



# Cincinnati Preschool Promise Governance Meeting

April 7, 2022

10:00 a.m. – 11:00 a.m.

Please note that in conjunction with Ohio's Sunshine Laws and Substitute House Bill 51, CPP has decided to convene the meeting via video conference. In accordance with Ohio's Sunshine Laws and Substitute House Bill 51, CPP has advertised the meeting on its website in advance, and has provided a link for members of the public to listen and view the meeting. A copy of the meeting minutes, including any documentation, will be made available on the CPP website, under the area Who We Are, Our Impact, Meeting Schedule, Approved Meeting Minutes as soon as possible after the meeting.



FOR APPROVAL

**Governance Committee Meeting  
 April 7, 2022– 10:00 AM to 11:00 AM  
 Zoom Webinar**

**Agenda**

Item #	Time	Pre-read	Description	Action Request	Speaker
1	10:00 AM	X	Welcome and Call to Order <ul style="list-style-type: none"> <li>Approval of Minutes of March 3, 2022</li> </ul>	Approval	Committee Members
2	10:05 AM	X X X	Review of Annual Governance Task Calendar <ul style="list-style-type: none"> <li>2022 Governance Task Calendar</li> <li>Annual Meeting Preparation: Review Manager Classes &amp; Terms</li> <li>Nomination of Board Chair &amp; Officers: Review Terms &amp; Succession</li> </ul>	Discussion	Chara Fisher Jackson
3	10:40 AM	X	Executive Director/CEO Update <ul style="list-style-type: none"> <li>Strategic Planning Retreat</li> </ul>	Discussion	Chara Fisher Jackson
4	11:00 AM		Adjourn	Approval	All

**Future Governance Committee Meetings:**

- June 2, 2022
- August 4, 2022
- September 8, 2022
- October TBD New Board Member Orientation
- November 3, 2022

# Approval of Minutes of March 3, 2022

**Cincinnati Preschool Promise  
Governance Committee Meeting**

UWGC Room 201

Minutes of March 3, 2022, 10:00 AM – 11:00 AM

**Committee Members Present:**

Committee Members: Deborah Mariner Allsop, Terri England, Marcia Futel, and Jalissa Hutchins

**Members Absent:** Micah Kamrass,

**Cincinnati Preschool Promise Staff Present:**

Chara Fisher Jackson, Executive Director and CEO  
Tanya Del Valle, Senior Administrative Assistant

**Guests and Members of Public:** None

**1. Welcome, Call to Order:**

Deborah Allsop welcomed the Governance Committee members and opened the meeting at 10:00 AM.

**ACTION:** A motion to approve the minutes of November 2, 2021, was made by Terri England and seconded by Marcia Futel. The motion was unanimously approved.

**2. Review of the Governance Task Calendar**

Chara Fisher Jackson said that the Survey participation rate was outstanding at 91%, with combined board members and staff members completing the survey, giving CPP solid data to help form our Strategic Planning Process.

Deborah Mariner Allsop said that is excellent news. The April Governance meeting will contain some of the planning for the year on topics such as Board Self Evaluation beyond the Board Retreat.

Deborah Mariner Allsop said that Cincinnati Public Schools had appointed Iranetta Wright as the new Superintendent. Chara Fisher Jackson said that CPP would be working on developing a relationship with the new Superintendent and sharing our mission and visions with her.

Deborah Mariner Allsop said that Dr. H. James Williams had resigned a few months ago, and the committee hadn't heard anything from the United Way about recommending a replacement. Chara Fisher Jackson said that after we complete the Strategic Planning at the Board Retreat, we will have a strong

idea of what skills and assets we will need in the upcoming Master Agreement negotiations. Sharing those needed skills areas will help the United Way look for candidates that will provide expertise in those fields.

Deborah Mariner Allsop requested the Board of Managers and Board Committees attendance reports for the April meeting for the Governance Committee to review. All committee members agreed it is good to do regular reviews of attendance.

