DEAR FRIENDS,

Since we set out on this journey, our destination has been crystal clear — to change the system of early care and education – beginning first within our own community, and then reaching beyond.

We are now eight years into this quest, and with each passing year, we see more and more progress; signs that elevate our faith in what we have always believed — that all children deserve and can receive a high-quality early education — is indeed within the realm of possibility. And, what we are doing here in Miami, collectively with our partners like The Children’s Movement of Florida, The Children’s Trust, the Early Learning Coalition of Miami-Dade/Monroe, Miami-Dade County Public Schools, Miami-Dade County, our higher education colleagues, and others, is capturing the imagination of early education advocates around the country.

Make no mistake, much work remains to be done. But there is much promise, too. The most exciting news came this past December, when we were awarded a 5-year, $22.5 million Early Head Start Child Care Partnership (EHS-CCP) grant from the U.S. Department of Health and Human Services Administration for Children and Families, to enhance and expand access to quality infant and toddler care in high-need communities. Our Center is one of 11 among the 21 Educare Learning Network sites awarded an EHS-CCP grant and one of only two United Ways in the country. As a further indication of the leading role Miami is playing in this early care and education transformation, our partners at the Early Learning Coalition of Miami-Dade/Monroe and Miami-Dade County also received EHS-CCP grants — making Miami one of the largest recipients of these federal funds in Florida.

Our Center continues to be a leader in professional learning — expanding our offerings to thousands of early care and education professionals. At the same time, our Center staff is quickly becoming recognized leaders in their fields and highly-sought for their expertise and knowledge, at both national and international conferences.

With much pride and excitement, we share with you this report. It showcases just one piece of our work at United Way of Miami-Dade – our focus in early education – which is cornerstone to our overall efforts to improve the education, financial stability and health of all of our residents. We thank you for your support . . . and we ask for your continued involvement as we carry forward.

Harve A. Mogul  
President and CEO  
United Way of Miami-Dade

Gene Schaefer  
Board Chair  
United Way of Miami-Dade
OUR APPROACH

MISSION

Elevate the quality of early care and education in Miami-Dade and beyond.

Our mission is supported by three guiding principles:

EDUCATE
The Center educates families and early care professionals on how to become agents of change and improve early care and education at home and in the classroom. By providing professional learning and resources, created and delivered by leading experts in the field of early education, the Center addresses the educational and developmental needs of our most deserving citizens – our children. Beyond educating families and early care professionals on evidenced-based practices, the Center equips stakeholders with the knowledge and tools to understand and deliver high-quality early care and education.

DEMONSTRATE
The Center demonstrates how to improve the quality of services and programs available to young children by serving as a model for observation and implementation of evidenced-based practices. Additionally, it models a variety of cost options for those interested in revamping or building centers of high quality. The practices modeled at the Center’s Demonstration School, Educare of Miami-Dade, are supported by research. The unique composition of the building allows for in-depth observation of those practices without interrupting the children’s learning process.

ADVOCATE
The best way to create a comprehensive and efficient early childhood system is to educate and mobilize the community to support and improve policies for young children. Effective, evidence-based early childhood policies, programs and services go a long way in supporting stronger families and communities. The Center empowers families and educators to demand the highest quality care for all children, brings together leading child advocates, and works with business leaders and lawmakers to raise the standards of early care and education and support sustainable and lasting change. The Center furthers the impact of its advocacy efforts by building strategic partnerships and a spirit of collaboration among those involved in early care and education.

VISION

All children will have access to the highest quality early care and education so they can have the best possible start.
We do this by partnering with universities, nationally and locally renowned experts, and community organizations to help early education practitioners elevate their skills and knowledge. Today, the Center is a hub for professional learning, with numerous programs and an ever-growing number of participants.

COMMUNITY-WIDE TRAININGS
Our on-going community-wide trainings program has more than 3,000 participants across more than 47 locations in Miami-Dade County. Through these trainings, early care and education professionals learn evidence-based practices in curriculum, learning environments, family engagement and inclusion. These trainings, taught in both English and Spanish, are funded by the Early Learning Coalition of Miami-Dade/Monroe.

