McCormick Center
FOR EARLY CHILDHOOD LEADERSHIP
AT NATIONAL LOUIS UNIVERSITY

L.E.A.D.
EARLY CHILDHOOD™
CLEARINGHOUSE

# Closing the Leadership Gap

**2018 Status Report on Early Childhood Program Leadership in the United States**

## L.E.A.D. Early Childhood™ Clearinghouse Steering Committee

**Michael Abel**
Director of Research and Evaluation

**Teri Talan**
Michael W. Louis Chair
and Senior Policy Advisor

**Lindsey Engelhardt**
Director of Special Projects

**Kelley May**
Marketing & Design Specialist

**Marina Magid**
Research Associate

# Closing the Leadership Gap

## How the L.E.A.D. Early Childhood™ Clearinghouse Addresses the Need for Data

For more than 30 years, the McCormick Center for Early Childhood Leadership at National Louis University has been dedicated to building the leadership capacity of the early childhood workforce. However, addressing the need to increase the competency of early childhood program leaders in all sectors of the field was compromised by limited information and irregular data collection across the states. These challenges were made more apparent in the 2015 National Academy of Medicine report, *Transforming the Workforce for Children Birth through Age 8*,[2] which called for a unifying foundation for the early childhood leadership workforce across states and industry sectors. Knowledge about the roles, qualifications, and status of the leadership workforce was highly siloed and largely determined by the specific reporting requirements of respective agencies. Therefore, a comprehensive, cross-sector resource regarding early childhood leadership was needed to fill this void and to support early childhood system-building efforts.

The L.E.A.D. Early Childhood Clearinghouse was launched, in 2017, in response to the need for better data on the early childhood leadership workforce. The Leadership Education for Administrators and Directors (L.E.A.D.) Early Childhood Collaborative, a group of key thought leaders concerned about the program leadership gap, and the McCormick Center's Advisory Board provided guidance for its development. This resource makes available accurate and accessible information for decision makers, policymakers, advocates, scholars, leaders, teachers, students, and other impacted individuals through an interactive website. Data about policy levers to improve the early childhood leadership workforce, state standards, and programs that educate, train, and support individuals who lead organizations serving children birth through age eight are accessible through the Clearinghouse. It is built on a technology platform and infrastructure that allows users to easily access national and state data from a single site. A comprehensive data management system is housed on a National Louis University server and protected by robust firewalls.

# Development of the L.E.A.D. Early Childhood™ Clearinghouse

## Data Elements and Policy Levers: What are we tracking?

The L.E.A.D. Early Childhood Clearinghouse presents national and state statistics related to early childhood administrators (site-based directors, family child care providers, and school principals), and the qualifications related to their education, professional development, and experience. Five policy levers are identified to assess the degree to which the nation and states support high-quality program leadership standards.

### Policy Levers

1. Administrator Qualifications in Child Care Licensing
2. Administrator Credential
3. Principal Licensure
4. Administrator Qualifications in QRIS
5. Administrator Qualifications in State Pre-K Programs

Each policy lever is scored using a rubric with multiple indicators, yielding an average lever score and an overall policy levers score.

In addition to the policy levers, the Clearinghouse displays statistics on 41 elements for the U.S., 50 states, and the District of Columbia. The statistics for each of these profiles include:

**Administrators**: Early childhood site-based directors, school principals, and family child care providers

- The total number in each group
- Average annual salary for each group

**Higher Education Programs**: Early childhood leadership degree programs and elementary principal degree programs

- Number of institutions
- Number of degree programs
- Degree types: associate, baccalaureate and graduate
- Delivery method: in-person, on-line, and blended

**Early Childhood Leadership Academies**: Extensive, focused professional development on pedagogical and/or administrative leadership of early childhood programs.

## How Can You Help Refine the Dataset?

A thorough process for examining the accuracy and validity of the information was followed to present the most accurate picture possible of the status of early childhood program leaders. Detailed references to the source of the data are footnoted in each profile. However, considering the segmented and disparate nature of information across states and sectors, it is inevitable that some gaps exist. Stakeholders are encouraged to provide feedback that will make the dataset more complete, accurate, and valid. **To provide feedback please visit LEADClearinghouse.org.**

## Where does the data come from?

Multiple sources were accessed to contribute data to the Clearinghouse. The McCormick Center conducted a thorough national scan to identify potential sources of information. For some elements, reliable data were available in compendia or directories. However, for many of the elements, data were not available or were found in disparate reports or studies in siloed sectors or geographically-segmented portions of the early childhood leadership workforce.

The McCormick Center reached out to key organizations and established partnerships for collecting and sharing data. The Center also conducted brief national surveys of state regulatory agencies of child care programs to gather specific information about administrator qualifications, evaluation, and professional development. Data in this report represent the status of the early childhood workforce and state policies as of June 30, 2018.

Throughout this report, the sources of specific statistics are cited. State reports (e.g., states' workforce studies and Race to the Top - Early Learning Challenge performance reports) frequently referenced early childhood administrators, but the data were reported in inconsistent ways. Data from the state reports were reviewed to confirm findings from more comprehensive sources. The following key partnerships or resources provided major portions of data for the Clearinghouse:

**New America** partnered with the McCormick Center to collect and share data, avoiding duplicated efforts and supporting each organization's independent projects for mutual benefit. In 2017, New America conducted a national survey of state departments of education to collect data on the elementary school principal workforce, qualifications, preparation, and professional development.

**National Workforce Registry Alliance** shared information from its workforce data set of state registries that meet Partnership Eligibility Review (PER) guidelines for data submission. Statistics on the characteristics of individual child care center administrators and family child care providers were derived from a 2012 dataset of 58,398 professionals working in 12,050 programs/facilities.

The Clearinghouse exclusively reports the data from nine registries that meet the PER guidelines.

**L.E.A.D. Early Childhood Collaborative** contributed a 50-state scan of requirements for early childhood director credentials in 2016.

**The Goffin Strategy Group** served as a key source for identifying leadership academies for early childhood program administrators.

**National Association for the Education of Young Children (NAEYC)** provided information on degree programs for preparing early childhood administrators through the Early Childhood Education Higher Education Degree Directory and a list with links to Administrator Credentials Recognized by NAEYC for program accreditation.

**National Center for Education Statistics, Integrated Postsecondary Education Data System** yielded information on degree programs for preparing elementary school principals.

**U.S. Bureau of Labor Statistics, Occupational Employment Statistics** provided reports on the numbers of early childhood program administrators and average salaries.

**QRIS Online Compendium** provided comprehensive information regarding state quality rating and improvement systems.

**National Center on Early Childhood Quality Assurance** hosted the National Database of Child Care Licensing Regulations, which contributed to the verification of licensing regulations regarding administrators.

**Child Care Aware of America** served as a resource for the number of family child care providers.

# National Profile



## Overall Average Levers Score

| | | | |
|---|---|---|---|
| 8 - 10 | 5 - 7 | 3 - 4 | 0 - 2 |

Policy lever scores were determined by examining statewide policies against a multiple indicator rubric. An average score for each lever was computed and averaged to yield the Overall Policy Levers Score.

