Promoting Equitable Access to Opportunity



START EARLY

Champions for Early Learning



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Letter from Leadership

Start Early has been a champion of quality early learning experiences for decades, with a consistent focus on closing the opportunity gap for our youngest learners.

Focusing on opportunity puts the onus on all of us: to ensure that every child has equitable access to the learning they need to reach their full potential, and to help every family get the support and care they need to help their children thrive.

Start Early is unique in the early childhood field in the scope of our work—from the classroom to the White House—and in the extent of our partnerships with program leaders, policymakers, researchers, and local, state and federal partners to make change for this generation of young children.

Start Early's expertise in program excellence and innovation, applied research, and policy and advocacy drives **direct impact**—positive outcomes for the more than 3,500 children and families we serve in our programs; **widespread impact**—quality improvements and adoption of innovative programs that reach over a million children nationwide; and **systemic impact**—ensuring that public funds are spent effectively and efficiently, and increase to meet the enormous needs of all families with young children in our country.

As a public-private partnership, Start Early collaborates closely with local, state and federal partners, community-based and national organizations, researchers and policymakers to build a future where early learning is a full part of our public education system. Just as importantly, we partner with



parents and caregivers to center their voice, unique needs and lived experiences to ensure that programs and experiences reflect their values and culture.

We are grateful for the generous support of our many donors, whose investments allow us to develop innovative solutions, share them widely in our field, and advocate for more resources for early learning. With your help, Start Early will continue to work to create a sustainable early learning system that meets the needs of today's youngest learners and the little ones of tomorrow.

Sincerely,

Diana Mendley Rauner, Ph.D.President

Diana Sands

Chair of the Board of Directors



MISSION

Start Early advances quality early learning for families with children, before birth through their earliest years, to close the opportunity gap.

VISION

Every child has equitable opportunity to reach their full potential to thrive in school and in life.



Impact by the Numbers

Last year, Start Early:

Directly served

3,354 children

through our Head Start and home visiting programs

Reached nearly

19,000 children

through our support of the Educare Network

Enabled public sector leaders and advocates to secure an additional

\$1.13 billion

in new early childhood funding across

23 states

Reached

22,730 professionals

across all 50 states through our professional learning services and by the **National Center** on Parent, Family, and Community **Engagement to** improve early learning experiences for up to

1.1 million children

Driving Change Through Direct Programs & Services

Our work serving children and families through on-the-ground programs and services began in Chicago and in rural communities across Illinois more than 40 years ago. Now, with a presence in Washington state, we've expanded access to services that help support the well-being of young children and families.

Quality early education and care during a child's first five years sets the stage for their success in school and life. To achieve the most positive growth outcomes for our nation's youngest learners, we collaborate with parents and providers to design programs that are responsive to the unique needs of the communities in which they live.



When I hear a parent telling me that their daughter went home and pretended she was a teacher, repeating all the pre-K concepts to her stuffed animals, I knew that I must have greatly impacted her life. This same parent went back to school based on my suggestion ... My words are more powerful than I thought.



Bernetta Sain Educare Chicago Teacher



DIRECT IMPACT

Effective programs and services that improve children and family well-being.

QUALITY EARLY LEARNING EXPERIENCES

In 1985, Start Early initiated the Early/
Head Start Network in Chicago to offer early learning services to children and families in under-resourced areas. As a federal grantee, Start Early collaborates with various community-based agencies, serving over 1,500 children and families across Illinois, to enhance early childhood education and care.

Last year, the Early/Head Start Network team implemented the Conscious Discipline curriculum across all programs. The Conscious Discipline curriculum creates safety, connections and measured problem-solving within the team. Staff members learn mindfulness techniques, and learn how to become present, attuned and respond to families they serve in measured ways. The practice helps staff be more focused on engagement and to respond with curiosity, which in turn helps support parent-child bonding and compassionate relationships.

Educare Chicago, Start Early's birth-toage 5 school on the city's South Side, had another engaging and fun-filled school year. We worked closely with parents to share techniques that help keep their development continuing at home, building a solid foundation for them to enter kindergarten ready to learn.