### **3. Executive Director's Report**

#### **Strategic Planning Retreat**

Chara Fisher Jackson said that a preview of the data from the survey shows that some of the areas mentioned for expansion in the Strategic Plan are Marketing and Public Relations for CPP and wrap-around services for mental health and disabilities for students.

There are also subjects for discussion among the board, such as promoting Step Up To Quality that was formerly done by Success by 6 that CPP might need to pick up since they no longer have that as a goal.

#### **CPP Equity Policy Revisions Needed**

Chara Fisher Jackson said that as we are going through the RFP processes, we have come across the need to update areas of the CPP Equity Policy in ways that are measurable on an RFP. Our current Equity Policy refers to the CPS Board Policy 2255, which is still active. It also contains references to CPS policies that have been rescinded. She said she would like to work with Jacob Purcell to update the CPP Equity Policy to refer to current CPS policies and be measurable on an RFP.

Deborah Mariner Allsop said that the committee requested that they bring back some revisions to the April meeting for review. Committee members discussed that the policy also needs to define better what measures make a vendor a "minority vendor," whether that is minority ownership, contract work for minority contractors, or other areas such as staff percentages.

#### **CPP Board of Managers Appointing Entity Structure**

Chara Fisher Jackson said the policy that states we have equal representation of board members nominated by the three appointing entities comes from the Operating Agreement and Bylaws, which is not subject to the Master Agreement negotiation but rather is voted on by the board.

Committee members agreed that updating the policy and considering changes is an important matter that should be discussed after the Master Agreement negotiation is complete. They decided that it would not be a quick process

and would take feedback from all board members and the appointing entities, but deciding on the structure that creates the most productive board would be beneficial to achieving our mission and vision.

#### 4. Adjourn

**ACTION:** A motion to adjourn was made by Terri England and seconded by Marcia Futel. The motion was unanimously approved.

#### **Future Governance Committee Meetings**

April 7, 2022, at 10:00 AM

June 2, 2022, at 10:00 AM

August 4, 2022, at 10:00 AM

September 8, 2022, at 10:00 AM

October (TBD) New Board Member Orientation

November 3, 2022, at 10:00 AM

Submitted by Tanya Del Valle, Senior Administrative Assistant  
Cincinnati Preschool Promise

# Governance Task Calendar

## Cincinnati Preschool Promise Governance Committee 2022

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
<b>Board education/professional development</b>	X				X	X		X				
1. Identify Board Education Topics												
2. Set Schedule for presentation of topics												
3												
<b>Preparation of board for CEO evaluation (Executive Committee)</b>							X		X	X	X	
1. Recommend CEO Evaluation Tool												
2. Review Process and Timeline												
3. Distribute Evaluation to Board												
<b>Advise nominating organization(s) of needed manager skills</b>			X		X	X		X	X			
1. Complete Board Skills Matrix & Facilitate Board Discussion												
2. Class of 2025 nominations (5)												
3. Request bios, headshots, & contact info												
<b>Board self-evaluation</b>		X	X		X				X			
1. Preparation for Retreat												
2												
3												
<b>Annual review of disclosure / conflict-of-interest statements</b>							X	X	X			
1. Distribute Disclosure statements												
2. Annual review of disclosure statements												
3. Report Status to Board												
<b>Annual Meeting preparation</b>				X		X	X	X	X			
1. Review Manager classes & terms												
2. Class of 2025 nominations												
3												
<b>Nomination of board chairman and officers</b>				X				X	X			
1. Review terms & succession												
2. Nomination of Board Chair & Officers												
3. Action step 3 here												
<b>Orientation of new board members</b>						X	X		X	X		
1. Review Orientation Documents												
2. Assign Board Partners to new class												
3. New Manager Orientation												
<b>Annual review of governance principles</b>							X	X		X		
1. Identify new/revisions to policies												
2. Distribute to BOM for review												
3. 1st & 2nd reading by BOM												
<b>Development of annual governance calendar</b>	X										X	
1. Discussion of Task Calendar												
2. Action step 2 here												
3. Action step 3 here												