“We are pleased to be a part of the growing partnership between agencies to provide a greater impact that will guarantee successful outcomes for Liberty City’s Early Childcare Educators.”

– Terry Rutherford, Miami Children’s Initiative

EARLY CHILDHOOD PROGRAM ADMINISTRATOR’S INSTITUTE (ECPAI)
Since its inception in 2007, the number of ECPAI graduates has continued to climb. As of this year, more than 570 early care and education professionals completed ECPAI – a three-semester management and business leadership training program, offered in English and Spanish. The courses, its books and all required materials are provided through funding from The Children’s Trust.

“When I became a family child care provider, there wasn’t much information about how to be an administrator of an early care program in a home setting. ECPAI taught me how to be strategic and how to manage my program effectively. Now, as an ECPAI instructor I get to share what I have learned and experienced.”

– Arlene Lambert, ECPAI instructor

PROFESSIONAL LEARNING SESSIONS
This year, the Center provided 561 PROFESSIONAL LEARNING SESSIONS to 3,551 early care and education PROFESSIONALS AND FAMILIES.

578 EARLY CARE AND EDUCATION PROFESSIONALS have completed the Early Childhood Program Administrator’s Institute, elevating the quality of 450 PROGRAMS IN OUR COMMUNITY.
“We were offering a good program but we understood that we needed to offer a real quality program. We knew we wanted to change and United Way has been a partner in this change. Through the Pathways to Quality trainings, we have been able to really guide our teachers on what are meaningful and powerful interactions with young children.”

– Jenny Tettner-Gugig, Michael Ann Russell Jewish Community Center

**TOTAL NUMBER OF TRAINING PARTICIPANTS IN SESSIONS:**

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<td>50</td>
<td>98</td>
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Pathways to Quality focuses on elevating the quality of United Way of Miami-Dade-funded early care and education programs by helping them set their own goals and guide their own growth. Pathways provides accreditation mini grants, conference scholarships and leadership development. The four-year program is ending in June 2015.

“The opportunity to participate in the MAESTRO program was an unforgettable experience that for sure is going to help me to improve my teaching and motivate children even more.”

– Rosa Feraud, teacher at Notre Dame Child Development Center

**START KIDS BRIGHT SERIES**

Through a generous grant from Betsy and George Sherman, this year the Center partnered with Early Childhood Investigations to provide Start Kids Bright, a professional learning series focused on providing early care and education practitioners with the necessary tools to elevate the quality of early education in communities across the nation and abroad. The series, comprised of five webinars, reached 4,442 early care and education professionals in 57 countries and featured national experts in the areas of dual language, infant and toddler education, and technology including Dr. Alison Gopnik, Dr. Peter Mangione, Judy Jablon and Dr. Mileidis Gort.

**MENTORING ALL EDUCATORS, SUPPORTING TEACHERS, RAISING OUTCOMES (MAESTRO)**

We know literacy is one of the key elements for every child’s academic success. With funding from The Children’s Trust, the Center created the MAESTRO program, an all-inclusive approach to improving literacy instruction through a dynamic combination of large group training and one-on-one coaching. Participating teachers improved their literacy instruction in order to help their students enter kindergarten ready to learn and achieve long-term academic success. The program, which concludes this summer, provided nearly 30 teachers with a total of 7,776 one-on-one coaching hours over the past four years.

“Having the opportunity to participate in the MAESTRO program was an unforgettable experience that for sure is going to help me to improve my teaching and motivate children even more.”

– Rosa Feraud, teacher at Notre Dame Child Development Center

**4,442 EARLY CARE AND EDUCATION PROFESSIONALS reached through webinars in 57 COUNTRIES.**
EARLY HEAD START CHILD CARE PARTNERSHIP

In December 2014, the United Way Center for Excellence in Early Education was awarded a 5-year, $22.5 million grant to enhance and expand access to quality infant and toddler care in high-need communities as part of the U.S. Department of Health and Human Services Administration for Children and Families, Early Head Start-Child Care Partnership (EHS-CCP) grant. This makes our Center one of 11 among the 21 Educare sites awarded the grant, and one of only two United Ways in the country. Twenty newly hired early care and education professionals, across 17 programs throughout Miami-Dade County, will prepare 320 children to enter kindergarten over the next 5 years. Our longtime partners, the Early Learning Coalition of Miami-Dade/Monroe and Miami-Dade County, were also awarded grants that will allow expanded access to quality early care and education to more than 1,000 young children ages birth to 36 months.