Program instructors also embraced Science, Technology, Engineering, Arts and Math (STEAM) activities in the classroom. STEAM aids in the development of students' critical thinking and collaboration skills through various hands-on experiences. At the program's "Math Day" event, parents, children and teachers participated in physical activities like sock sorting and navigating an obstacle course that helped children hone their problemsolving skills and encourage them to think creatively. After the event, children received books and materials related to each activity to encourage the continuation of learning at home.

In addition, staff continued to collaborate and build stronger connections between the services they offered and the cultures of the families they served. The "Black 365" Working Group, for example, focused on affirming and sharing positive insight on the contributions of African Americans throughout history.



PROVIDING EQUITABLE ACCESS TO PROGRAMS AND SERVICES

Equity in early childhood is both a process and an outcome. As a process, equity fosters belonging and inclusive partnerships with families, providers, and communities to co-design, and strengthen early childhood programs and systems that are aligned to their priorities. These priorities are inclusive of, but not limited to, race, socio-economic status, geography, language, and disability status. As an outcome, equity enables equal opportunity through tailored processes, so that all children, families and providers can reach their full potential. Equity as an outcome also recognizes historical and current systemic injustices faced by the intersection of identities and seeks to dismantle and remedy them.

SUPPORTING SCHOOLS ACROSS THE COUNTRY

The **Educare Network,** supported by the Educare National Coordinating Office at Start Early, is comprised of 25 schools, including Educare Chicago, and their partner organizations across the country. The Network continued to transform its programming and responded in real time to local challenges brought on by the pandemic, and convened and connected with school leaders and staff, offering

supportive communities of practice and other

peer learning opportunities.

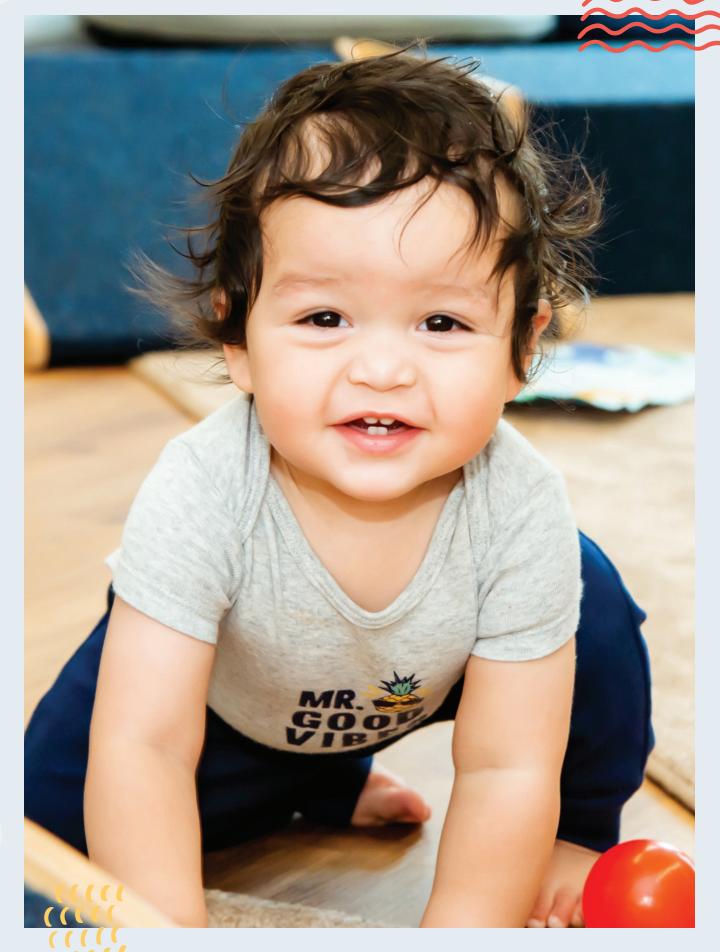


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Last year, the Network celebrated its 20th anniversary. Member schools and their partners served over 19,000 children and their families across 16 states, including Washington, D.C.