# Executive Director & CEO Update: Strategic Planning Retreat

Cincinnati Preschool Promise Strategic Planning Agenda  
Tuesday, April 26, 2022 | 8:30 am – 4:35 pm  
United Way | 2400 Reading Road – Cincinnati, OH 45202

8:30 am	Optional breakfast	
9 am	Welcome and brief opening remarks	O'dell Owens, M.D., Chair
9:06 am	Logistics and housekeeping COVID-19 mitigation measures Order of the day Ungame	Anne Maxfield, Facilitator
9:12 am	Let's get started!	Anne Maxfield
	Data: Key stakeholder interview Common themes   <i>Feel the heat – where is the energy?</i>	Anne Maxfield
	Data: Board/staff responses to strategic questions (via Survey Monkey) Broad themes   <i>Feel the heat – where is the energy?</i>	Anne Maxfield
10:45	Break	
11 am	Let's do this Nomenclature review Establish three strategic goals at 60,000 feet up	Anne Maxfield
12:30 pm	Lunch – box lunches will be provided	
1 pm	Continue with three goals at 60,000 feet up	
1:30 pm	Align no more than five SMARTIE objectives per goal at 30,000 feet up Nomenclature review Breakout sessions and take a break before returning to the main session room	
3:40 pm	Presentations – each group presents their SMARTIE objectives	
4:30 pm	Next steps and closing remarks	O'dell Owens, M.D.
4:35 pm	Adjourn	

<p>Public relations is vital for CPP. While it is incumbent upon Chara F. Jackson to manage this on an operational level, there are times when a member of the board of managers may need to step in and assist for highly-charged issues. How comfortable are you lending support to her around sensitive or emotionally-charged issues? n=18</p>	<p>Cincinnati Preschool Promise's usage of levy funds is appropriate for proper public purpose. There will always be a gap between what is received in levy funds and what it costs to support parents and preschool providers. Is there a need for fundraising within the community to support initiatives that are not included in the Cincinnati Public Schools contract? n=17</p>	<p>Using the scenario in question #5, if you clicked the "yes" box, are you in favor of: n=17</p>
<p>Very comfortable: 55%   10 resp.</p>	<p>Yes: 76%   13 resp.</p>	<p>Staff raise funds (charitable dollars in the community – foundations and individual donors) to augment funds received by Cincinnati Public Schools: 3 resp.</p>
<p>Comfortable: 28%   5 resp.</p>	<p>No: 24%   4 resp.</p>	<p>Negotiate additional funds for parent and provider support allocation at the next contract signing: 3 resp.</p>
<p>Somewhat comfortable: 17%   3 resp</p>		<p>All of the above: 6 resp.</p>
<p>Not at all comfortable: 0%   0 resp.</p>		<p>None of the above: 5 resp.</p>