## Policy levers

- Administrator Qualifications in Child Care Licensing
- Administrator Credential
- Principal Licensure
- Administrator Qualifications in QRIS
- Administrator Qualifications in State Pre-K Programs

## Interesting National Facts

- There are 14 times more degree programs to prepare principals than those to prepare center- or home-based administrators.
- Only 9 out of 40 administrator credentials require a minimum of an associate degree.
- There are 100 early childhood degree programs with a focus on management, administration, leadership, or advocacy.
- California, Illinois, and Pennsylvania achieved the highest overall scores on the Policy Levers Rubric.
- Only Delaware, Illinois, Indiana, Pennsylvania, Rhode Island, and Washington, DC require an associate degree of directors in child care licensing.

## National Profile

The early childhood education field has not defined national standards for the various roles practitioners play in the workforce. While the field is moving towards an acceptance of the BA in early childhood education as the standard for lead teachers, there is less agreement about the requisite competencies and education of program leaders. Instead, federal and state regulatory systems have created a wide array of standards for individuals leading programs for children, birth through age eight. Professional preparation standards for elementary school principals are consistently more robust than those for early childhood program directors. While the vast majority of states require elementary school principals to have a graduate degree in education, only one state, New Jersey, requires a licensed center director to have a bachelor's degree. However, this requirement applies only if the program serves more than 30 children. Advancements in standards for administrators of child care programs, primarily seen in voluntary state QRIS and state-funded pre-K, have not led to substantial improvements in the basic qualifications of most early childhood program administrators. It is notable that no state scored higher than a 6 on the overall policy levers rubric. However, the growing number of higher education degree programs in early childhood administration and specialized ECE leadership academies is an encouraging development.

## Policy Levers

The five policy levers are derived from the recommendations of the 2015 National Academy of Medicine report, *Transforming the Workforce for Children Birth through Age 8*.[2] This report calls for a unifying foundation for all lead educators—inclusive of center directors, administrators, and family child care providers—having a minimum of a bachelor's degree with content knowledge and competency in child development/early childhood education. Additional competencies, depending on role, are also required. The five policy levers and the scoring rubric address the need for early childhood program leaders across sectors to have a BA degree, and competencies in both child development/early childhood education and

program administration. The goal of reporting the state's overall policy levers score is to encourage thought leaders, policymakers, and advocates to tear down the silos and take a cross-sector, systems approach to improving the qualifications, competencies, and on-going professional development of early childhood program leaders. There were no changes in the policy lever scores from 2017 to 2018.

## Administrators

There are over 250,000 early childhood administrators in the United States distributed as follows:

**Early Childhood Program Directors – 61,800**[3]

**Elementary School Principals – 75,760**[4]

**Family Child Care Providers – 136,241**[5]

From 2017 to 2018, there was a decrease in the number of early childhood program directors and family child care providers. Scanning for national-level data on early childhood administrators highlighted the differences in data collection and reporting systems between pre-K to 12th grade schools and those of early childhood programs serving children birth to age five. The National Center for Education Statistics report on more than 115,000 school principals by sector and school level.[3] However, the development of a centralized system for collecting data on center-based program directors and family child care providers is in an early stage with inconsistent progress across states. The dataset from the National Workforce Registry Alliance is only able to report data from nine states that meet PER guidelines. Therefore, demographic information found in the Clearinghouse is available on a sample of 9,226 early childhood administrators from the child care sector.

## Administrator Credentials

A total of 40 credential programs for early childhood program administrators, in 31 states and the District of Columbia, were identified from the national scan.[7] Nineteen states did not offer a credential. Also, there are three national director credentials available. One half of the early childhood administrator credential programs are tiered, based on criteria such as

## Characteristics of Early Childhood Administrators

The national scan showed the following characteristics of center directors, principals, and family child care providers.

| | Early Childhood Center Directors (*n* = 4,503)[6] | Elementary School Principals (*n* = 75,760)[4] | Family Child Care Providers (*n* = 4,723)[6] |
|---|---|---|---|
| Average Age | 44 years | 49 years | 42 years |
| Gender | 95% female<br>5% male | 61% female<br>39% male | 96% female<br>4% male |
| Race/Ethnicity | 79% white<br>16% black<br>3% Hispanic | 81% white<br>10% black<br>3% Hispanic | 66% white<br>25% black<br>6% Hispanic |
| Median Years in the Field | 12 | 20 | 8 |

Note: Sample of early childhood center directors and family child care providers is from nine state registries.

## Highest Level of Education

Information is also available regarding the educational background of early childhood administrators. The table below shows the highest level of education attained by center directors, principals, and family child care providers.

| | Early Childhood Center Directors (*n* = 3,811)[6] | Elementary School Principals (*n* = 75,760)[4] | Family Child Care Providers (*n* = 2,855)[6] |
|---|---|---|---|
| Less than AA Degree | 33% | n/a | 69% |
| Associate Degree | 14% | n/a | 15% |
| Bachelor's Degree | 38% | 8%* | 14% |
| Master's Degree | 14% | 60% | 3% |
| Higher than a Master's Degree | 1% | 32% | 0% |

*Bachelor's degree or less

general education; specialized college credit or professional development training in early childhood education; specialized college credit or professional development training in administration, management, or leadership; and varied lengths of experience. Nine programs (23%) require a minimum of an associate degree to be eligible for a credential. Twenty-five programs (63%) require college credit hours in early childhood education in at least one level of the credential. Twenty-three programs (58%) require college credit hours in administration, management, or leadership in at least one level of the credential.

## Higher Education

Of the 3,065 early childhood degree programs in the United States, 100 programs (3%) in 37 states, have a focus on early childhood management, administration, leadership, or advocacy. A majority of them (68%) are offered at public institutions, with 45% at 2-year colleges and 54% at 4-year institutions.[8] Most programs (75%) are delivered in-

person, however 10% are offered exclusively on-line and 15% are hybrid programs.

Elementary principal preparation is offered in all 50 states and the District of Columbia through 1,479 programs by 777 institutions.[9] Of these, 4 programs (<1%) are for Associate degrees; 154 programs (10%) are for bachelor's degrees; 990 programs (67%) are for master's degrees; and 334 programs (23%) lead to a doctoral degree. The capacity of higher education to prepare principals for the workforce is exponentially greater than that of preparing early childhood program administrators.

## Leadership Academies

In addition to formal education for early childhood administrators, there are 32 leadership development programs, in 17 states, with a specific focus on early childhood program leadership.[10] These leadership academies address various needs of program site directors including one or more of the domains of whole leadership[11]—pedagogical leadership, administrative leadership, and leadership essentials. The delivery approaches differ and may include coaching and mentoring, train-the-trainer options, online or hybrid learning, or face-to-face workshops.

## Head Start/Early Head Start

Head Start and Early Head Start programs are regulated by the U. S. Department of Health and Human Services, Administration for Children and Families. Qualifications for staff in these programs are set forth in statute[12]. An Early Head Start or Head Start Director is minimally required to have a bachelor's degree and experience in supervision of staff, fiscal management, and administration. However, the director may not necessarily be the site administrator of a program. Frequently, the director is located at the grantee or delegate agency level with oversight of multiple Head Start/Early Head Start sites.