Key areas of focus for programs throughout the year included addressing vital challenges in early childhood education, establishing beneficial partnerships for marginalized regions and spotlighting the significance of trauma-informed care. An additional emphasis was placed on empowering families, showcasing the transformative role of Educare schools and pushing for equal access to high-quality learning in all communities.





HEALTHY BIRTHS& POSITIVE ATTACHMENTS

Start Early has been a pioneer and innovator in home visiting since our founding in 1982. Home visiting and doula services are deeply embedded in our Illinois and Washington state-based work and inform Start Early's national effort to reach more families with such critical experiences. The voices and experiences of home visitors and families continue to drive our work in this space.

Home visits, especially during a child's early years, can offer critical support and information to young parents, who are just beginning on their journey. Our goal is to supplement and elevate parenting practices within the home, in turn enhancing children's cognitive and emotional development. Similarly, doulas provide emotional and physical support to pregnant individuals and their families, alongside guidance and information throughout the pregnancy.



We support the family in activities for family well-being, meaning any relationships and family challenges, but also in health, safety and nutrition.



Tashawna Cooper Home Visiting & Doula Network Home Visitor

Start Early's **Home Visiting & Doula Network** supports 28 home visiting initiatives throughout the state of Illinois. These programs are designed to offer parental support and aid in the development and positive trajectory of their children, are concentrated in underresourced communities and focus on hard-to-reach populations like those facing poverty, homelessness and legal challenges.

In response to some of these overwhelming stressors, the Home Visiting & Doula Network

launched a new program aimed at improving outcomes for mothers with depression. Moving Beyond Depression is a research-based intervention program that aids mothers and their children by integrating treatment services into the home visiting program and delivering those services during each visit.

Last year, our dedicated home visitors and doulas conducted 18,203 in-home visits, benefiting 1,477 families.

In Chicago, Start Early's **Healthy Parents**& Babies program, which offers support to pregnant women and young parents, opened a new office space on the Near West Side of the city. The renovation provides much-needed office space, interactive training rooms and a socialization room, allowing the program to serve more families who previously did not have access to these life-changing opportunities.

To increase the effectiveness of home visitors and their supervisors, we also published the **Washington**State Home Visiting Core

Competencies. Shaped by more than 350 home visitors, supervisors and community-based program leaders, these core competencies center equity and aim

Competency Areas

Diversity, Equity, Inclusion & Belonging

to complement, strengthen and honor

foundational, state-and federal-based

recommendations for serving families.

- **2** Effective Home Visiting
- 3 Parent-Child Interactions
- 4 Infant & Early Childhood Development
- **5** Dynamics of Family Relationships
- 6 Family Health & Wellness
- 7 Continual Development & Practice
- **8** Community Resources & Support

In Washington state, we partnered with 67 home visiting programs, facilitated over 1,249 technical assistance sessions and supported 4,000 children and families through services that support new families and young children.



Empowering Programs & Professionals for Impact

To improve outcomes in program offerings for children and families, Start Early's professional learning team seeks to build the capacity of the workforce by providing professional development opportunities for them to hone their skills at every stage of their career.

that are more equitable and culturally effective, leading to more widespread positive impacts across the country.

Their input led us to develop new opportunities

Throughout the year, we listened to the needs of caregivers across the workforce in search of more efficient solutions to help them feel supported and empowered.



ADVERSE CHILDHOOD EXPERIENCES (ACEs):

ACEs can have a considerable impact on a child's development and lifelong trajectory. Home visitors are uniquely positioned to talk with parents about ACEs because home visiting is relationship based, occurs within each family's comfort zone and starts early in the parenting experience.

PROVIDING A FORUM FOR CHANGEMAKING

The National Home Visiting Summit is a flagship event for Start Early, designed for policy makers, researchers and practice experts to connect and build a more effective home visiting system. In 2023, over 1,200 advocates, researchers, state and federal systems leaders, professionals and family leaders attended and contributed to the Summit.