<p>The pandemic caused Cincinnati Preschool Promise (CPP) to adapt quickly to changing conditions. As you think about this and the changes that occurred, it necessitated the staff to adjust operations to meet the needs of our partners and families. Think about the next three years. <b>Identify three actions that CPP should undertake as an organization “in a post-pandemic world.” n=17</b></p>	<p>“Go big or go home.” This quote is often used in strategic planning sessions. Originally penned by Eliza Dushku, it is appropriate for this question. Think big – think about your personal vision for CPP. <b>What do you want to see happen over the next three years in terms of preschool expansion? n=18</b></p>	<p>Universal preschool may be embedded in our national culture. <b>How do we remain relevant and why would we need the services and funding of CPP? N=18</b></p>	<p>The pandemic has caused a ripple effect in our national wage structure. Wages are increasing organically in the private and government sector. In the local education sector, particularly early education/daycare, there is a focus on a metric - \$15.00. While this is important, it is necessary that <b>CPP take a leadership role in reframing the message to one of equity and parity. How would you message this?</b> One-sentence response, please, n=15</p>
<p><b>TEACHERS:</b> Focus on substitute teachers and steps necessary to recruit and retain teachers. Support and advocate for pipeline of preschool teachers. Encourage teachers and staff to apply for scholarships to advance their ECE education.</p>	<p><b>PRESCHOOL:</b> Every child in greater Cincinnati attends a quality preschool. Fill all open spots in TA programs. Enroll as soon as a children reaches preschool age. Universal preschool for all Cinti and Ham Cty. Offer attendance incentives. Increase enrollment for 3-4-year olds. Prepare ourselves for Universal Preschool and assist/reassure our stakeholders/voters that we are prepared for the future.</p>	<p><b>HIGH-QUALITY PRESCHOOL PROGRAMS:</b> Universal preschool doesn't help unless it is high-quality. CPS does it well, but quality improvement is needed. Our focus should be on high-quality preschool that drives long-term improvements in a preschooler's educational achievements. Ensure availability of high-quality seats. Remain relevant through continuous improvement.</p>	<p><b>NOTE: Anne Maxfield did not edit any of the responses or reposition into groupings. This important data can be utilized by Chara Jackson and her team, along with the board of managers in the future.</b> Quality pay to attract and retain the best. \$15 is not a living wage. Support wage equity. Invest in our future workforce during their most impressionable years. Preschool teachers are the backbone. Teachers are the most important person to this respondent.</p>

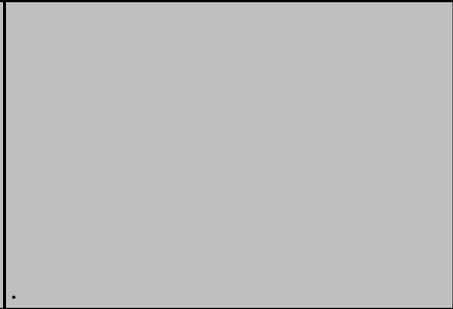
<p><b>PRESCHOOL:</b> Focus on helping all preschools to high quality. Fund full-day full-year preschool. Encourage all families to sign-up for preschool. Open more centers. Push for universal preschool. Adjusting the boundaries (communities) that CPP serves. Policy advocacy for support access to high-quality preschool. Position for ongoing investment in ECE at all government levels.</p>	<p><b>FINANCIAL:</b> Expand financial support beyond the 300% FPL. Launch a capital campaign to capitalize the provider buildings.</p>	<p><b>PRESCHOOL PROGRAMS OUTSIDE OF CPS:</b> Support to the preschools that lie outside of the public school system. We need to provide leadership, advocacy, and innovation for all preschool programs.</p>	<p>My message is "Happy healthy early childhood educators strengthen our investment in every child's future." Equity allows teachers to reach their full potential and best serve children. Fulfill our promise to work towards a living wage of \$15 per hour as we promised. Staff and Board participate in a SNAP/Food Stamp Challenge.</p>
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<p><b>PROVIDER SUPPORT:</b> Support the business side of providers. Offer business classes. Help dormant centers move to active. Connect and partner more with other area nonprofits and build a support network for providers and families. Expand to serve additional Hispanic and non-English speaking student. Be a structural integral part of the community by attending events. Continue provider virtual trainings/meetings. Increase number of providers. Extend relationships with new providers. Encourage providers to look at their businesses in a different, post-pandemic way.</p>	<p><b>RESOURCES/COMM. ENGAGEMENT:</b> Become the first resource people think of for high-quality preschool. CPP needs more community engagement.</p>	<p><b>PROVIDERS:</b> CPP will continue to make sure the voice of the community provider is acknowledged. Help providers function at their maximum quality (apply subtle, increased pressure if necessary). Support multi-modal implementation of universal preschool (community providers must be included). Support childcare staff. Make funding available for expenses not covered by Universal Preschool.</p>	<p>If we have not made any progress on the issue for teachers after five years, we're obviously not the best advocate for true equity and parity. In order to ensure that our educators can provide a quality program for our preschoolers, it is imperative that providers and their employees receive competitive wages so that they can thrive in their personal lives and feel valued for their contributions. Will not be able to sustain or grow without a living wage. A livable wage that enables childcare educators to be valued in their profession leading to higher retention rates.</p>
<p><b>NONPROFIT PARTNERSHIPS:</b> Meet the needs of our partners, families and CPP team - both in-reach and outreach. Continue mixed program delivery.</p>	<p><b>PARTNERSHIPS:</b> Align with partners to build our pipeline to improve and maintain High-Quality seats and Preschool Providers. Partnership for more wrap around services.</p>	<p><b>PROGRAMMING:</b> Preschools should prioritize their social and emotional well-being and provide these services. Deliver culturally competent services and curricula. Be the "model" for quality centers' operations. Move into the birth-3 space. Providing other services to families to meet their needs to maintain household stability.</p>	<p>(The \$15/hour goal was set six years ago so it is totally out of date.) There is a 1:1 relationship between child outcomes and the quality and stability of the staffing. While equity and parity are critical, we simply cannot have positive child outcomes by paying caregivers poverty wages.</p>

