Welcome to Minneapolis, Minnesota, and the 2019 Child Care Aware® of America Leadership Institute – our annual gathering as Child Care Resource and Referral Leaders. Together, you and your colleagues come from more than 30 states, and represent leaders from state networks, local child care resource and referral agencies, and key partners from your communities. This year’s theme, *Exceeding the Vision; Expanding the Possibilities*, honors our leadership accomplishments and focuses on the urgent work to expand access to high-quality child care for all families.

Throughout the Institute, you will notice that our sessions are designed around the needs of a CCR&R leader to help you effect change in your own communities. Our Pre-Institute begins with two session options: “Multiply Your Influence,” a John Maxwell Training, which will focus on traits and characteristics of a good leader; and “Healing from the Heart: Sesame Street in Communities Resources to Support Traumatic Experiences,” which will explore how trauma impacts families and how we as leaders in the early childhood field can be better equipped to lessen its effects.

Over the next few days, you will learn about the promising work of your peers on issues such as apprenticeships, corporate connections, family and community engagement, and the changing workforce. You will also hear lessons learned from the field about infants and toddlers during disasters, and how to use the Child Care Data Center data to influence impactful decisions at a policy level. And you’ll engage in discussions around federal and state child care policies that will ensure CCR&Rs are part of the growing national conversation about child care.

Our 2019 Leadership Institute Planning Committee – made up of 10 of your peers – worked especially hard to incorporate extra time for attendees to engage in meaningful conversations with colleagues from across the nation. This year, we are offering optional, off-site excursion opportunities in the evenings that aim to provide space for you to connect with colleagues and friends, forge new relationships, and learn about the great work that is occurring across the country.

We are honored to bring you together for what promises to be stimulating and inspiring exchanges of ideas and innovations. Thank you for your unique contributions to our field. I look forward to exceeding the vision and expanding the possibilities with you!

Best,

Lynette M. Fraga, Ph.D.
Executive Director
Child Care Aware® of America
**SCHEDULE AT A GLANCE**

**SUNDAY**
**OCTOBER 6, 2019**

- NOON - 7:00 PM
  Registration Open

- 1:00 PM - 4:30 PM
  Joint Council Meeting
  (State Network and Membership Council Members)

- 5:00 PM - 6:30 PM
  Pre Institute Sessions
  (Choose one; pre-registration required)
  - Multiply your Influence - A John Maxwell Training
  - Healing from the Heart: Sesame Street in Communities Resources to Support Traumatic Experiences

- 7:00 PM - 9:00 PM
  Welcome & Networking Reception

**MONDAY**
**OCTOBER 7, 2019**

- 6:00 AM - 9:00 AM
  Breakfast

- 7:00 AM - 6:00 PM
  Registration Open

- 8:00 AM - 8:45 AM
  Newcomer Session

- 9:00 AM - 9:15 AM
  Welcoming Remarks

- 9:15 AM - 10:30 AM
  Opening Session - Quality Child Care and the Workforce Infrastructure

- 10:30 AM - 10:45 AM
  Break

- 10:45 AM - NOON
  The Changing Workforce in the U.S. - Implications for CCR&Rs

- 12:15 PM - 1:15 PM
  Networking Lunch

- 1:15 PM - 1:45 PM
  Break

**TUESDAY**
**OCTOBER 8, 2019**

- 6:00 AM - 9:00 AM
  Breakfast

- 7:00 AM - 6:00 PM
  Registration Open

- 3:00 PM - 3:30 PM
  Break

- 3:30 PM - 4:45 PM
  Apprenticeships and More: Two Models Solving the Dilemma of a Qualified Early Childhood Workforce in Local Communities

- 5:00 PM
  Adjourn

- 6:00 AM - 9:00 AM
  Breakfast

- 7:00 AM - 6:00 PM
  Registration Open

- 9:00 AM - 10:15 AM
  Hill Happenings: Federal Policy Updates

- 10:15 AM - 10:45 AM
  Break

- 10:45 AM - NOON
  Keynote - Challenges and Opportunities in State Child Care Policy

- 10:45 AM - 3:00 PM
  BREAKOUT SESSIONS
  - NDS in Transition: The Path Forward
  - Family and Community Engagement as a Mobilizer for Transformational Change Within CCR&Rs
  - Counting Young Children Helps Them Thrive: How Early Learning Providers Can Help Count All Kids in the 2020 Census