Our team also offered a suite of support opportunities for the early childhood field:



NEAR@Home (Neuroscience, Epigenetics, ACEs, Resilience). a trauma- and hope-informed professional learning tool



"Parent Leadership in State and Community Systems" learning series, focused on building authentic parent leadership within state and community home visiting and early childhood systems



"Maternal Health Equity & Well-Being" learning series, focused on equitable approaches to address physical recovery, mental health needs and community supports for pregnant and parenting people

TAKING AN INFORMED APPROACH TO PROFESSIONAL LEARNING

Start Early is dedicated to conducting comprehensive research, evaluation and quality improvement efforts to inform and enhance the skills of early childhood professionals, giving them the resources to best meet the needs of families and their young children.

Working together with early learning providers and sharing proven strategies with decision-makers, collaborators and advocates, we empower community leaders across the country to elevate the standard of early education and care.

Through Start Early professional learning offerings, tens of thousands of professionals are provided with tools and insights to be more effective, including:

Start Early's **Professional Learning Network** designs and provides professional learning services and program support for home visiting, doula and center-based programs across Illinois. Last year, our experts provided over **2,200 hours of technical assistance to 184 programs, reaching more than 1,200 professionals and 22,100 children.**

To better connect with communities across the state, the Professional Learning Network developed and facilitated a Spanish-language cohort of the Infant Mental Health Learning Group (Grupos de aprendizaje sobre salud mental infantil) for Spanish-speaking supervisors and home visitors who typically work with Spanish-speaking families.

By offering this training in Spanish, we created more authentic relationships with our participants, who reported feeling more reflective with themselves, their colleagues and the families they support upon completion of the cohort. They continued to report increased confidence in their ability to support parents and children during home visits.

Our collection of research-backed
professional development
solutions zeroes in on the
organizational conditions crucial
for promoting positive outcomes
for children. In the past year, these
tools have benefited almost 3,000
professionals across 22 states.
We've integrated our professional
development techniques in
numerous communities, with
notable statewide initiatives
in Texas, Mississippi and
Massachusetts.

OUR FAMILY OF PROFESSIONAL DEVELOPMENT SOLUTIONS



The Essential 0-5 Survey A measurement system for program improvement.



The Essential Fellowship Leadership development for early education.



The Essential Practices
of Educare
Proven strategies for early
childhood teams.



The Essentials of Home Visiting
High-quality learning strategies to advance family-focused professionals.



The National Center on Parent, Family, and Community Engagement (National Center) provides high-quality training and technical support to Head Start professionals across the country, specifically focusing on nurturing stronger relationships with families in their communities. Now, in our third year as the lead for the National Center, we supported over 17,119 early childhood professionals via several career development offerings, including:

More than **75 regional and national events** on various topics, including fatherhood and male engagement, social and emotional development for children and family growth and development.

Virtual national institute on eligibility, recruitment, selection, enrollment and attendance (ERSEA) in partnership with the Office of Head Start and the National Center on Program Management and Fiscal Operations.

ERSEA resources help programs assess the needs of their communities and connect and recruit children and families most in need of Head Start services. Additionally, the National Center remained steadfast in its commitment to equity by creating and delivering **professional development in Spanish.** The ERSEA Institute included a Spanish track, and our Conexiones webinar series was offered in Spanish. In addition, all national webinars included simultaneous interpretation in Spanish.





INNOVATING TOGETHER

To create a more inclusive early childhood system, we promote policies, products and services that reshape early learning experiences for children and families. Start Early's **Early Learning Lab** leads the way through the experimentation process of designing new tools to benefit families.

After three years as part of Start Early, the Early
Learning Lab has become a true pipeline for innovation
within the organization and for the broader early
childhood field. The Lab partnered with divisions
across the organization to bring human-centered
design and technology product development to
several initiatives, including:



Developing a system mapping tool to help local communities use data visualizations to better understand the assets and opportunities to improve their early childhood systems.



Using human-centered design to improve uptake of services in rural California, improve infant mental health services in Memphis and help families inform the design of a pilot to improve inclusion services for Head Start children with disabilities in Chicago.



Developing and launching mobile professional learning tool Reflectable to support teachers in addressing challenging behaviors in their classrooms.

