervisor & manager
- Human Resources (HR) manager
- Professional shopper
- Chef
- Nurse
- Curriculum coordinator
- Activity planner
- Custodian
- Bus driver
- Marketing specialist

What other job titles would you add to this list?



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Identifying Your Leadership Traits

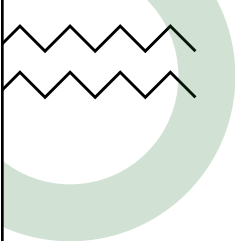
- Am I organized and good with details or more of a big-picture person?
- Do I tend to be outgoing or more reserved?
- Do I work collaboratively, or do I use a more authoritative approach with others?
- When faced with a task, do I focus more on getting the task done or on the best way to do so?
- How comfortable am I with conflict? How do I tend to handle situations involving conflict?
- How flexible am I?
- Is my communication style more direct or indirect?
- Do I make decisions easily and quickly, or do I take my time?
- Do I stick with methods I know work, or do I tend to consider more unique approaches?

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“To fulfill all of your different responsibilities, you must give yourself permission to lead and act with authority in your role.”



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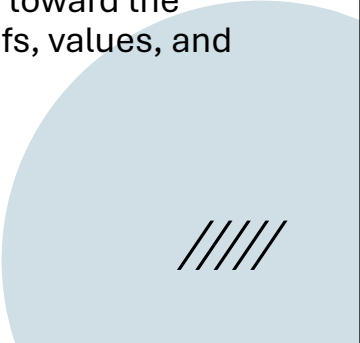
Program Culture and Climate

Culture

The expectations of a program, made visible in the way things are done – the practices that arise out of the program’s beliefs, values, norms, and relationships.

Climate

The “feel” of the program – it’s atmosphere. The collective attitude of staff toward the program’s beliefs, values, and norms.



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Make time for your **entire** school community.

Families	Children	Teachers
<ul style="list-style-type: none"> • Be present at the school entrance during arrival and departure times to greet families. • Keep your office door open as much as possible. • Coordinate special events. • Invite families to special director talks monthly to discuss current topics of interest in early childhood. • Build a partnership. 	<ul style="list-style-type: none"> • Consistently visit classrooms to interact with the children. • Be a visiting reader or join a class for lunch or snack time. • Organize a special activity so children can interact with you directly. • Join a field trip. 	<ul style="list-style-type: none"> • Make yourself accessible to staff. • Demonstrate that you care about staff members’ needs, interests, and input. • Create staff meeting rituals that encourage sharing and camaraderie. • Coordinate a staff potluck. • Organize an annual staff retreat. 

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Effective Communication

Open, honest, and clear communication is the foundation of your relationship with program staff and families.

Effective Communication: Do's and Don'ts

Do...	Don't...
✓ Clearly and concisely convey your message	✗ Speak vaguely or use jargon
✓ Practice active listening	✗ Interrupt or dominate the conversation
✓ Tailor your message to your audience	✗ Forget to consider your audience's needs
✓ Show empathy for other viewpoints	✗ Be dismissive
✓ Focus on positivity and solutions	✗ Dwell on negativity and blame

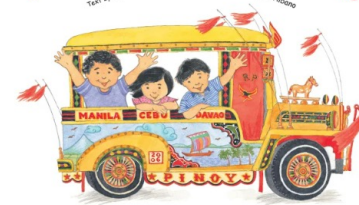
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Welcoming Environment