## Military Early Childhood Programs

Guidance on qualifications for directors of programs serving military personnel in the U.S. and abroad is provided by the Office of Personnel Management (OPM). The required standard offers several options to ensure that facility directors have both the academic knowledge and demonstrated skills in working with children. These options include various combinations of college coursework and experience. At a minimum, 24 semester hours of coursework in early childhood education/child development (or a related field) or coursework in managing a business are required. However, OPM emphasizes that preferred qualifications include a bachelor's degree in early childhood education/child development and experience in business management.

## How Can You Use the Clearinghouse?

The L.E.A.D. Early Childhood Clearinghouse advances the understanding of competency standards for early childhood leaders across settings, sectors, and states. Here are a few ways that the Clearinghouse may be useful for decision makers, policymakers, advocates, scholars, leaders, teachers, and students:

- Policy levers can be used to promote the alignment of standards and the adoption of systems that support consistent and effective program leadership.

- Statistics on the early childhood leadership workforce are readily accessible for reports, proposals, papers, and research studies.

- Characteristics about early childhood administrators can be compared among states.

- Multiple resources can be readily accessed through interactive web links.

## Recommendations for Policy

A deep examination of the early childhood program leadership workforce and related state policies confirmed our expectations that broad differences exist across states and sectors. With increasing evidence of the importance of early brain development and the call for better educated and highly skilled early childhood teachers, there has been an astonishing lack of comparable call for well-qualified and highly skilled site-based leaders of early childhood programs.

There are two policy recommendations emerging from the Clearinghouse data. First, across sectors, there is a pressing need for a unifying foundation of administrative qualifications and competencies reflecting a whole leadership approach. A

competent early childhood program leader needs knowledge and skills in child development, early childhood pedagogy, leadership essentials, and program administration. Second, the silos of program standards by sector for early childhood administrators can best be eliminated by considering the five policy levers together.

State-funded pre-K and QRIS can impact administrator qualifications, including raising the educational level of program administrators to a minimum of a BA, by providing financial incentives to participate in these voluntary initiatives. Recognizing and rewarding principal licensure standards that include pre-K (birth to five) content areas and field experiences will lead to a more unified foundation for program leaders.

## Recommendations for Research

The 2018 L.E.A.D. Early Childhood Clearinghouse update reaffirmed the challenges related to accessing consistent and comparable data on early childhood administration. Segmentation in the field continue to create gaps in our knowledge about the leadership workforce. Data are insufficient to help us understand declines in the number of family child care providers or to address leadership support services in areas deemed child care deserts. We encourage the development of state workforce registries that meet the rigorous standards found in the PER guidelines for data submission needed to advance initiatives designed to support the early childhood workforce.

### FOOTNOTES

1. NSECE Project Team, National Opinion Research Center, (2012). *National Survey of Early Care and Education* (NSECE). Ann Arbor, MI: Inter-university Consortium for Political and Social Research [distributor], 2016-11-30. http://doi.org/10.3886/ICPSR35519.v6

2. Institute of Medicine (IOM) and National Research Council (NRC) (2015). *Transforming the workforce for children birth through age 8: A unifying foundation.* Washington, DC:The National Academies Press.

3. Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2017-2018 Edition, Preschool and Childcare Center Directors.* Retrieved from http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

4. National Center for Education Statistics. Supplemental Tables to Trends in Public and Private School Principal Demographics and Qualifications: 1987-88 to 2011-12. Retrieved from: https:// nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2016115

5. Child Care Aware of America 2018 State Fact Sheet Survey. Retrieved from: https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

6. Mayfiield, W. (2012). *The national registry alliance workforce dataset: A review of workforce trends.* The National Registry Alliance. Retrieved from: http://registryalliance.org/our-work/publications-and-resources

7. Sources used: State Professional Development and Quality Rating and Improvement Systems: Director Qualifications (http://qrisnetwork.org/sites/all/files/resources/ gscobb/2012-03-20%2003%3A18/Report.pdf ); Administrator Credential Recognized by NAEYC (www.naeyc.org/files/academy/file/AdministratorCredentials.pdf ): and state specific websites (including state departments of children and families, state departments of education, universities and colleges, and state and regional early learning organizations).

8. NAEYC Early Childhood Education Higher Education Degree Directory. Retrieved September 1, 2018, from https://degreefinder.naeyc.org/

9. National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS). Retrieved December 10, 2018 from: https://nces.ed.gov/ipeds/

10. Goffin, S. G., & Daga, E. (May 2017). *Early childhood education leadership development compendium: A view of the current landscape, 3rd edition.* Washington, DC: Goffin Strategy Group.

11. Abel, M. B.,Talan,T. N., & Master'son, M. (2017, Jan/Feb). Whole leadership: A framework for early childhood programs. *Exchange(19460406)*, 39(233), 22-25.

12. 42 U.S.C. 9801 et seq., subchapter B of 45 CFR chapter XIII, 1302.91 - https://eclkc.ohs.acf.hhs.gov/policy/45-cfr-chap- xiii/1302-91-staff-qualifications-competency-requirements

# State Profiles

## How does your state compare?

The L.E.A.D. Early Childhood Clearinghouse website presents profiles for each of the 50 states and the District of Columbia. Each profile includes state-specific scores on the policy levers and statistics about administrators and leadership development in the state. Of the states with registries that meet PER guidelines, additional information about the characteristics of administrators and density maps of the concentration of early childhood administrators is available. Links to specific information about early childhood leadership in each state are accessible through the site's interactive features.



**Visit LEADClearinghouse.org to learn more about the multiple indicator rubric for each policy lever.**

| POLICY LEVERS | RATING |
|---|---|
| 1 Administrator Qualifications in Child Care Licensing | 1 |
| 2 Administrator Credential | 4 |
| 3 Principal Licensure | 6 |
| 4 Administrator Qualifications in Q.R.I.S. | 6 |
| 5 Administrator Qualifications in State PreK Programs | 7 |

# Alabama

**OVERALL POLICY LEVER SCORE**

**2**

Alabama supports early childhood leadership through its state-wide QRIS, public pre-K program, principal licensure, and early childhood leadership degree programs. There are no specific requirements regarding administrator qualifications in the Alabama Quality Stars QRIS. Public pre-K classrooms located in schools require the site administrator to hold a principal endorsement. Elementary certification is available for principal licensure. Alabama does not have an administrator credential, leadership academies, or a workforce registry.

## POLICY LEVER RUBRIC

| | SOURCE | |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **5** | |
| Level of general education | 10 | (c) |
| Pre-K or elementary license issued | 5 | (d) |
| # of years of teaching experience | 10 | (e) |
| Pre-K content in the licensure requirements | 0 | (f) |
| Pre-K practical (field) experience required | 0 | |
| **Administrator Qualifications in QRIS** | **2** | **(g)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

Directors of licensed programs must complete at least 24 clock hours of continuing education annually.

One community college offers associate degrees in early childhood leadership and there are 30 degree programs for elementary school principals.

The Program Administration Scale (PAS), which measures Administrator Qualifications, is embedded at all five levels of the QRIS.