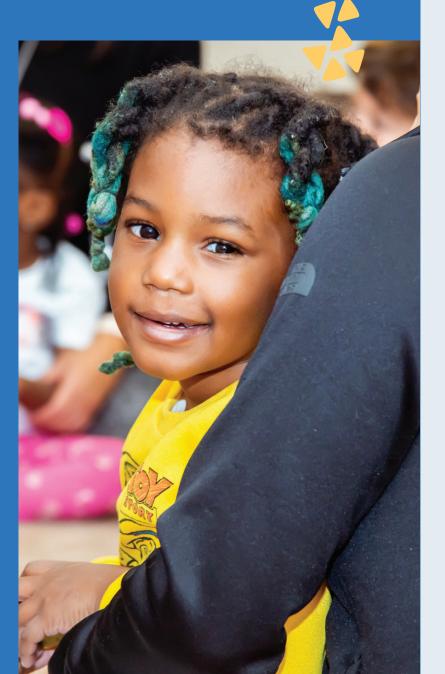
Building & Strengthening **Transformational** Systems

Holistic early childhood systems ensure that families have fair access to a seamless range of top-notch services from prenatal-to-age 5. These robust systems encompass every facet of a child's development, including health care, nutrition, mental health, early education and family assistance.

This past year, we partnered with families and early care and learning providers on advocacy and systems change efforts to help ensure that our field's services and supports are grounded in the goals and needs of families and those who care for them. We successfully advocated for 34 policy wins, or changes in legislation, and \$1.13 billion of new early childhood funding at state and federal levels.

SYSTEMIC IMPACT

Advocate, build capacity and consult at the community, state and national levels for policy, processes and funding that provide equitable access to effective programs and services.





PARENT & PROVIDER CENTERED CHANGE

At Start Early, we know that the path to transformative change for young children and families involves listening to and working in partnership with families and practitioners. It also requires collaboration and alignment across early childhood programs, researchers and policymakers. This year, the team amplified the policy positions that matter most to families and those who serve them through efforts that reached approximately 3,000 partners and policy leaders.

The Educare Network, in partnership with Start Early's policy experts, was thrilled to publish its Educare Research & Policy Agenda on Advancing Racial Equity, a plan for centering the priorities of those most impacted by early childhood systems.

Community leaders are encouraged to use these guidelines to better understand, engage and support children, families and early education leaders and staff of color. To create the agenda, we designed a participatory process that included parents and early childhood practitioners, specialists and advocates.

Educare Research Agenda to Advance Racial Equity Goals:

- Elevate innovative research questions, methodologies and practices with broad implications for practice, programs, policy, children and families.
- **Guide continuous quality** improvement and provide both learning and celebratory opportunities.

Impact the field by informing practitioners, policymakers, funders, researchers and advocates about Educare's efforts and findings that show promise for improving access, program quality and outcomes of children, families and the early childhood education workforce.

In partnership with the Educare Networkmember organizations, Start Early co-hosted nearly 100 parent leaders and staff from 18 Educare schools and partners across the country for the first ever **Educare Network National Parent Ambassador Institute** in Washington, D.C. Participants gathered to learn, advocate and elevate their perspectives and stories with federal agency leaders and lawmakers. Participants engaged in four days of impactful policy and advocacy training as a learning community and conducted 33 visits to Congressional offices to advocate for priorities reflected in the Educare Five.

Start Early's Research & Evaluation experts developed and presented key lessons-learned and recommendations on "Engaging and **Elevating Family Voices in Research,** Practice and Policy" efforts. This resource underscored significant initiatives from Start Early's work internally and alongside our external partnerships. We reflected on diverse strategies to amplify family voices in early childhood communities and explored ways to harness early childhood systems and networks, ensuring families remain at the heart of the programs and policies.

This experience fundamentally changes the hearts and minds of everyone in attendance. It is one thing to provide an opportunity for education on a topic. It is a totally different thing to help someone find their voice. Everyone in attendance is changed. They will go on to create this space in their various communities across the country.



Parent Ambassador Institute Participant

COMPREHENSIVE & MULTIYEAR COMMITMENTS

To ensure long-lasting outcomes for children, Start Early and its partners inform and drive policy change at community, state and federal levels to promote comprehensive early childhood systems that ensure equitable access to high-quality learning and care experiences. Again, last year, we continued

diligent efforts to advance policy changes outlined in **Start Early's National Policy** Agenda and the Educare Network's Educare 5 to harness the full power of our unique direct service, policy and research expertise across community, state and federal systems.