- 3:00 PM - 3:30 PM
  Break

- 3:30 PM - 4:45 PM
  Apprenticeships and More: Two Models Solving the Dilemma of a Qualified Early Childhood Workforce in Local Communities

- 5:00 PM
  Adjourn

**WEDNESDAY**
**OCTOBER 9, 2019**

- 6:00 AM - 9:00 AM
  Breakfast

- 7:00 AM - NOON
  Registration Open

- 9:00 AM - 10:15 AM
  BREAKOUT SESSIONS
  - Considerations for Infants and Toddlers During Disasters: Lessons learned from the field
  - Child Care Data Center (CCDC): Accessing the Data to Make Impactful Decisions
  - Strategies for Creating an Equitable Child Care System

- 10:15 AM - 10:45 AM
  Break

- 10:45 AM - NOON
  Closing Session - Leadership Reflections: Intentionality, Equity, and Special Populations

Optional off-site excursions
(advanced sign-up required)

**LEGEND**
- Breakout Sessions
SUNDAY
OCTOBER 6, 2019

1:00 PM - 4:30 PM
Joint Council Meeting
Child Care Aware® of America's State Network Council and Membership Council members will join together for this in-person meeting.

ROOM: Plymouth Ballroom A

5:00 PM - 6:30 PM
Pre-Institute Sessions (Pre-Registration Required)

- Multiplying Your Influence
  The culture of John Maxwell is about adding value to others. Join us for a session conducted by a certified John Maxwell trainer who will provide an overview of traits and characteristics of great leaders and discuss how to develop leadership skills in yourself and others. This special session will focus on multiplying your influence as a leader in your own community while also impacting the early childhood education system.

  PRESENTER: Robin Phillips, Chief Executive Officer, Child Care Aware® of Missouri
  ROOM: Plymouth Ballroom B

- Healing from the Heart: Sesame Street in Communities Resources to Support Traumatic Experiences
  When a child endures a traumatic experience, the whole family feels the impact. But adults hold the power to help lessen its effects. Sesame Street, together with CCAoA, is excited to build a partnership to provide your staff with the tools they need to celebrate the resilience of families and help little ones manage big feelings. Join us for an engaging workshop where you’ll:
  - Learn about Sesame Street in Communities, a free online platform for parents and providers learning and living with children;
  - Explore assets specific to traumatic experiences topics; and
  - Plan for the professional development of staff using these assets in the coming year!

  PRESENTER: Antonio Freitas, Senior Content Manager, US Social Impact, Sesame Workshop
  ROOM: Plymouth Ballroom A

MONDAY
OCTOBER 7, 2019

7:00 PM - 9:00 PM
Networking Reception
ROOM: Leadership Institute Registration Area

8:00 AM - 8:45 AM
Newcomers Session
An introductory and networking session designed for first-time Child Care Aware® of America Leadership Institute participants. Learn how to maximize your Leadership Institute experience with tips from our Partner Success team, network with your fellow “newcomers,” and meet our Executive Director and members from our governance as we prepare for Exceeding the Vision; Expanding the Possibilities.

  PRESENTERS: Sara Diamond, Partner Success Director, Child Care Aware® of America; and Mindy Bennett, Interim Deputy Chief of Partnerships, Child Care Aware® of America
  ROOM: Turquoise

9:00 AM - 9:15 AM
Welcoming Remarks
Join us as Lynette Fraga, Child Care Aware® of America’s Executive Director, kicks off our 2019 Leadership Institute.

  ROOM: Plymouth Ballroom

---

Child Care Aware® of America

---

2019 Leadership Institute | Oct 6-9, 2019 | Minneapolis, MN
9:15 AM - 10:30 AM

**Quality Child Care and the Workforce Infrastructure**

Join us for a high level conversation around how the investment in high quality child care can have a substantial impact on the local workforce infrastructure. Economist Rob Grunewald will facilitate a conversation between expert business leaders who will share their viewpoints around child care challenges and their perspectives on how chambers, local business leaders and CCR&R agencies can work together to address these issues.