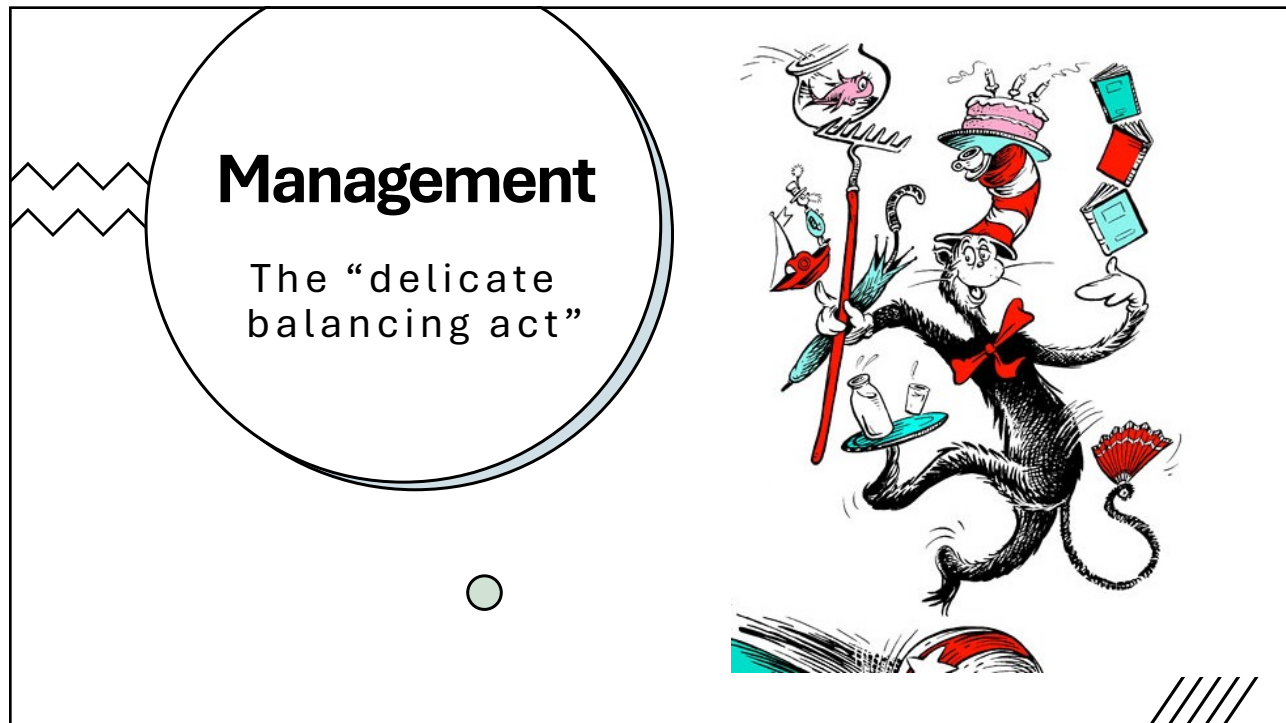
- Physical spaces should be comfortable for the people who spend time there (ex. Both child-size furniture and adult-size seating available).
- Physical environment should be intentionally designed to reflect diversity of the community you serve.
- Staff interactions should be welcoming to all families.

Reflect on what you already do that fosters a welcoming environment and how you might improve this aspect of your program.

Filipino Friends



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Staff Hiring


- 1 **Pre-Hire**
 - Clearly define roles and create detailed job descriptions and expectations.
 - Identify what you are looking for in staff
 - Educational qualifications
 - Experience
 - Skills needed
 - Personality and attitude
- 2 **Interviewing**
 - Pre-Interview
 - Face-to-face interview with the director
 - Face-to-face group interview




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Staff Retention



Key factors that lead to job turnover: <ul style="list-style-type: none"> • Job satisfaction • Salary • Benefits • Job commitment • Stress • Burnout • Work environment 	Structural supports to increase retention: <ul style="list-style-type: none"> • Fully orient new teachers • Give teachers control over classroom budget • Respect teacher's time • Support your teachers • Offer PD opportunities 	Other tips to support staff retention: <ul style="list-style-type: none"> • Engage in active listening • Value all questions • Coordinate staff events • Celebrate staff • Advocate for staff • Show you care about their lives and needs • Open communication
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Budget & Finances

Tips and strategies for preparing an effective budget:

- Be transparent and assume accountability
- Allow for autonomy
- Be strategic
- Be flexible

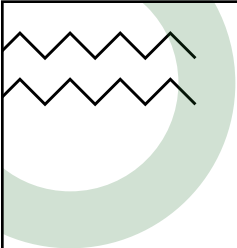




“A budget is telling your money where to go instead of wondering where it went.”