# Alabama

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 170 | 1,019 | 540 |
| Annual Median Salary | $34,040 | $82,607 | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 12 | 26 |
| Private | 0 | 0 | 2 | 4 |
| Total | 1 | 1 | 14 | 30 |
| | | | | |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 0 | 0 | 14 | 30 |
| | | | | |
| Associate | 1 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 0 | | 1 | |
| Master's and Post-Master's Certificate | 0 | | 22 | |
| Doctoral | 0 | | 7 | |
| | | | | |
| In-Person | 1 | | 18 | |
| On-Line | 0 | | 12 | |
| Blended | 0 | | No data | |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. Minimum Standards for Day Care Centers and Nighttime Centers Regulations and Procedures
http://dhr.alabama.gov/documents/MinimumStandards_DayCare.pdf

b. No state director credential.

c. New America Pre-K Leader Policy Scan
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

d. Alabama State Board of Education Educator Certification
https://www.alsde.edu/ofc/otl/Admin%20Code/290-3-2%20Educator%20Certification%20Chapter%20Effective%204-24-16.pdf

e. State Board of Education Educator Preparation
http://alabamaadministrativecode.state.al.us/docs/ed/290-3-3.pdf

f. New America Pre-K Leader Policy Scan
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

g. Alabama Quality STARS Standards
http://alabamaqualitystars.org/starsstandards/

h. Alabama First Class Pre-K
http://children.alabama.gov/uploadedFiles/File/20142015_Program_Guidelines.pdf

i. U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. New America Pre-K Leader Policy Scan
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. Kids Count Data Center, 2017
http://datacenter.kidscount.org/data/tables/4652-child-care-facilities?loc=2&loct=2#detailed/2/any/false/870,573,869,36,868/968,969,970,971,972/10811

l. NAEYC Early Childhood Education Higher Education Degree Directory
https://degreefinder.naeyc.org/

m. National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)
https://nces.ed.gov/ipeds

n. 2017 Early Childhood Education Leadership Development Compendium
https://bit.ly/2vxd1ZK

# Alaska

**OVERALL POLICY LEVER SCORE**

**3**

Alaska supports early childhood leadership through its state-wide QRIS, public pre-K program, and principal licensure. Directors of licensed programs are required to complete 24 clock hours of professional development annually, but are not required to have college credit in early childhood education/child development or program administration. Alaska offers an early childhood administrator credential (ECAC I) but it does not require a degree or any college credit in early childhood/child development or program administration. Principals must have a graduate degree and three years teaching experience. A principal endorsement is required of school-based pre-K programs. There are three principal preparation programs offered at two universities, but no early childhood leadership degree programs.

## POLICY LEVER RUBRIC

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | (c) |
| Pre-K or elementary license issued | 0 | (d) |
| # of years of teaching experience | 10 | (e) |
| Pre-K content in the licensure requirements | 0 | (f) |
| Pre-K practical (field) experience required | 0 | |
| **Administrator Qualifications in QRIS** | **4** | **(g)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **3** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | - | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

Alaska is the largest state in the United States and shares the second smallest number of center directors with Wyoming.

Alaska implemented its statewide QRIS, Alaska Learn & Grow, in July, 2016.

The Alaska SEED (System for Early Education Development) includes a registry to track individual career development.

# Alaska

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 100 | No data | 344 |
| Annual Median Salary | $60,020 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 2 | 3 |
| Private | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 2 | 3 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 2 | 3 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 1 |
| Master's and Post-Master's Certificate | | 0 | | 2 |
| Doctoral | | 0 | | 0 |
| | | | | |
| In-Person | | 0 | | 1 |
| On-Line | | 0 | | 2 |
| Blended | | 0 | | 0 |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Care Facilities Licensing**
http://dhss.alaska.gov/dpa/Documents/dpa/programs/ccare/files/Child_Care_Licensing-7AAC_57.pdf

b. **Alaska Childhood Administrator Credential**
http://threadalaska.org/layouts/thread/files/documents/LearnGrow/AK%20ECAC%20I%20%20HOME%20Administrators%20Credential%20Last%20revised%20August%202nd%20,%202016.pdf

c. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

d. **Alaska Department of Education & Early Development - Type B Administrative Certificate**
https://education.alaska.gov/TeacherCertification/typeB.html

e. **Alaska Department of Education & Early Development - Type B Administrative Certificate**
https://education.alaska.gov/TeacherCertification/typeB.html

f. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

g. **Alaska Learn & Grow Levels of Quality**
http://threadalaska.org/layouts/thread/files/documents/LearnGrow/Licensed%20Center%20Learn%20&%20Grow%20Levels%20of%20Quality%20WEB.pdf

h. **Alaska Pre-K Program**
http://www.legis.state.ak.us/basis/folioproxy.asp?url=http%3A//wwwjnu01.legis.state.ak.us/cgi-bin/folioisa.dll/aac/query%3D%5BJUMP%3A%27Title4Chap60%27%5D/doc/%7B%401%7D%3Ffirsthit

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Arizona

Administrators in Arizona's state-wide QRIS (at the highest level) and those in public pre-K are required to have a bachelor's degree and at least 30 semester hours of college credit in early childhood education. These criteria are supported by seven different degree programs from one university and two community colleges. In addition, there are 25 elementary principal degree programs at 11 institutions. Directors of child care centers can meet licensing requirements through a combination of education, credentials, and experience with as little as 6 semester hours of college credit in early childhood or child development. Arizona does not offer a statewide director credential.

**OVERALL POLICY LEVER SCORE**

**4**

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **6** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 10 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **6** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 10 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

State child care licensing requires at least 15 clock hours of on-going annual training.

Southwest Human Development in Phoenix offers an 11-month Aim4Excellence™ Director's Credential program.

$37,550 is the average salary of early childhood program directors in Arizona.

# Arizona

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 1050 | No data | 632 |
| Annual Median Salary | $37,550 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 3 | 7 | 6 | 14 |
| Private | 0 | 0 | 5 | 11 |
| Total | 3 | 7 | 11 | 25 |
| | | | | |
| 2-year | 2 | 6 | 0 | 2 |
| 4-year | 1 | 1 | 11 | 23 |
| | | | | |
| Associate | | 6 | | 2 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 4 |
| Master's and Post-Master's Certificate | | 1 | | 12 |
| Doctoral | | 0 | | 7 |
| | | | | |
| In-Person | | 5 | | 15 |
| On-Line | | 1 | | 10 |
| Blended | | 1 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **Arizona Department of Health Services Bureau of Child Care Licensing**
http://www.azdhs.gov/documents/licensing/childcare-facilities/rules/bccl-child-care-facility-rules.pdf

b. **No state director credential.**

c. **Arizona Department of Education - Administrative Certifications**
http://www.azed.gov/educator-certification/certificate-requirement/administrator-certificates/

d. **Requirements for Principal, Prekindergarten-12 Certificate**
https://cms.azed.gov/home/GetDocumentFile?id=57a6407faadebe02a4f4f422

e. **Requirements for Principal, Prekindergarten-12 Certificate**
https://cms.azed.gov/home/GetDocumentFile?id=57a6407faadebe02a4f4f422

f. **Quality First Points Scale**
http://www.qualityfirstaz.com/providers/star-ratings/Quality%20First%20Points%20Scale.pdf

g. **First Things First Pre-Kindergarten**
http://www.azed.gov/early-childhood/files/2012/11/fy13-manual-finalized.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet Survey**
http://usa.childcareaware.org/wp-content/uploads/2017/07/AZ_Facts.pdf

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Arkansas

Arkansas child care licensing requires administrators to obtain at least 15 clock hours of training annually. Traveling Arkansas' Professional Pathways (TAPP) offers a number of supports for early childhood administrators along their career trajectory through orientation, a certificate, a credential, mentoring, and coaching. Substantial flexibility is available to administrators to choose professional development to meet their needs and interests based on clock-hour training. Elementary school principal licensure includes pre-K.

