2016-2021
Strategic Plan

*Spreading Our Wings*

Wings Learning Center
On behalf of the Board of Directors, we are excited to share with you the Wings Learning Center’s Five-Year Strategic Plan (2016-2021).

At the core of our Strategic Plan is our Mission:

To improve the quality of life for individuals with ASD throughout their lifespan

We’re proud of the progress we’ve made toward fulfilling this mission over our fifteen-year history. Founded in 2001 by parents who saw an unmet need for a dedicated, nurturing, and comprehensive school environment, Wings now serves 40 students from across the Bay Area. In 2013, we opened our new Redwood City campus, where classrooms, community spaces and an occupational therapy gym are tailored for the unique needs of students with ASD. We have introduced a variety of community resources including our monthly lecture series, autism resource fair, and teacher and occupational therapist internship programs. Today, Wings is sought after by parents and referring schools because of our individualized, functional based programs that help students connect to their community and ultimately enjoy a higher quality of life.

But we know the Wings journey has just begun. Autism in San Mateo County has increased 10 fold in 15 years. Further, the number adults with autism is expected to triple in the next 10 years. Demand for quality programs to support individuals at all ages is rising dramatically. The need for quality programs has never been greater. Within this context, we challenged ourselves to continue to improve our current programs and to serve a broader community of adults with autism.

The Strategic Plan distills our commitment, and delineates our goals and key initiatives for the next 5 years. Many voices are reflected in this plan, including parents, teachers, therapists, school administrators, and community partners. We’re excited with the final Strategic Plan, and we look forward to partnering with you in its implementation. Together, we can make a meaningful difference in the lives of individuals touched by autism.

Karen Kaplan
Executive Director
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Safa Rashtchy
President, Board of Directors

Mission

Our mission is to improve the quality of life for individuals with ASD throughout their lifespan.
Values

• **Student-Centeredness**
  Our programs are focused on our students and put their interests first.

• **Respect Differences**
  We respect each individual’s learning ability, needs and choices.

• **Quality of Life**
  We focus on functionality and meaningfulness of what we teach our students in order to help improve their overall quality of life.

• **Best Practices**
  We invest resources to provide the latest, proven and most effective therapies, pedagogical advances and emerging technologies to deliver our services to our students.
Goals of the 2016 – 2021 Strategic Plan

- Evaluate our existing program and implement needed enhancements.
- Ensure operational and financial strength and long term viability.
- Develop new partnership models to work with families and the larger community.
- Explore the addition of autism programs.
Initiatives:

∞ Conduct an independent, thorough and rigorous evaluation of the current Wings program to assess the efficacy of our program. Implement findings and establish continued assessment model.

∞ Develop and adopt a technology roadmap to improve efficiency, facilitate communications, and enhance learning opportunities for Wings students, parents, teachers, support staff and health care providers.

∞ Maintain competitive compensation in the form of salaries and benefits.

∞ Evaluate professional development strategies with the focus of implementing a program to attract and retain outstanding faculty and staff.
Initiatives:

∞ Expand the Board of Directors to at least eight members, with a minimum 50% non-interested members. The Board will continue to provide financial, fundraising, management and subject matter expertise to propel our next phase of growth.

∞ Build out the Wings management team to enable growth and further optimize programs.

∞ Identify and solidify financial and fundraising sources such as grants, corporate sponsorships, and events to meet expansion goals and ensure a sustainable financial model.
Initiatives:

∞ Evaluate the needs of the community to better serve the education needs of parents, professionals and service providers.

∞ Evaluate and identify partnership opportunities with leading autism research centers in order to accelerate and spread the adoption of effective autism therapies and programs.
Initiatives:

∞ Evaluate the needs of adults (22+) after they age out of the public school system.

∞ Conduct a feasibility study of a non-residential autism program that would encompass meaningful and developmentally appropriate education, recreational and vocational opportunities.

∞ Develop and execute a phased expansion plan into adult programs, pending feasibility study.