**PRESENTERS:** Rob Grunewald, Economist, Community Development Department, Federal Reserve Bank of Minneapolis; Julia Barfield, Senior Manager, Policy & Programs, U.S. Chamber of Commerce Foundation; and Scott McMahon, Senior Lobbyist, Greater Minnesota Partnership

**ROOM:** Plymouth Ballroom

10:30 AM - 10:45 AM

**Break**

10:45 AM - NOON

**The Changing Workforce in the U.S. - Implications for CCR&Rs**

The Gig Economy. Side Hustle. Freelancing. Over the past decade, these terms have become more common in news reports about the national workforce. Research has shown that the U.S. workforce is changing. For example, there has been a 115% increase in the number of U.S. employees who work from home. A survey conducted by the Federal Reserve in 2017 concluded that approximately 31% of the American workforce reported engaging in a “gig” economy during the previous month, and roughly 17% of the workforce works a nonstandard hour schedule. The changing workforce landscape may have a substantial impact on the child care landscape. For instance, providers themselves may be required to work nonstandard schedules in order to continue operating.

How can CCR&Rs best support families who have alternative work situations? How can the supply of child care be increased in order to meet the needs of these families? Data from several nationwide surveys will be used to paint a picture of the current workforce landscape in the United States.

**PRESENTERS:** Jessica Tercha, Director of Research, Child Care Aware® of America

**ROOM:** Plymouth Ballroom

12:15 PM - 1:15 PM

**Networking Lunch**

**ROOM:** Plymouth Ballroom

1:15 PM - 1:45 PM

**Break**

1:45 PM - 3:00 PM

**Corporate Connections: A Business Engagement Panel**

This session highlights collaborations between CCR&Rs and the business community. Our panel of CCR&Rs will share perspectives on relationship building, engagement, messaging, and more. This is the perfect opportunity for conference participants to share their own successes and challenges serving and engaging the business community.

**PRESENTERS:** Jen Bump, Senior Advisor, Child Care Aware® of America; Marcia Schlattman, Program Manager, Milestones; Michel Nelson, Director of Community Engagement, Child Care Aware® of Washington; Kim Perrelli, Executive Director, Child Care Resources; and Melissa Juhl, Regional Director, Iowa Child Care Resource and Referral, Mid-Sioux Opportunity, Inc.

**ROOM:** Plymouth Ballroom

3:00 PM - 3:30 PM

**Break**

3:30 PM - 4:45 PM

**Apprenticeships and More: Two Models Solving the Dilemma of a Qualified Early Childhood Workforce in Local Communities**

Welcome to the Late Afternoon Show! We have an all-star lineup ready to share more about their approach to support family child care providers and center-based early educators in their pursuit of excellence. Learn more and discuss the growing trend of apprenticeships in this session as we explore two models offered through strategic partnerships, including CCR&Rs.

**FEATURING:** Michael Olenick, Ph.D., President and CEO of Child Care Resource Center (CCRC); Chad Dunkley, CEO, New Horizon Academy; Hope Doreer, Faculty, School of Education, Minneapolis College; and Cory Woosley, Director of Workforce Development, Child Care Aware® of Minnesota.

**ROOM:** Plymouth Ballroom

5:00 PM

**Adjourn**
TUESDAY
OCTOBER 8, 2019

6:00 AM - 9:00 AM
Breakfast
Breakfast is available in the dining area for all hotel guests as part of their stay at the Embassy Suites. Please enjoy a made-to-order breakfast between 6 a.m. - 9 a.m. You are welcome to bring your food to the Plymouth Ballroom.

9:00 AM - 10:15 AM
Hill Happenings: Updates on Child Care Policy Action on Capitol Hill
This session will provide updates on federal policy action related to child care and early learning. Participants will also join a discussion about how CCR&Rs can engage in the growing national conversation about child care.

PRESENTERS: Ami Gadhia, Chief, Policy, Research and Programs, Child Care Aware® of America
ROOM: Plymouth Ballroom

10:15 AM - 10:45 AM
Break

10:45 AM - NOON
Challenges and Opportunities in State Child Care Policy
This session will showcase some of the great work that states are doing to advance access to quality, affordable child care. Come hear from your peers and learn about strategies and tactics to help you accomplish your legislative goals.