## Policy Lever Rubric

| | | SOURCE |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | (e) |
| Pre-K practical (field) experience required | 0 | (f) |
| **Administrator Qualifications in QRIS** | **2** | **(g)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **0** | **(h)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

The Arkansas Children's Program Administrator Credential (ACPAC) plus eight years of experience is one option to meet the director qualifications.

A Program Administration Scale (PAS) assessment is embedded at all levels of the QRIS.

The highest level of the QRIS requires administrators to have a CDA or 9 semester hours of early childhood education plus clock hour training in program administration.

# Arkansas

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 530 | No data | 325 |
| Annual Median Salary | $41,480 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 8 | 24 |
| Private | 0 | 0 | 3 | 5 |
| Total | 1 | 1 | 11 | 29 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 11 | 29 |
| | | | | |
| Associate | | 0 | | 1 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 6 |
| Master's and Post-Master's Certificate | | 0 | | 17 |
| Doctoral | | 0 | | 5 |
| | | | | |
| In-Person | | 1 | | 12 |
| On-Line | | 0 | | 17 |
| Blended | | 0 | | No data |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Minimum Licsening Requirements for Child Care Centers**
http://humanservices.arkansas.gov/dccece/licensing_docs/2014%20A1%20CCC%20Clean%20Copy%20Final%20Filing.pdf

b. **Arkansas Children's Program Administrator Credential**
http://asuchildhoodservices.org/#!pd_admin

c. **Arkansas Department of Education Rules Governing Educator Licensure**
http://adecm.arkansas.gov/Attachments/ADE317_Proposed_Educator_Licensure_Rules.pdf

d. **Arkansas Department of Education Rules Governing Educator Licensure**
http://adecm.arkansas.gov/Attachments/ADE317_Proposed_Educator_Licensure_Rules.pdf

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **Arkansas Department of Education Rules Governing Educator Licensure**
http://adecm.arkansas.gov/Attachments/ADE317_Proposed_Educator_Licensure_Rules.pdf

g. **Better Beginnings Quality Rating Improvement System, Revised 5-2010**
http://arbetterbeginnings.com/sites/default/files/BB-Rule-Book.pdf

h. **Arkansas Better Chance Program**
http://humanservices.arkansas.gov/dccece/abc_docs/FINAL_ABC%20Rules_October2012.pdf

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# California

Director credentialing in California consists of a site supervisor or program director permit through the Department of Education, which is an option to meet qualification requirements for child care licensing. A director credential is embedded in the QRIS and required of state pre-K programs. The QRIS is operated at the county-level and requires a graduate degree with at least 30 college credits in early childhood education, and at least 8 college credits in management or administration or an Administrative Services Credential to receive the highest number of points on the Director Qualifications standard.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 2 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **4** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 5 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 5 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **5** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | |
| **Administrator Qualifications in QRIS** | **9** | **(e)** |
| QRIS is implemented statewide | 5 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 10 | |
| # of semester hours of college credit in business/administration | 10 | |
| **Administrator Qualifications in State Pre-K Programs** | **4** | **(f)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

There are 11 community colleges and four universities offering degrees in early childhood administration.

There are 82 elementary principal degree programs available from 58 universities.

The average salary of early childhood program directors is $49,720 as compared with $109,859 for elementary school principals.

# California

## Additional State Information

| Administrators | ECE Program Directors (g) | School Principals (h) | Family Child Care Providers (i) |
|---|---|---|---|
| Total Number | 7350 | No data | 27,528 |
| Annual Median Salary | $49,720 | $109,859 | No data |

| Higher Education | ECE Leadership Degree Programs (j) | | Elementary Principal Graduate Degree Programs (k) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 13 | 13 | 19 | 13 |
| Private | 4 | 6 | 39 | 69 |
| Total | 17 | 19 | 58 | 82 |
| | | | | |
| 2-year | 13 | 13 | 0 | 0 |
| 4-year | 4 | 6 | 58 | 82 |
| | | | | |
| Associate | 12 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 2 | | 6 | |
| Master's and Post-Master's Certificate | 4 | | 47 | |
| Doctoral | 1 | | 29 | |
| | | | | |
| In-Person | 16 | | 70 | |
| On-Line | 1 | | 12 | |
| Blended | 2 | | No data | |

| Leadership Academies (l) | |
|---|---|
| Number of Leadership Academies | 3 |

## SOURCES

a. **California Manual of Policies and Procedures**
http://www.cdss.ca.gov/ord/entres/getinfo/pdf/ccc.pdf

b. **California Child Development Permits**
http://www.ctc.ca.gov/credentials/leaflets/cl797.pdf

c. **State of California Administrative Services Credential for Individuals Prepared in California**
http://www.ctc.ca.gov/credentials/leaflets/cl574c.pdf

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **Quality Continuum Framework Rating Matrix\**
http://www.cde.ca.gov/sp/cd/rt/caqrisratingmatrix.asp on February 22, 2017

f. **Program Requirements for California State Preschool Program**
http://www.cde.ca.gov/fg/aa/cd/documents/csppfinal1516.doc

g. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

h. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

i. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

j. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

k. **Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

l. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Colorado

Colorado supports early childhood leadership through its state-wide QRIS, public pre-K program, and principal licensure. State pre-K programs require administrators to hold a bachelor's degree with at least 30 college credits in early childhood education. The QRIS measures the qualifications of child care center directors using the Colorado Early Childhood Professional Credential rubric that accumulates points along four pathways: formal education, ongoing professional development, experience, and credentials/certifications. The minimum qualification requirements for directors of licensed child care centers vary depending on the size of the center. The CDA is the minimum qualification for a director of a small center while the minimum qualification for a director of a large center is 30 semester hours of early childhood education plus 24 months of verified experience. Colorado does not have a director credential.

## Policy Lever Rubric

| | | SOURCE |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | O | |
| College credit in early childhood education | O | |
| College credit in business/administration | O | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **O** | **(b)** |
| Credential is competency-based | O | |
| Level of general education | O | |
| # of semester hours of college credit in ECE | O | |
| # of semester hours of college credit in business/administration | O | |
| Credential renewal is based on continuing ed | O | |
| # of months of experience in ECE (may include practicum experiences) | O | |
| # of years of experience in administration | O | |
| **Principal Licensure** | **1** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | O | (c) |
| # of years of teaching experience | O | (d) |
| Pre-K content in the licensure requirements | O | (e) |
| Pre-K practical (field) experience required | O | (f) |
| **Administrator Qualifications in QRIS** | **2** | **(g)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | O | |
| Highest level of administrators general education requirement | O | |
| # of semester hours of college credit in ECE | O | |
| # of semester hours of college credit in business/administration | O | |
| **Administrator Qualifications in State Pre-K Programs** | **5** | **(h)** |
| Principal endorsement required for school-based programs | O | |
| Administrator credential required for center-based programs | - | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 10 | |
| # of semester hours of college credit in business/administration | O | |

## INTERESTING FACTS

Colorado Early Childhood Professional Credential recognizes and credits job-embedded professional development.