START EARLY NATIONAL POLICY AGENDA



Next Generation Program Quality



Building Connected, Comprehensive & Equitable Systems



Elevating Family Voice & the Role of

THE **EDUCARE FIVE**

Universal Child Care & Early Learning



Healthy & Supported Children



Stable & Supported Families



Every Community

Thriving Early Childhood Workforce



ADVOCATING FOR EARLY CHILDHOOD ON CAPITOL HILL

First Five Years Fund, a Start Early partner, focuses on maintaining and expanding federal-level support for early learning, aiming to enhance access to high-quality child care and early learning programs for children from low-income families. Through collaboration with diverse stakeholders, including advocacy groups, policymakers and business leaders, First Five Years Fund seeks bipartisan solutions that align best practices with effective policies, ensuring enduring economic and social benefits from early childhood development.

Earlier this year, it launched "Back to Congress," a campaign for providing policy leaders and the advocacy community with a suite of resources designed to educate on the importance of early care and education, including the unique issues surrounding programs supporting infants and toddlers.



Throughout the year, Start Early, the Educare Network and the First Five Years Fund worked diligently together to secure increases to annual funding and continued to push early learning and care policy change forward as a national, bipartisan priority. Efforts included:



Maternal, Infant, and Early Childhood Home Visiting (MIECHV)
Reauthorization: Implementation of a national grassroots and
grass-tops campaign to mobilize advocates in support of the
reauthorization of MIECHV, which provides critical support for
home visiting programs across the country. As a result of successful
advocacy, federal investments in home visiting will be doubled
over the next five years, reaching \$1.4 billion, granting more
access to home visiting across the country.



Bipartisan Support for Child Care & Early Learning: Membership in the Bipartisan Congressional Pre-K and Child Care Caucus has grown to include 60 Members of Congress from both sides of the aisle; and since the 118th Congress began in January, more than 30 bipartisan bills relating to child care and early learning have been introduced.



Nationwide Support for Child Care: Following the mid-term elections, First Five Years Fund released the findings of new polling that found voters and small business owners across the political spectrum overwhelmingly endorse federal government action on child care and agree that the national shortage of affordable child care programs is doing significant harm to families' finances, businesses' bottom lines and the U.S. economy broadly.

The federal Fiscal Year 2023 bipartisan omnibus spending bill included increased funding levels for federal early learning and care programs, as well as reauthorization of the MIECHV program, including the highest level of federal investment in and commitment to home visiting in over a decade.

ADVANCING STATE-AND COMMUNITY-BASED IMPACT

Start Early actively strives to establish strong, fair and enduring state and local policies and financial support across Illinois and Washington state. Our primary focus is ensuring equal access to top-tier services for young children and their families. During last year's legislative sessions, our efforts in both states were successful in expanding preschool access to local communities alongside a renewed focus on wage increases for early childhood professionals.



ILLINOIS

The General Assembly approved an annual spending plan that contained historic investments in the early care and education system, including proposed measures outlined in Governor J.B. Pritzker's multi-year Smart Start Illinois initiative. Informed by our policy recommendations, research and expertise, Smart Start contains nearly \$300 million in new state funding for child care, preschool, home visiting, the Early Intervention (EI) program and inclusion supports for preschoolers with disabilities and developmental delays.



With these dollars, more families will gain the access they need to critical early learning programs, and many in the early childhood workforce will see long-overdue increases in pay. Along with the creation of thousands of new preschool slots in schools and child care centers throughout Illinois, communities will be able to use additional education funding to further deepen services for families with infants and toddlers, like home visiting.



WASHINGTON

During last year's legislative sessions, our efforts targeted funding increases to further support the workforce, expanding access and affordability for families and promoting avenues for expanding services to more children living in underserved communities.

Working with partners, we secured a historical \$475 million increase in child care subsidies across the state, helping ensure providers are more closely reimbursed to the actual cost of quality and expanding access of child care options for families.