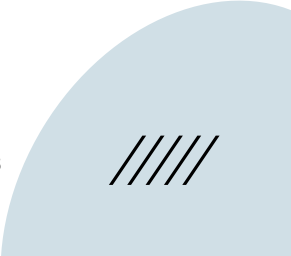
-John C. Maxwell

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What to do when the budget isn't working


1. Review and analyze your budget – discover the root cause of the problem.
2. Reduce your expenses
 - a. Manage staff hours
 - b. Prioritize purchases
3. Speed the inflow of revenue
 - a. Invoice promptly/in advance of care
 - b. Penalize late payers
4. Explore new income sources
 - a. Raise tuition fees
 - b. Boost enrollment – targeted outreach
 - c. Offer additional activities with separate fees
 - d. Coordinate a fundraising event



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Program Quality

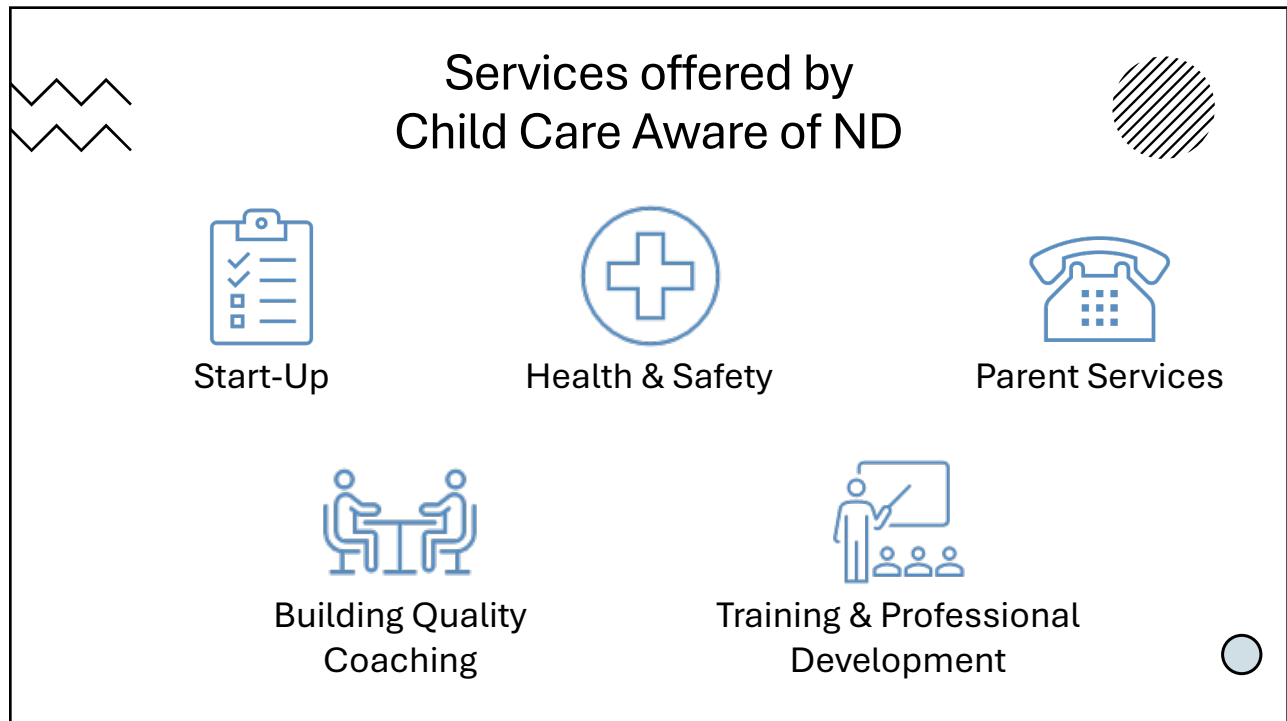


Achieving quality in childcare programs requires a multi-faceted approach including a focus on:

- A qualified and stable workforce
- Developmentally appropriate practices
- Engaging learning environments
- Strong family partnerships.



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