



Strategic Pathways 2025-2028



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Mission

The Jowonio School mission is to provide model inclusive programs for young children, where diversity is celebrated and all are free to learn and grow.

JOWONIO IS DEDICATED TO:

- Creating innovative educational settings where children of all abilities are full participants encouraged to reach their potential
- Offering a wide range of therapeutic and family support services
- Advocating for the inclusion of all children in schools and in society
- Providing training and development for teachers, therapists and parents in collaboration with educational institutions and community agencies

Strategic Pathways Process



In 2023, Jowonio School began a year-long Strategic Pathways process-the first since the completion of its previous Strategic Plan, which spanned from 2007 to 2011. Strategic Pathways differ from the more traditional Strategic Plan. Pathways are developed by listening and learning and are grounded in specific directions and actions steps to achieve the visions described in the final plan.

Representatives were sought for a Strategic Strategy Team whose charge was to move through the Nonprofit Lifecycle™ Process which involves three parts: Assessment, Discovery and Planning. This process culminated in the creation of the Strategic Pathway document, a dynamic, living roadmap that will be regularly revisited and refined. Each Pathway includes possible action steps designed to support the achievement of the identified objectives. Over the next three years, the Strategic Planning Team is committed to actively overseeing the implementation and evolution of the Pathways.

Facilitated by Heidi Holtz, Stillwork Consulting Group LLC and Natalie Scalene, OMN Consults; Jowonio's Strategy Team consisted of five board members and four (later five) staff members who met regularly for over nine months as they moved through the Lifecycles™ Process.

The development of the Strategic Pathways was informed by a comprehensive process that included surveys, confidential interviews with local stakeholders, focus groups with staff, faculty, and community partners, as well as a dedicated board retreat.

Pathway: Build Access to Inclusive Special Education

- Increase capacity to sustain current and future programming
 - Options include expanding programming hours, options, and staff to better meet community needs.
- Implement a Financial Sustainability Plan
 - Options include assessing the financial viability of existing programs, exploring funding sources for new initiatives, and setting clear financial goals and strategies.
- Support families to advocate for their children beyond Jowonio
 - Options include collaborating with community agencies to provide training and resources, ensuring staff have the knowledge to help with transition, and strengthening relationships with school districts.
- Develop and implement an infrastructure and capital improvement process
 - Implement the long-term comprehensive repair and maintenance program that is being developed in collaboration with current board members and building engineering consultants. Additional options include seeking additional funding for long-term capital improvement needs, upgrading of school equipment and play spaces to ensure accessibility, and seeking funds for new school vans.



Pathway: Develop Thought Leadership

- Advance Jowonio's Approach to Inclusive Special Education
 - Options include documenting and collecting data regarding the effectiveness of the school's approach, as well as reviewing /participating in research related to other promising and evidence-based practices to be incorporated into the school's approach, and ensuring consistent implementation of leading practices across the school.



- Expand Outreach and Training
 - Options include partnering with schools/agencies to share ideas, expand awareness and increase representation, establishing and sharing regular review of our approach, and implementing outreach and training programs to share leading practices with educational institutions, families, and the broader community.



- Foster Academic Partnerships
 - Options include exploring partnership programs and collaborations with area pre-schools, K-12 Schools and Colleges.

Pathway: Increase Effective Communication

- Define and communicate Jowonio's approach.
 - Ensure these are consistently communicated and documented in a clear and jargon-free way.
- Develop a communications plan.
 - Options include a multi-channel approach with stories and profiles, re-invigorating the newsletter, website, and calendar, and hiring marketing assistance to ensure simple, cohesive, and congruent messaging.
- Improve internal communications.
 - Options include an internal staff portal for uploading photos and stories, where administration can also provide information on internal organizational practices.
- Enhance communications with current and prospective parents.
 - Options include a Wait List information system, consistently updated portal, standard practices for staff-family communication, and explanations for school decisions.
- Strengthen Board relations
 - Options include periodic availability of board members to answer questions, and defining expectations of staff representatives on the Board.



Pathway: Improve Staff Experience

- Enhance compensation and benefits.
 - Options include raising funds to bring pay scale to at or above market, communicating pay and benefits goals, and evaluating and improving benefit packages.
- Improve employee experience and optimize staffing.
 - Options include monitoring organizational flow to address potential additional positions, and funding strategies to support increased staffing.
- Foster a positive and cohesive culture.
 - Options include celebrating successes, support during difficult situations, more team building activities, and stronger relationships between administration and staff.
- Develop leadership pipelines.
 - Options include creating clear career paths and succession plans for key leadership roles.



Pathway: Enhance Organizational Effectiveness

- Leverage technology and systems
 - Options include funding client, content, and/or donor management systems, seeking out more efficient processes, and ensuring appropriate training in all platforms.
- Optimize organizational structure and practices.
 - Options include breaking down silos and streamlining roles, sharing organizational chart and job descriptions, and embedding DEIA leading practices.
- Standardize staff operations and expectations.
 - Options include communicating standard operating procedures, ensuring curricular consistency while allowing for flexibility, establishing regular board and staff evaluations.
- Strengthen people and culture.
 - Options include consistent and comprehensive onboarding of new staff, establishing a feedback system for employee concerns, and encouraging research, professional development, and continuing education.



Monitoring Strategic Plan Achievements and Progress

The Pathways created by the Strategic Strategy Team are linked inextricably to each other, and while by necessity there must be prioritization, the watchword is flexibility. The Jowonio Strategic Strategy Team is responsible for re-visiting and reviewing the Strategic Pathways over the next three years. This review will assess progress toward identified goals and targets, and make any necessary adjustments to ensure the plan remains relevant, effective, and aligned with Jowonio's mission.

Planning Committee

Board Members

Ben Bragdon
Elisabeth Dwyer
Michelle Hammerle
Michael Rey
Katie Rey

Staff Members

Hanah Ehrenreich
Lisa Neville
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