Additional legislative investments this session included resources to expand access to home visiting programs and to sustain the home visiting workforce, codifying the Transition to Kindergarten programs, increasing rates for statefunded preschool, and expanding resources for early learning facilities.



In its third year, the **Raising Illinois** coalition made robust progress across its five-year agenda, which aims to create an equitable and cohesive system of supports for Illinois' expecting families, infants, toddlers and the communities in which they live. As the backbone organization of the coalition, Start Early leads the strategic and comprehensive management of the coalition's more than 1,300 members and ensures alignment with the larger national movement of 19 states to advance prenatal-to-age 3 efforts.

In 2023, Raising Illinois' members focused their work on the coalition's goals by:

Launching a postcard campaign in which over 100 families shared their personal experiences with the state's Early Intervention program, helping to secure a \$40 million increase for the state's Early Intervention program.

Debuting a Community Conversation framework and hosting seven solutions-forward conversations with families and community leaders across the state to ensure that the work of the coalition is actively informed by the diverse experiences and perspectives of families.

Supporting policy changes to improve the economic health, well-being and success of the state's infants and toddlers and their families.

INFORMING & SUPPORTING THE FIELD

In just it's second year, Start Early's consulting arm extended its services across 20 states, working with 29 early childhood champions and advocates in crafting top-notch, equitable early learning and care structures. This refreshed consulting approach provides top-tier knowledge and strategic advice to both state and community

front-runners and proponents, propelling transformative shifts in early childhood setups.

Our array of services includes leadership counseling, policy review and creation, comprehensive system evaluations and support for advocacy strategies and execution.

The Start Early Team was integral in the development of an actionable plan and creation of a cohesive vision for the future of Mississippi's ECE [early childhood education] system. Whether it was contributing to brainstorming sessions, trouble-shooting potential issues or working through logistics, they had us covered.

33

Chad Allgood, Ph.D.
Mississippi Department of Human Services





COLLECTIVE ACTION & FIELD BUILDING

EC-REACH

In the fall of 2020, Start Early began to explore the concept of a Chicago early childhood research consortium in support of the Every Child Ready Chicago initiative. Last year, the Early Childhood Research Alliance of Chicago (EC-REACH) was officially launched, made up of 14 committed, Chicago-based members with diverse research, policy and practice expertise.

In its inaugural year, EC-REACH built on the groundwork set by our planning and launch committees, bringing to life an essential research hub for Chicago's early childhood sector. Our key objectives for the year included:

- Setting up diverse and representative advisory panels
- Crafting an action-driven research blueprint
- Organizing Chicago's premiere early childhood research conference in over half a decade
- Creating partnership frameworks, tools and operational methods
- Publishing top-priority reviews
- Initiating primary research projects

We're thrilled to watch EC-REACH flourish in Chicago. The tireless efforts and collaborations of the city's early childhood researchers, policymakers and professionals have been pivotal.

ELEVATING CLIMATE CHANGE AS AN EARLY CHILDHOOD ISSUE

Start Early believes that our early childhood system should be high-quality, equitable and responsive—and climate-resilient.
Adapting and expanding our child- and family-facing services in the years ahead is especially critical to our ability to support those most impacted by climate disruption: pregnant people, infants and young children, particularly those with disabilities and those impacted by environmental injustice and racism in America.

To support these high-priority populations in the context of a changing climate, the **Early Years Climate Action Task Force** was launched—a group of cross-sector partners co-convened by Capita and This is Planet Ed (the Aspen Institute) and co-chaired by Start Early President Diana Rauner. Last summer, the Task Force developed and launched the first-ever U.S. Early Years Climate Action Plan, which includes recommendations for how the country can help young children, birth-to-age 8, flourish in the face of climate change.