“These awards speak volumes about our collective work in advocating for Miami-Dade’s children and families. It makes the case for why quality early education is so critical to our success as a community and a nation.”

–Harve A. Mogul, president and CEO of United Way Miami-Dade

EARLY HEAD START CHILD CARE PARTNERSHIP

Research has shown that Early Head Start successfully helps infants and toddlers develop essential cognitive and social skills, while encouraging families to actively support their child’s health and education. Yet, only 4 percent of eligible children under age 3 living in poverty are part of the Early Head Start program.

“These new partnerships are a game changer for children from birth to age three and their families, both in Educare communities and across the country.”

–Gladys Montes, vice president of United Way Center for Excellence in Early Education

EXPANDING OUR REACH IN UNDERSERVED COMMUNITIES IN MIAMI-DADE COUNTY

Location of the 17 centers served through the grant in Miami-Dade County
EMPOWERING EDUCATORS. ELEVATING QUALITY.

Providing our staff with opportunities for professional growth is at the core of the Demonstration School’s work. This allows for the teachers and staff to not only help carry the Center’s mission to help elevate the quality of early care and education, but also encourages them to reach new heights by becoming leaders in their fields.

Last year, our staff presented at numerous national and global conferences, sharing their expertise and knowledge on a wide range of topics.

Visible Thinking South Florida Conference  
Staff presenters: Paula Moujalli, Heidi Reinin and Vivyan Sanchez  
Topic: Visible Thinking framework

Plan, Play & Learn HighScope Regional Conference  
Staff presenters: Marta Espinel, Esther Marante, Paula Moujalli and Sharon Wilson  
Topics: HighScope curriculum and tour of the Center

Project Approach Symposium  
Staff presenters: Anita Galbraith, Hazel Ramirez, Meyling Arguello, Maria Cabrera, Jessica Sanchez, Veronica Garcia, Adriana Alvarado and Vivyan Sanchez  
Topics: Classroom projects and Project Approach

World Forum Foundation on Early Care and Education  
Staff presenters: Luisa Cotto  
Topic: Technology

One Goal Summer Conference  
Staff presenters: Veronica Garcia, Lenny Marante and Maria Serra  
Topics: Routines, infant and toddlers, intentional teaching and Project Approach

Florida Association for the Education of Young Children (FLAEYC)  
Staff presenters: Anita Galbraith, Paula Moujalli, Adriana Alvarado and Maria Serra  
Topics: Project Approach, early literacy and dual language

Early Learning Coalition Conference, Children First: Envisioning our Future  
Staff presenters: Columba Yeabale, Esther Marante, Veronica Garcia, Heidi Minster, Maria Serra and Luisa Cotto  
Topics: Project Approach, technology, and early literacy

PICA Head Start in Minneapolis  
Staff presenters: Luisa Cotto and Jessica Scher  
Topic: Advocacy

At the 2014 National Association for the Education of Young Children (NAEYC) Annual Conference in November, Demonstration School parent Ryan Pontier, Ph.D., and Center committee member and early child care education specialist Luis Hernandez, were featured in a family engagement video. Staff member Luisa Cotto, who participated in a technology panel at the conference, was featured in a technology video. Both videos were produced by Ready Rosie in partnership with NAEYC. Scan the QR Code to watch the videos or visit http://tinyurl.com/NAEYCVideos

FAMILY ENGAGEMENT

At 6-months-old Harmony was diagnosed with Fetal Alcohol Syndrome, causing developmental delays in her speech, language, and in her gross motor and fine motor skills. Her then-foster parents enrolled Harmony in the Demonstration School’s Early Head Start program where a skilled team of educators quickly partnered with the family to provide her with onsite therapies, as well as ongoing support in her sensory development. Today, Harmony is a happy kindergartner, where her transition was seamless. She’s reading at a second grade level fluently, with comprehension; she’s motivated to learn, enjoys reading, ice skating and gymnastics.