PANELISTS: Michael Olenick, Ph.D., President and CEO of Child Care Resource Center (CCRC); Encarni Gallardo, Executive Director, Children’s Service Society of Utah; Ann McCully, Executive Director, Child Care Aware® of Minnesota; Robin Phillips, CEO/Executive Director, Child Care Aware® of Missouri; and Steve Rohde, Deputy Director, Resource & Referral Services, Maryland Family Network
MODERATOR: Ami Gadhia, Chief, Policy, Research and Programs, Child Care Aware® of America
ROOM: Plymouth Ballroom

NOON - 12:15 PM
Break

12:15 PM - 1:15 PM
Lunch
ROOM: Plymouth Ballroom

1:15 PM - 1:45 PM
Break

1:45 PM - 3:00 PM
Breakout Sessions (Select one of three sessions)

NDS in Transition: The Path Forward
What are the proposed solutions that will meet the needs that the National Data System (NDS) meets? What are the implications for my agency? And, even if you don’t use NDS, come learn about the new innovations in data, customer service, and referral management in the field!

PRESENTERS: Matthew Henry, Chief Information Officer, Child Care Aware® of America
ROOM: Sapphire

Family and Community Engagement as a Mobilizer for Transformational Change Within CCR&R
CCR&R agency professionals are essential partners with families seeking early childhood care and education services. Embedding a rich family and community engagement (FCE) strategy as a fundamental part of agency infrastructure is key to having a transformative impact. This session will illuminate the latest research pointing to the immediate and long-term beneficial impact of engaged families and positive early childhood experiences; elements of a high quality family and community engagement strategy; examples of FCE innovation employed within CCR&R agencies; and strategies CCR&Rs may use to mature their own strategy.

PRESENTERS: Kim Engelman, Senior Advisor, Family & Community Engagement (Senior Advisor, Family & Community Engagement), Child Care Aware® of America; Jennifer Drake, Director of Family & Community Engagement, National Center on Parent, Family, and Community Engagement; and Jennifer Olsen, Sr. Training & Technical Assistance Specialist, National Center on Parent, Family and Community Engagement
ROOM: Turquoise
**Counting Young Children Helps Them Thrive:**
*How Early Learning Providers Can Help Count All Kids in the 2020 Census*

The Decennial Census will be conducted in 2020. Counting young children helps ensure that their communities get full legislative representation, and their states and communities get their fair share of $800 billion in federal funds each year, including funding for child care and other early learning programs. In 2010, the Census missed over 2 million young children ages 0-4. Learn how child care providers can help ensure that all young children are counted in the 2020 Census. The Count All Kids and the Census Bureau are both developing materials that child care providers can use to educate families with young children about the benefits of responding to the Census and the importance of counting all young children in their households.

**PRESENTERS:**
Joseph Nett, Director, Child Care Emergency Partnerships, Coalition on Human Needs
Jillian Ritter, Data Analyst, Child Care Aware® of America; Julie Looper Coats, Director, Emergency Preparedness and Response, Child Care Aware® of America; Valerie Peterson, Director of Financial Supports, Child Care Aware® of America; Collette Sawyer, Child Care Consultant/NAEYC Specialist, Community Service Council/CCRC; and Lisa Babb, Strategic Director, Program Operations - 4C for Children

**ROOM:** Sapphire

**3:00 PM - 3:30 PM**
**Break**

**3:30 PM - 4:45 PM**
**CCAOA Child Care Licensing Database: Benchmark and Reporting**
In January 2018, CCAoA embarked on a year-long advisory panel and discovery process to inform the development of updates to our child care state licensing and oversight benchmarks. We will provide updates and findings from this process, as well as the results of our Spring 2019 pilot of the new benchmarks, self-assessment tool, and reporting structure with licensing staff in 3-4 states.

**PRESENTERS:** Dionne Dobbins, Ph.D., Senior Director of Research, Child Care Aware® of America; Jessica Torcha, Director of Research, Child Care Aware® of America; Veronica Fernandez, Researcher & Faculty, University of Miami; and Johayra Bouza, Doctoral Student, University of Miami

**ROOM:** Plymouth Ballroom

**5:00 PM**
**Adjourn - Dinner/Explore**
Optional off-site excursions hosted by Child Care Aware® of America and Child Care Aware® of Minnesota
(Limited space; advance sign-up is required. For more information, please see the registration desk.)
Leadership Reflections: Intentionality, Equity, and Special Populations

To realize significant, sustainable, and positive impacts on early childhood teaching practices, professional development leaders must intentionally and skillfully listen to, engage with, and support those at each level of influence—individual educators, program teams and leaders, professional development providers and faculty, and others leading the systems work. Additionally, intentional considerations and actions must be given and taken in order to advance equity and effectively support the diverse field. How do you ensure special populations are authentically represented in and served by professional development efforts? What strategies support individuals from special populations to positively impact their practice? Join a panel of your peers as they explore these questions and more thoughts about supporting some of their workforce’s special populations, such as, dual/multi-language learners, educators of color, first-generation college students, and infant-toddler educators.