<p><b>CPP OPERATIONS:</b> Support staffing vacancies &amp; retention issues. Centralized services &amp; benefits to support centers. SEL support for children &amp; staff. Add deputy director to staff. Review Master Agreement with CPS board. Identify gaps not being filled by other organizations/funders.</p>	<p><b>WHAT IF'S/BROAD ISSUES:</b>  How has our WORK really impacted the student pipeline?  What happens to the providers/families if there's not a levy renewal? We can show the nation two programs that improve children's educational achievements - others can replicate. CPP known as Cincinnati's #1 community leader in the ECE/ preschool community, and as a recognized innovative organization state wide.</p>	<p><b>UNIVERSAL PRESCHOOL:</b> If adopted, there will be a smaller role for CPP to play as we have not made a strong enough case through our work to solidify our position as a major/intricate part of the plan. Ensure that there is a multi-tiered community universal pre K network. CPP has the data, the credibility, and the leadership for Universal Preschool. CPP remains relevant by being leaders in the field and provide innovation and new approaches to a changing environment.</p>	<p>It is not possible to answer your question given the way it was phrased. Equity and parity are both concepts that are defined by their relative position to something else. You have not defined that "something else" and there are many options for what it could be. For example, should equity and parity be measured relative to another career-minded job that a starting preschool teacher could have (phlebotomist), or relative to an educational level achieved (GED or CDA), or relative to a job with high a turnover rate (barista or call center agent), or relative to the pay provided by CPS for starting teachers?</p>
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<p><b>CPP OPERATIONS:</b> Consider role when the Build Back Better bill passes. Bulk purchases for PPE and cleaning supplies. Communicating differently with the community in which CPP serves. Greater community engagement and social leadership. Build on public policy and advocacy. Audit the centers for cost per pupil. Identify what gaps (still) exist that are not being sufficiently filled by other organizations/funders.</p>	<p><b>NEW PROGRAMS/FAMILY SUPPORT:</b> Move into the newborn-3 year old space. Open a center that we can help run as a model. Help families understand the value of preschool. Establish a performance preschool in the community.</p>	<p><b>FUNDING:</b> CPP can assist with deployment of the funds and implementation of programs with the funds. Plan for sustainability after 6 years of funding is gone. If our services are truly funded, we should say so and close shop, but we play a key role in protecting families who want/need family child care.</p>	<p>CPP supports equity in ECE workforce recruitment, retention, and wage parity. \$15 is not enough to provide a family with a living wage; smart investments in the workforce will create educators that not only survive the pandemic but thrive in educating the next generation of children.</p>
<p><b>IMPACT:</b> Does our work impact children's edu performance. Establish the right targets for the remainder of levy funding period for programs other than "pilot programs." Stop spending on programs that are not driving improved results. Understand ECE landscape to learn how CPP can have a greater impact.</p>	<p><b>PROVIDERS:</b> Increase number of providers. Help solve the teacher shortage. Child care staff paid and supported to improve retention.</p>	<p><b>PARENTS/FAMILIES:</b> There are parents who believe they can't afford quality preschool and CPP allows parents to get quality affordable preschool.</p>	<p>Research has proven that the first five years of a child's development is of the utmost importance; therefore having highly-qualified staff in the classroom is very important. In order to attract those highly-qualified people, we must heavily invest in training programs similar to a medical residency in order to prepare, train and pay these teachers above a "living" wage.</p>