“I attribute much of her success to the quality of her early child care education and the support she received while attending the Center. It was the best decision I ever made.”  
– Anailene Marban, mom

PARENTS ATTEND EDUCARE FAMILY VOICES EVENT

In early March, the Educare Learning Network held the Educare Family Voices: Engagement Takes a Village in Atlanta. Two parents from the United Way Center for Excellence in Early Education Dolphin Digital Media Demonstration School, Educare of Miami-Dade, Xenia Cotalero and Juan Muhammad, joined families and staff from 13 Educare schools from across the country. The historic event marked the first time the Educare Learning Network gathered families from so many schools to speak to one another, share ideas and learn about efforts at other schools.
The brain and the ability to think are shaped by experiences.

The capacity of the brain to think in different ways – the ability to problem solve, reflect, and be open to new ideas – is built over time and exposure, with the greatest potential in the early years of life – when most of the brain is forming. This is why at the Demonstration School, teachers engage children in in-depth investigations of real-world topics through Project Approach. These projects, though facilitated by the teachers, are all child-driven and they can take place over several months, providing the children with ample opportunities for their ideas and interests to be valued, their creativity to be nurtured and their learning needs to be met.

This year, the children from infant to toddler classrooms explored...

- metamorphosis through the study of BUTTERFLIES
- technology through the creation of new MACHINES
- physics and engineering through the exploration of RAMPS
- conservation and precipitation through the study of WATER
- force through MAGNETS
- SELF-IMAGE through the exploration of artwork and expressions
What was your first impression of the United Way Center for Excellence in Early Education?

I had never seen an institution whose exterior matched the inner workings – every layer of programming, implementation and professional development was first rate – all research-based, quality-driven and vetted.

What's a day as chair of the Center's committee?

It provides me with the opportunity to work with the Center's partners who are passionate about and committed to providing the best possible start for children in our community, as well as explore areas where public policy can make an impact on early care and education.

What do you find most challenging about the work you do at the Center?

Keeping an eye on the big picture – elevating the quality of early care and education is not just a cause, but a raison d'etre and involves strategically placing our professionals and our partners in all foreseen and unforeseen areas that can lift early care and education.

Why are you so passionate?

I believe that those who are in a position to give – need to give. I feel very lucky to have my heart and intellect in alignment and am fortunate enough to be able to share my time in being part of United Way’s mission and vision.

If you could solve one problem in our community, what would that be?

A living wage could lift our families out of the inter-generational perpetuation of poverty that prevents them from obtaining access to quality early care, educational opportunities, safe housing, nutritional needs and health care.

What is the single most important thing each of us can do to make the world a better place for all children?

We must do all we can to support our families’ success. This goes hand in hand with preparing children to be successful in school. The payoff will show itself in healthy and strong communities and ultimately a stronger nation.

One piece of advice to incoming chair, Annelies H. Da Costa Gomez?

Dream big, don’t wait to be invited but rather show up. Be ready, willing and able to share your passion, questions, curiosity, care and concern. Keep talking about what concerns you. Your voice is what our children and their families need.
THE CENTER DEDICATES ITS ART STUDIO IN MEMORY OF ALESIA CRUCHLEY MOGUL

On February 12, the Center dedicated the Art Studio at the Demonstration School in honor of Alesia Cruchley Mogul, a lifelong advocate for quality education for all children and friend of the arts. It was through the generous donations of many of Alesia's personal friends and family that made this dedication possible.
**FUNDING PARTNERS**

**$5 MILLION +**
- The Batchelor Foundation
- Geraldine and Bennett LeBow

**$1 MILLION - $4,999,999**
- Edmund N. Ansip
- The Buffett Early Childhood Fund
- The Children’s Trust
- Miami-Dade County
- Royal Caribbean/Celebrity Cruises

**$100,000 – $999,999**
- Applebaum Foundation
- Aria/B Family
- AT&T
- Auto Nation
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- Kerrin and Peter L. Bermond
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- Educare Learning Network
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- FedEx Latin America and Caribbean Division
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- Steven J. Salomtz
- United Way of Miami-Dade
- Women’s Leadership
- Therese Uriarte in memory of R. Kevin Klotz
- Warren Weiser
- Wells Fargo Foundation on behalf of Wells Fargo Home Mortgage