The University of Colorado Denver hosts an 18-credit change leadership program funded by the Temple Hoyne Buell Foundation.

Colorado State University offers a bachelor's degree in early childhood leadership.

# Colorado

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 780 | No data | 2,393 |
| Annual Median Salary | $47,290 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 2 | 5 | 10 |
| Private | 0 | 0 | 8 | 14 |
| Total | 2 | 2 | 13 | 24 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 2 | 2 | 13 | 24 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 4 |
| Master's and Post-Master's Certificate | | 1 | | 12 |
| Doctoral | | 0 | | 8 |
| | | | | |
| In-Person | | 1 | | 9 |
| On-Line | | 0 | | 15 |
| Blended | | 1 | | No data |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **Social Service Rules**
https://www.sos.state.co.us/CCR/GenerateRulePdf.do?ruleVersionId=6604&fileName=12%20CCR%202509-8

b. **No state director credential**

c. **Colorado Department of Education**
http://www.sos.state.co.us/CCR /GenerateRulePdf.do?ruleVersionId=6702&fileName=1.

d. **Colorado Department of Education**
http://www.cde.state.co.us/cde prof/endorsementrequirements#leadershiplicenses

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **Colorado Department of Education**
http://www.sos.state.co.us/CCR /GenerateRulePdf.do?ruleVersionId=6702&fileName=1

g. **Colorado Shines Quality Rating and Improvement System Program Guide, May 2015**
http://coloradoshines.force.com/ColoradoShines/resource/1432239813000/ColoShinesQRISProgramGuide

h. **Colorado Preschool Program**
http://www.cde.state.co.us/cpp/cpphandbook

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Connecticut

**OVERALL POLICY LEVER SCORE**

**4**

Connecticut offers a competency-based director credential that requires, at the lowest level, an associate degree with at least 9 semester hours in business or administration and a minimum of 5 years of experience. The state pre-K program requires a bachelor's degree with at least 24 college credits in early childhood education and 9 semester hours in business or administration. The state offers a pre-K certificate for principals. Connecticut has not yet implemented a quality rating and improvement system.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **6** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 5 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 5 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 10 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | (e) |
| Pre-K practical (field) experience required | 0 | (f) |
| **Administrator Qualifications in QRIS** | **0** | **(g)** |
| QRIS is implemented statewide | 0 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **6** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 5 | |

**INTERESTING FACTS**

The Connecticut Office of Early Childhood oversees the professional workforce registry that meets the National Workforce Registry Alliance PER guidelines.

The state sponsored leadership initiative offers credit and non-credit training to support child care directors.

At $51,390, child care center directors have the 9th highest average salary in the U.S.

# Connecticut

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 730 | No data | 2,134 |
| Annual Median Salary | $51,390 | $90,000 | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 4 | 11 |
| Private | 1 | 1 | 6 | 7 |
| Total | 1 | 1 | 10 | 18 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 10 | 18 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 2 |
| Master's and Post-Master's Certificate | | 0 | | 11 |
| Doctoral | | 0 | | 4 |
| | | | | |
| In-Person | | 1 | | 17 |
| On-Line | | 0 | | 1 |
| Blended | | 0 | | No data |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 2 |

## SOURCES

a. **Statutes and Regulations for Licensing Child Day Care Center and Group Day Care Homes**
http://www.ct.gov/oec/lib/oec/licensing/childcare/centers_statsregs.pdf

b. **Connecticut Director's Credential**
https://www.charteroak.edu/certificates/directorcredential/coreknowledge.cfm

c. **Connecticut State Department of Education**
http://www.sde.ct.gov/sde/cwp/view.asp?a=2618&Q=320954&sdePNavCtr=|#45443

d. **Connecticut State Department of Education**
http://www.sde.ct.gov/sde/lib/sde/PDF/Cert/facts/fact100_01.pdf

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **Connecticut State Department of Education**
http://www.sde.ct.gov/sde/lib/sde/PDF/Cert/facts/fact100_01.pdf

g. **No QRIS.**

h. **Connecicuit School Readiness Program**
http://www.ct.gov/oec/lib/oec/earlycare/gps/gp_b_05_naeycreq.pdf

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Delaware

Child care licensing regulations in Delaware require the early childhood administrator to have at least an associate degree, 15 semester hours of college credit in ECE, and 18 clock hours of training annually. Licensing requirements include two administrative roles: early childhood administrator and early childhood curriculum coordinator. A center with 60 or fewer children may have one staff member who functions and is qualified for both of these distinct roles. The Delaware Stars QRIS provides points for the Delaware Administrator Credential and for the Curriculum and Assessment Credential. These credentials are considered Essential Standards for the two highest star levels at re-verification or when a program moves up a star level.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **4** | **(a)** |
| Level of general education | 8 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | (e) |
| Pre-K practical (field) experience required | 0 | (f) |
| **Administrator Qualifications in QRIS** | **6** | **(g)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

A pre-K to 12th grade certificate is available for principal licensure.

A whole leadership approach is embedded in the licensing regulations recognizing the need for both administrative and pedagogical leadership.

Two early childhood leadership degree programs are offered at the University of Delaware.

# Delaware

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 230 | 125 | 691 |
| Annual Median Salary | $50,840 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 2 | 2 | 6 |
| Private | 0 | 0 | 2 | 3 |
| Total | 1 | 2 | 4 | 9 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 2 | 4 | 9 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 2 |
| Master's and Post-Master's Certificate | | 1 | | 4 |
| Doctoral | | 0 | | 3 |
| | | | | |
| In-Person | | 2 | | 6 |
| On-Line | | 0 | | 3 |
| Blended | | 0 | | No data |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Delacare Regulations for Early Care and Education and School-Age Centers**
http://kids.delaware.gov/occl/announcements/Center-Regulations-2015.pdf

b. **Early Childhood Administrator Credential**
https://dieecpd.org/static/uploads/files/ec-administrator-final.pdf

c. **State of Delaware Professional Standards Board - School Principal and Assistant School Principal**
http://regulations.delaware.gov/AdminCode/title14/1500/1591.shtml#TopOfPage

d. **State of Delaware Professional Standards Board - School Principal and Assistant School Principal**
http://regulations.delaware.gov/AdminCode/title14/1500/1591.shtml#TopOfPage

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **State of Delaware Professional Standards Board - School Principal and Assistant School Principal**
http://regulations.delaware.gov/AdminCode/title14/1500/1591.shtml#TopOfPage

g. **University of Delaware**
http://www.delawarestars.udel.edu/wp-content/uploads/2014/07/ECE-Standard-7.1.2014.pdf

h. **Delaware State Preschool Program**
http://delcode.delaware.gov/title14/c030/index.shtml

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Florida

**OVERALL POLICY LEVER SCORE**

**2**

Florida has a county-based QRIS, with three separate and distinct models each with varying standards. The Florida director credential is required in each QRIS, as well as the state pre-K program. The director credential is competency-based and is required in child care licensing standards. There are no early childhood leadership academies; however, four early childhood leadership degree programs are available. There are 63 elementary principal degree programs offered.