**FAMILY SUPPORT:** Address the new barriers that have surfaced. Reconnect families/providers to the CPP as a resource. Provide wrap-around services. Provide post-pandemic resources to ensure mission delivery.





## Summary of Stakeholder Interviews Cincinnati Preschool Promise

### **Process**

Between December 15, 2021 and January 13, 2022, eleven stakeholders were interviewed as part of the strategic planning process for Cincinnati Preschool Promise (CPP). Participants represented a range of organizations, including education providers, local government agencies, and business. They exhibited varying degrees of familiarity with CPP programming, but all had been involved with the organization at some level. Interviewees were promised anonymity. Each person seemed genuinely eager to help and appreciated being included. The small number of participants limits many generalizations, but common themes emerged. Also, the unusually strong similarity in responses resulted in a brief report. Simply, interviewees tended to repeat what someone else had voiced and most views were aligned. Understandably, the impact of COVID was part of all conversations, regarded as an inevitable challenge for program delivery.

### **Composite View**

The organization is well regarded in the community and its mission continues to be supported. But for CPP to thrive and expand its impact, the organization must increase partnerships and consistently communicate its goals and successes through increased marketing.

### **Reputation**

Cincinnati Preschool Promise has a good reputation among those who are familiar with it, and none of the participants gave it an unfavorable review. Most participants said while the recipients of CPP services rate it highly, the organization needs to better define what it does. This theme ran throughout the interviews, although several people mentioned the predictability of this, given the young life of the organization and the community's general lack of understanding about the value of education. Several participants mentioned "the enormity of the challenge" and felt the organization has made great strides forward considering this.

CPP's commitment to equity across operations and program delivery was universally praised. Participants felt the organization follows through on its promises and that Executive Director Chara Fisher Jackson has worked particularly hard on this.

The Executive Director also received high marks for her leadership in general and several interviewees said the organization's reputation has improved since she arrived. When asked what advice they would offer to her, the most frequent responses included suggestions that she increase her personal relationships with partners and constantly tell the story of CPP's successes.

"I love CPP and am so excited about this strategic planning. I'm a big fan."

“They have a good reputation and serve as a powerful changemaker for early childhood education.”

“I totally trust that Chara’s execution of programs will be done equitably.”

“CPP has not yet defined itself well enough to show its true value. It’s something that touches people but what is it?”

“Chara is brilliant-- don’t leave us! Tell us more about what you are thinking and be more proactive about communicating possibilities.”

### **Program Gaps and Potential Responses**

When asked to identify the most critical unmet needs for preschoolers, the most frequent responses included increased access to quality education, community resource coordination, and parenting training. Respondents noted that CPP should continue current programs. The need for wrap-around services was mentioned several times, with a desire for more coordinated communication across providers. Transportation and employment assistance were emphasized multiple times, as well as the need for increased flexibility for parents who frequently have little control over their schedules. Several respondents asked if Preschool Promise levee dollars might be used to address the transportation gap. There were no suggestions about narrowing or eliminating any services.

The shortage of good teachers was mentioned by almost everyone interviewed. Participants agreed that the widespread lack of understanding about a teacher’s critical role results in preschool education’s being a low priority. Interviewees felt this is the primary reason salaries are so low in the profession. Participants asked if CPP and others could advocate more for additional funding, with the hope that recruitment and retention would be easier.