PRESENTERS:
Sarah LeMoine, Senior Director, Professional Development and Workforce Innovations Department, ZERO TO THREE; Todd Barnhouse, CEO, Ohio Child Care Resource and Referral Association; Juanita Webb, Professional Development Manager, Kentucky Governor’s Office of Early Childhood; and Amy Booth, Early Care and Education Coordinator: Health and Safety, Child Care Aware® of Kentucky: Resource and Referral Network, Human Development Institute, University of Kentucky

ROOM: Plymouth Ballroom

10:15 - 10:45
Break

Child Care Data Center (CCDC):
Accessing Data to Make Impactful Decisions

Too often, decisions about child care systems, policies and funding are made in the absence of strong data. In partnership with national experts and CCR&Rs, Child Care Aware® of America is developing a system to help change that. The Child Care Data Center (CCDC) will allow users to pair child care data with data from other sectors to tell rich stories—about access, affordability and health in child care. In this session, we will share the CCDC prototype and use a case study on the supply of and demand for inclusive care in Illinois, which demonstrates how the CCDC can help us leverage and lift up the work of CCR&Rs through data-driven advocacy.

PRESENTERS: Jessica Rose-Malm, Health Policy Analyst, Child Care Aware® of America; and Dan Harris, Executive Director, Illinois Child Care Resource and Referral Association

ROOM: Turquoise

Strategies for Creating an Equitable Child Care System

Creating a more equitable and inclusive child care system is possible, but it takes commitment, advocacy, and persistence. Learn about strategies we are using in Minnesota to address institutionalized racism and system biases by empowering communities of color and American Indian communities, and pushing for reforms in policy and practice. We will hear three initiatives in Minnesota: the Child Care Aware of Minnesota “Access Ambassadors” work group, Minnesota Tribal Resources for Early Child Care, and the Voices and Choices Coalition.

PRESENTERS: Karen Fogolin, Associate Director, Child Care Aware® of Minnesota; Dianne Haulcy, Senior Vice President, Family Engagement at Think Small and Co-Chair of the Voices and Choices for Children Coalition; and May Losloso, Senior Organizer, Children’s Defense Fund-MN and staff for Voices and Choices for Children Coalition

ROOM: Topaz

10:45 - NOON
Leadership Reflections: Intentionality, Equity, and Special Populations

To realize significant, sustainable, and positive impacts on early childhood teaching practices, professional development leaders must intentionally and skillfully listen to, engage with, and support those at each level of influence—individual educators, program teams and leaders, professional development providers and faculty, and others leading the systems work. Additionally, intentional considerations and actions must be given and taken in order to advance equity and effectively support the diverse field. How do you ensure special populations are authentically represented in and served by professional development efforts? What strategies support individuals from special populations to positively impact their practice? Join a panel of your peers as they explore these questions and more thoughts about supporting some of their workforce’s special populations, such as, dual/multi-language learners, educators of color, first-generation college students, and infant-toddler educators.

PRESENTERS: Sarah LeMoine, Senior Director, Professional Development and Workforce Innovations Department, ZERO TO THREE; Todd Barnhouse, CEO, Ohio Child Care Resource and Referral Association; Juanita Webb, Professional Development Manager, Kentucky Governor’s Office of Early Childhood; and Amy Booth, Early Care and Education Coordinator: Health and Safety, Child Care Aware® of Kentucky: Resource and Referral Network, Human Development Institute, University of Kentucky

ROOM: Plymouth Ballroom

10:15 - 10:45
Break
About Child Care Aware® Of America

Child Care Aware® of America is a national membership-based nonprofit organization working to advance the affordability and accessibility of child care, and the development and learning of children in child care settings. Founded in 1987, we advocate for child care policies that improve the lives of children and families, lead research that advances the child care and early learning field, leverage technology to help families make informed decisions about child care, and provide professional development for child care providers. Child Care Aware® of America is the only national nonprofit organization that focuses exclusively on child care and serves as ‘our nation’s leading voice for child care.’ We work with more than 500 state and local Child Care Resource & Referral (CCR&R) agencies nationwide. These community-based agencies assist over 860,000 families a year to secure child care, and they provide training and support to child care providers. Child Care Aware® of America is honored to support all branches of the military in their commitment to providing quality, affordable, community-based child care for all military families.