## POLICY LEVER RUBRIC

|  |  | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **0** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **3** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 0 | (d) |
| Pre-K content in the licensure requirements | 0 | (e) |
| Pre-K practical (field) experience required | 0 | (f) |
| **Administrator Qualifications in QRIS** | **3** | **(g) (h) (i)** |
| QRIS is implemented statewide | 5 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(j)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |

**INTERESTING FACTS**

Florida Director Credential is required in child care licensing requirements, QRIS models, and state pre-K administrator requirements.

The state early childhood workforce registry meets the National Workforce Registry Alliance PER guidelines.

Child care directors' average salary ($47,610) is about one-half of elementary principals' compensation ($89,424).

# Florida

## Additional State Information

| Administrators | ECE Program Directors (k) | School Principals (l) | Family Child Care Providers (m) |
|---|---|---|---|
| Total Number | 1,090 | 3,414 | 3,219 |
| Annual Median Salary | $47,610 | $89,424 | No data |

| Higher Education | ECE Leadership Degree Programs (n) | | Elementary Principal Graduate Degree Programs (o) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 5 | 5 | 12 | 29 |
| Private | 0 | 0 | 16 | 34 |
| Total | 5 | 5 | 28 | 63 |
| | | | | |
| 2-year | 5 | 5 | 0 | 0 |
| 4-year | 0 | 0 | 28 | 63 |
| | | | | |
| Associate | | 5 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 5 |
| Master's and Post-Master's Certificate | | 0 | | 41 |
| Doctoral | | 0 | | 17 |
| | | | | |
| In-Person | | 4 | | 41 |
| On-Line | | 0 | | 22 |
| Blended | | 1 | | No data |

| Leadership Academies (p) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Florida Administratice Code Child Care Standards**
http://ccrain.fl-dcf.org/documents/2/470.pdf

b. **Florida Child Care Director Credential**
http://ccrain.fl-dcf.org/documents/6/468.pdf#page=1

c. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/
pre-service-requirements/

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/
pre-service-requirements/

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/
pre-service-requirements/

f. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/
pre-service-requirements/

g. **Guiding Stars of Duval 3.0, Documentation Guide for Child Care Centers, 8-26-16**
http://www.elcduval.org/wp-content/uploads/2016/12/
star_centersdoc.pdf

h. **Information About Strong Minds**
http://providers.cscpbc.org/bequality

i. **Miami Quality Counts Center Standards**
https://www.miamiqualitycounts.org/qc-center-
standards-2/

j. **Florida Voluntary PreK**
http://www.leg.state.fl.us/Statutes/index.
cfm?App_mode=Display_Statute&Search_
String=&URL=1000-1099/1002/Sections/1002.57.html

k. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-
childcare-center-directors.htm

l. **Florida Department of Education**
http://fldoe.org/accountability/data-sys/edu-info-
accountability-services/pk-12-public-school-data-pubs-
reports/staff.stml

m. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-
download?submissionGuid=2bc83710-bc2b-42ea-8126-
6d53f413fc40

n. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

o. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

p. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Georgia

OVERALL POLICY LEVER SCORE

**2**

At the highest level, Georgia's state-wide QRIS requires that administrators hold a bachelor's degree. State pre-K programs located in public schools require that administrators have a P-12 certificate; however, directors of community-based child care programs do not have administrator preservice requirements. Elementary principals are required to earn a master's degree with pre-K coursework. Georgia does not offer a director credential or host any leadership academies for early childhood administrators.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **0** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 0 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

Elementary principals earn more than twice ($94,674) that of child care directors ($39,670).

The Georgia Professional Development System for Early Childhood Educators is mandatory for all early childhood staff.

Piedmont College offers an interdisciplinary BA degree in early childhood program administration.

# Georgia

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 1,880 | No data | 1,613 |
| Annual Median Salary | $39,670 | $94,674 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 12 | 26 |
| Private | 1 | 1 | 8 | 13 |
| Total | 1 | 1 | 20 | 39 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 20 | 39 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 2 |
| Master's and Post-Master's Certificate | | 0 | | 30 |
| Doctoral | | 0 | | 7 |
| | | | | |
| In-Person | | 1 | | 37 |
| On-Line | | 0 | | 2 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Rules for Child Care Learning Centers**
http://decal.ga.gov/documents/attachments/CCLCRulesandRegulations.pdf

b. **No state director credential.**

c. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

d. **Georgia Professional Standards Commission**
http://www.gapsc.com/Rules/Current/EducatorPreparation/505-3-.77.pdf

e. **No data**

f. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

g. **Quality Rated Child Care**
https://qualityrated.decal.ga.gov/Content/Documents/PM_ProgramManual.pdf

h. **Georgia Pre-K Program**
http://www.decal.ga.gov/documents/attachments/Guidelines.pdf

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Hawaii

Hawaii has a state-wide QRIS that at the highest level requires administrators to have a bachelor's degree and a minimum of 9 semester hours in business. Elementary school principals are required to have a minimum of a bachelor's degree and teaching experience, although pre-K experience is not required. State pre-K programs are located in the school districts and a principal license is required for administrators. Child care licensing regulations require administrators to have at least 30 semester hours in general education. There are no early childhood leadership degree programs or early childhood leadership academies available in Hawaii and the state does not have a director credential.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **0** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **3** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 0 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **5** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 5 | |
| **Administrator Qualifications in State Pre-K Programs** | **3** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | - | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

The average annual salary of child care directors is $48,430.

There are 180 child care directors and 349 family child care providers in Hawaii.

Hawaii does not have any degree programs in early childhood leadership.

# Hawaii

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 180 | No data | 349 |
| Annual Median Salary | $48,430 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 1 | 1 |
| Private | 0 | 0 | 2 | 2 |
| Total | 0 | 0 | 3 | 3 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 3 | 3 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 0 |
| Master's and Post-Master's Certificate | | 0 | | 2 |
| Doctoral | | 0 | | 1 |
| | | | | |
| In-Person | | 0 | | 3 |
| On-Line | | 0 | | 0 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Hawaii Administrative Rules Licensing of Group Child Care Centers and Group Child Care Homes**
http://humanservices.hawaii.gov/bessd/files/2013/01/HAR_17-892.1-Group-Child-Care-Center-and-Group-Child-Care-Home-Rules.pdf

b. **No state director credential.**

c. **Hawaii State Department of Education**
http://www.hawaiipublicschools.org/ConnectWithUs/Employment/LicensureAndCertification/Pages/home.aspx

d. **Hawaii State Department of Education**
http://www.hawaiipublicschools.org/ConnectWithUs/Employment/LicensureAndCertification/Pages/home.aspx

e. **Hawaii State Department of Education**
http://www.hawaiipublicschools.org/ConnectWithUs/Employment/LicensureAndCertification/Pages/home.aspx

f. **Quality Rating and Improvement System (QRIS) Pilot**
http://humanservices.hawaii.gov/bessd/files/2013/01/QRIS-Policies-Procedures_Revised_10.31.12.pdf

g. **Hawaii Public Prekindergarten Program**
https://legiscan.com/HI/text/HB820/2015

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

# Idaho

**OVERALL POLICY LEVER SCORE**

**2**

A state-wide QRIS, Steps to Quality, is implemented; there are minimum requirements for administrator qualifications which are based only on training. At step 5 of the QRIS, at a minimum, a center director must have 15 hours of business management training in addition to a current CDA. Principal licensure includes pre-K. Elementary principals are required to have at least a master's degree with some teaching experience. Idaho does not offer state pre-K or a director credential. There are no early childhood leadership degree programs or leadership academies in the state.