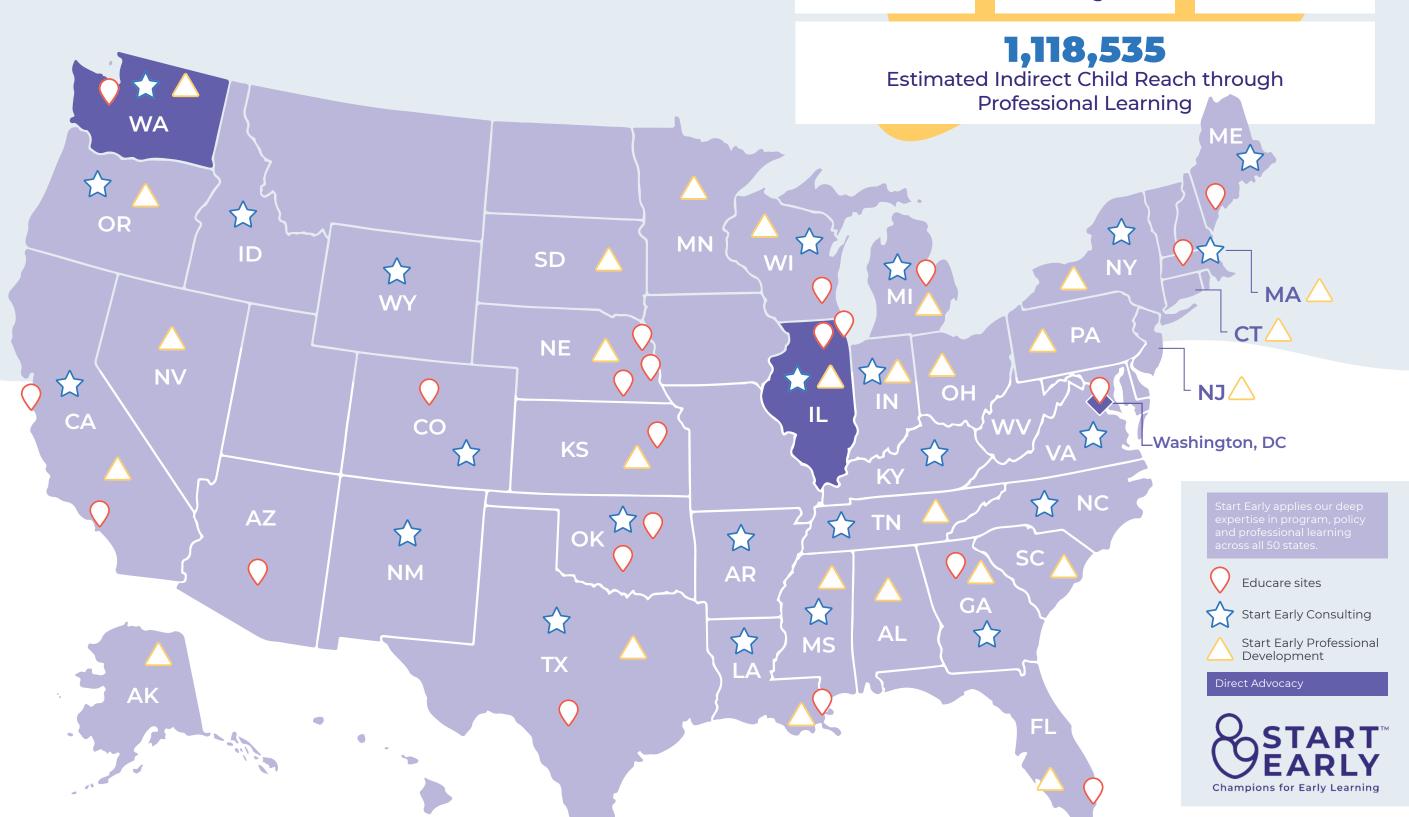


Where We Work

3,354Direct Children
Reached

35Policies
Changed

22,730Professionals
Reached



Our **Generous**Donors

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\$500,000 To \$999,999

Anonymous (2)

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ВМО

We would like to specially recognize our Champions Circle donors, a mission-driven group of individuals working to advance Start Early's efforts with gifts of \$1,000 or more throughout the year. Thank you!

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D & R Fund

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\$250.000 To \$499.999

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\$100,000 To \$249,999

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Barbara, Aisha, Ashon and Yvette all joined Start Early last year, and we're grateful for their leadership. Under their guidance alongside our entire Leadership team, we're confident that we can continue expanding access to high-quality early learning for children and families across the country.





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