**$10,000 – $99,999**
- Abess Family
- Aetna Foundation
- Sari and Arthur, MD Agatston
- Argel Family
- Badia Spices, Inc.
- Hilarie Bass
- Ana and Manny Becerra
- Yolanda and Jeffrey Berkowitz
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- Susan and Mark D. Bloom
- Community Playthings
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- The Cruise Industry Charitable Foundation
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- Toni and Carl Randolph
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- The Robbie Foundation for Children
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- Young Leaders
- Wells Fargo
- Mary M. Young

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- Amelia Rea Maguire
- JPMorgan Chase
- The Joy of Learning
- JMorgan Chase
- Soledad Juncadella
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- Tamara A. Klinker and Mayco Villafañza
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- Magic City Casino
- Amelie Bea Maguire
- Yvuseli and Guimel Martinez
- Ali R. Maulini
- Judith and Robert Maynes
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- Tenet Healthcare Foundation
- United Way of Bluegrass
- Jo and John C. Sumberg
- Tenet Healthcare Foundation
- United Way of Greenville County
- Victoria E. Villabla
- Whole Kids Foundation
- Cynthia E. and Lynn C. Washington
- Marie-Ilene and Thomas Whitehurst
- Yoss LLP

**$10,000 – $99,999**
- Against Hunger
- Argentina
- John C. Sumberg
- Tenet Healthcare Foundation
- United Way of Bluegrass
- Jo and John C. Sumberg
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- United Way of Greenville County
- Victoria E. Villabla
- Whole Kids Foundation
- Cynthia E. and Lynn C. Washington
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In the past eight years, the United Way Center for Excellence in Early Education has had the privilege of working alongside key partners who share in this vision and embody the spirit of collaboration. Together, we continue to elevate the quality of early care and education in Miami-Dade and beyond.

**CENTER PROGRAM PARTNERS**

- Aetna Foundation
- Barry University
- Bright Smiles/Colgate
- Catholic Charities of the Archdiocese of Miami
- Center for Autism and Related Disabilities
- Children’s Forum
- The Children’s Movement of Florida
- The Children’s Trust
- Community Playthings
- The Early Childhood Initiative Foundation
- Early Learning Coalition of Miami-Dade/Monroe
- Educare Learning Network
- Fairchild Tropical Botanic Garden
- Family Central, Inc.
- Family Counseling Services of Greater Miami, Inc.
- Florida Department of Children and Families
- Florida Head Start Collaboration Office
- Florida International University, School of Education
- Florida State University
- The Hawm Foundation
- Head Start/Early Head Start Program
- Healthy Start Coalition
- Hearing and Speech Center of Florida, Inc.
- HighScope
- Injury Free Coalition for Kids - Miami
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- Miami Dade College
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- Miami-Dade County Public Schools
- Miami Project
- National Association for the Education of Young Children
- Nova Southeastern University
- Ounce of Prevention Fund
- Short Chef
- Southeastern Community Mental Health Center
- Teaching Strategies
- Tiny Ninjas
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- United Way Worldwide
- University of Miami
- University of Miami Frost School of Music
- University of Miami Mailman Center
- University of Miami School of Education
- Visible Thinking, South Florida
- Wells Fargo Foundation on behalf of Wells Fargo Home Mortgage
- Zero to Three

**THE CENTER BENEFITS FROM RELATIONSHIPS WITH NATIONAL UNIVERSITIES**

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- Florida Head Start Collaboration Office
- Florida International University, School of Education
- Florida State University
- The Hawm Foundation
- Head Start/Early Head Start Program
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In the past eight years, the United Way Center for Excellence in Early Education has had the privilege of working alongside key partners who share in this vision and embody the spirit of collaboration. Together, we continue to elevate the quality of early care and education in Miami-Dade and beyond.
“Every child deserves a champion: an adult who will never give up on them, who understands the power of connection and insists they become the best they can possibly be.”

– Rita Pierson, a lifelong educator and child advocate, from her TED talk in New York City in April, 2013.