“How could we arrange the building blocks around the family unit, so the child has a foundation?”

“Parents think it’s daycare and the expectations need to be set before enrollment. ”

“CPP could be even more effective if they worked with the learning facilities to figure out the transportation issues.”

“Teacher bonuses help but we can’t predict how long they will last and that impacts recruiting.”

### **Collaboration**

Those interviewed expressed nearly unanimous support for the need to increase collaboration across organizations, this viewed as a continuing path to effective marketing. Several of those who were interviewed mentioned that “it all comes down to relationships” and suggested CPP encourage the funders to speak for the organization as well. One person, reflecting the views of others, said he would advocate more for the organization if he knew more about its outcomes and goals.

Almost everyone mentioned the need to consistently tell the story about how Cincinnati Preschool Promise changes the outcome for teachers and families as well as positively impacts

the community. Interviewees encouraged CPP to work more closely with Jobs and Family Services, regularly approach news services more, and connect with organizations that can help meet some of the service gaps for preschoolers. Several people argued for a more public discussion, supported by solid data, of the many issues surrounding preschool education and the evolving role of CPP, this conversation supported by “solid statistics”.

“The work that led up to the levy passage must constantly be put front and center. Cincinnati Preschool Promise must be successful.”

“I think it’s having the desired impact, but the information on that needs to be more broadly shared so we all know what the program is doing what it is supposed to be doing.”

“Give funds directly to the centers so they can do more targeted advertising.”

“CPP should team up with organizations that are meeting the other needs of the families.”

### **Sustainability**

When asked if CPP should consider more traditional development efforts, almost everyone endorsed this idea. The nearly unanimous view was that any healthy organization should broaden its income streams and not rely exclusively on government funding.

A few respondents asked whether CPP is targeting the individual child or the location of the early childhood education provider. Since many children do not attend Cincinnati Public Schools, there was some concern that children are being missed. Several supported a geographical expansion beyond Cincinnati, but questioned the practicality given this situation. A few felt clarification about the goals of CPP on this topic would be helpful.

“I assumed they already had a development plan.”

“Any additional funding is good as long as it does not lead to a control issue.”

“ Reaching out is not a good idea if someone is accessing a provider located out of Hamilton County even if they live in the county.”

Based on the comments of this supportive group of stakeholders, Cincinnati Preschool Promise promotes its critical mission, delivers effective services and enjoys community support. However, the organization’s future viability requires an expansion of partnerships and increased marketing.

“They are living up to the promise, but can it be better defined and communicated more often?”

“We realize that early childhood education requires drawing on the interests of the larger community. What would attract other organizations?”

“If not for CPP, many children would not have what they need.  
Please thank them for what they do.”

--January 2022

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## Interview Questions

1. Tell me a little about how you have interacted with Cincinnati Preschool Promise.
2. How would you characterize its effectiveness and reputation?  
Why do you describe it that way?
3. Thinking more broadly, what are the 3 critical unmet needs for preschoolers and their families?  
Is the organization particularly well suited to address any of these?
4. Should Cincinnati Preschool Promise expand or add any services?
5. Are there any programs or activities they should narrow in focus or eliminate?
6. As you think about the organization and the levy that financially supports their mission, do you ever see a time where they would need to rely on typical development programs to garner support from foundations and individual donors who do not live in Hamilton County?
7. How would you describe the organization’s effectiveness in living up to its equity policy across operations, program delivery and organizational structure?
8. Early childhood professionals in Cincinnati have median wages below the state and national benchmarks. What do you think that is?  
What would it take to change this?
9. If you could give Executive Director Chara Fisher Jackson one piece of anonymous advice, which of course this is, what would you tell her?
10. What else should Chara and the Board of Managers be thinking about as they do strategic planning for the next 3 years?

# Adjourn

## **Next Meeting**

June 2, 2022

10:00 AM to 11:00 AM