www.usa.childcareaware.org | Invest in Our Nation’s Future
Thank You to Leadership Institute Planning Committee Members

Ann McCully  
Co-Chair  
Executive Director  
Child Care Aware® of Minnesota

Marcia Schlattman  
Co-Chair  
Program Manager  
Child Care Aware® of Minnesota, West/Central

Karen Abbott  
Lead CCR&R Outreach Coordinator  
Child Care Aware® of New Hampshire

Marissa Albrighten  
Professional Development Coordinator  
Child Care Aware® of Minnesota

Taran Schneider  
Executive Director  
Healthy Child Care Colorado

Lacey Tsonis  
Assistant Deputy Director Resource & Referral Services  
Maryland Family Network

Matt Evans  
Trainer Coordinator  
Child Care Aware® of Minnesota

Dena Johnson  
Program Associate CCR&R  
Early Childhood Training Center, Nebraska Department of Education

Victoria Matney  
Program Director  
The Child Care Resource Network, Indiana

Leslie Sinclair  
Program Director  
Lower Shore Child Care Resource Center, Maryland

Thank You to our Sponsors

Changemaker

Innovator

Influencer

Connector

Special Thanks

Bluestone Process Dynamics
Advance your infant-toddler workforce NOW while you build system capacity for the FUTURE.

The ZERO TO THREE Critical Competencies for Infant-Toddler Educators™ professional development offerings enhance skills for educators and the trainers, faculty, coaches, and system leaders who support them.

This exclusive competency model focuses on optimal infant and toddler social-emotional, cognitive, and language and literacy development, including considerations for multi-language learners and children from high-needs populations.

Leadership Institute participants receive 20% off Critical Competencies online and in-person products and services when you mention promo code CCA20.

zerotothree.org/criticalcompetencies

NAEYC Membership is for Everyone

Wherever you’re from, wherever you are, wherever you want to be—we have a level right for you.

Entry Level Membership $30:
Your digitally based introduction
Standard Membership $69:
Unparalleled content and benefits
Premium Membership $150:
The best value, the ultimate NAEYC experience
Family Membership $35:
For families and advocates of young children

Visit NAEYC.org/membership to join today

We are here to empower you!

Your efforts to raise the bar of quality in early care and education matter to us.

We work with you to bring a Whole Leadership approach to leadership development efforts in your state:

- Professional development for coaches, including strategies for working with directors in various stages of leadership development.
- Training-for-trainers on a series of leadership topics.

CONTACT US TODAY
McCormickCenter.nl.edu
McCormickCenter@nl.edu
847.947.5063

Community Playthings

We believe children deserve the best!

communityplaythings.com | 800-777-4244

Children deserve the best!

Advance your infant-toddler workforce NOW while you build system capacity for the FUTURE.

The ZERO TO THREE Critical Competencies for Infant-Toddler Educators™ professional development offerings enhance skills for educators and the trainers, faculty, coaches, and system leaders who support them.

This exclusive competency model focuses on optimal infant and toddler social-emotional, cognitive, and language and literacy development, including considerations for multi-language learners and children from high-needs populations.

Leadership Institute participants receive 20% off Critical Competencies online and in-person products and services when you mention promo code CCA20.

zerotothree.org/criticalcompetencies

NAEYC Membership is for Everyone

Wherever you’re from, wherever you are, wherever you want to be—we have a level right for you.

Entry Level Membership $30:
Your digitally based introduction
Standard Membership $69:
Unparalleled content and benefits
Premium Membership $150:
The best value, the ultimate NAEYC experience
Family Membership $35:
For families and advocates of young children

Visit NAEYC.org/membership to join today

We are here to empower you!

Your efforts to raise the bar of quality in early care and education matter to us.

We work with you to bring a Whole Leadership approach to leadership development efforts in your state:

- Professional development for coaches, including strategies for working with directors in various stages of leadership development.
- Training-for-trainers on a series of leadership topics.

CONTACT US TODAY
McCormickCenter.nl.edu
McCormickCenter@nl.edu
847.947.5063

Community Playthings

We believe children deserve the best!

communityplaythings.com | 800-777-4244

Children deserve the best!