## Policy Lever Rubric

| | | SOURCE |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **0** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 0 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **0** | **(g)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

Principal licensure includes pre-K.

The average salary of child care directors is $37,360 as compared with elementary school principals at $76,000.

The Program Administration Scale (PAS) is embedded in the QRIS at multiple levels.

# Idaho

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 140 | No data | 490 |
| Annual Median Salary | $37,360 | $76,000 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 3 | 8 |
| Private | 0 | 0 | 1 | 2 |
| Total | 0 | 0 | 4 | 10 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 4 | 10 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 0 |
| Master's and Post-Master's Certificate | | 0 | | 8 |
| Doctoral | | 0 | | 2 |
| | | | | |
| In-Person | | 0 | | 6 |
| On-Line | | 0 | | 4 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Rules Governing Standards for Child Care Licensing**
https://adminrules.idaho.gov/rules/current/16/0602.pdf

b. **No state director credential.**

c. **Idaho Department of Administration**
https://adminrules.idaho.gov/rules/current/08/0202.pdf

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **Idaho Department of Administration**
https://adminrules.idaho.gov/rules/current/08/0202.pdf

f. **Idaho Stars Quality Child Care Matters**
http://idahostars.org/?q=steps-to-quality

g. **No state pre-K program.**

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Illinois

**OVERALL POLICY LEVER SCORE**

**6**

The child care licensing standards require center directors to have a minimum of an associate degree with 21 semester hours of early childhood college credit. Illinois provides program directors the option of earning a competency-based director credential (IDC). This credential is offered at three degree levels: associate, baccalaureate, and graduate. The IDC is embedded within licensing standards, ExceleRate Illinois QRIS, and Preschool For All, the state-funded pre-K program. Principal licensure in Illinois is pre-K to 12th grade. There are six leadership academies offered throughout the state and four graduate degree programs in early childhood leadership.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **5** | **(a)** |
| Level of general education | 8 | |
| College credit in early childhood education | 5 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **4** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 5 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 5 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **10** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 10 | (e) |
| Pre-K practical (field) experience required | 10 | (f) |
| **Administrator Qualifications in QRIS** | **3** | **(g)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 5 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **9** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 10 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 8 | |

**INTERESTING FACTS**

The Illinois Gateways to Opportunity Registry meets the National Workforce Registry Alliance Partnership Eligibility Review and the (PER) guidelines.

Illinois is the first state to require pre-K content and field experiences in higher education principal preparation programs.

The Illinois Director Credential has a whole leadership frame; ten content areas distributed among pedagogical leadership, administrative leadership, and essential leadership domains.

# Illinois

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 2,220 | No data | 7,928 |
| Annual Median Salary | $49,960 | $103,634 | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 2 | 12 | 30 |
| Private | 3 | 3 | 17 | 35 |
| Total | 5 | 5 | 29 | 65 |
| | | | | |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 4 | 4 | 29 | 62 |
| | | | | |
| Associate | | 1 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 5 |
| Master's and Post-Master's Certificate | | 3 | | 42 |
| Doctoral | | 1 | | 18 |
| | | | | |
| In-Person | | 2 | | 53 |
| On-Line | | 2 | | 12 |
| Blended | | 1 | | No data |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 6 |

## SOURCES

a. **Licensing Standards for Day Care Centers**
https://www.illinois.gov/dcfs/aboutus/notices/Documents/Rules_407.pdf

b. **Illinois Director Credential**
http://www.ilgateways.com/credentials/illinois-director-credential

c. **Illinois State Board of Education**
https://www.isbe.net/Documents/ONEARK.pdf

d. **Illinois State Board of Education**
https://www.isbe.net/Documents/25ark.pdf

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **Illinois State Board of Education**
http://www.ilga.gov/commission/jcar/admincode/023/02300030sections.html

g. **ExceleRate Illinois**
http://www.excelerateillinoisproviders.com/how-it-works/licensed-child-care/licensed-child-care-overview

h. **Preschool for All**
https://www.isbe.net/Documents/pfa-imp-manual-0216.pdf

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

# Indiana

**OVERALL POLICY LEVER SCORE**

**2**

Indiana has more robust child care licensing standards for administrator qualifications than many states, requiring a minimum of an associate degree with at least 24 semester hours in early childhood education. While there are additional professional development requirements, a bachelor's degree is not required for directors at the highest level of the state-wide QRIS. Elementary principals are required to have a minimum of a master's degree, though early childhood experience and content is not required. A state pre-K program is available in both schools and community-based programs. Administrators of state pre-K in schools are required to have a principal endorsement, but there are no specific requirements for administrators of state pre-K in community-based programs. Indiana does not offer an administrator credential. There are no early childhood leadership degree programs or leadership academies offered in the state.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **5** | **(a)** |
| Level of general education | 8 | |
| College credit in early childhood education | 8 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 5 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **2** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 0 | |
| # of years of teaching experience | 0 | (c) |
| Pre-K content in the licensure requirements | 0 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **2** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

On average, elementary principals earn more than twice the salary ($86,014) of child care directors ($39,490) in Indiana.

Indiana is one of only five states that require a director of a licensed program, of any size, to have a degree.

29% of directors reported having an associate degree or higher in early childhood education.

# Indiana

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 680 | No data | 2,828 |
| Annual Median Salary | $39,490 | $86,014 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 10 | 18 |
| Private | 0 | 0 | 8 | 15 |
| Total | 0 | 0 | 18 | 33 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 18 | 33 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 4 |
| Master's and Post-Master's Certificate | | 0 | | 23 |
| Doctoral | | 0 | | 6 |
| | | | | |
| In-Person | | 0 | | 16 |
| On-Line | | 0 | | 17 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Care Centers Licensing**
http://www.in.gov/fssa/files/Rule4.7.pdf

b. **No state director credential.**

c. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **Paths to Quality**
http://www.in.gov/fssa/pathstoquality/files/CentersPTQStandards.pdf

g. **On My Way PreK**
http://www.in.gov/fssa/4931.htm

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Iowa

Child care licensing in Iowa requires directors to have a minimum of 30 semester hours in general education. The Iowa Department of Human Services operates the state-wide QRIS, which is based on a point system. Points are awarded if a program director has a national administrator credential or is a licensed principal. Elementary principals are required to have a master's degree and teaching experience. Pre-K is included in the licensing grade-level range. State pre-K classrooms must be NAEYC accredited programs, which includes qualification standards for directors related to their level of general education and specialized training in early childhood education and business administration. There are no early childhood leadership degree programs or leadership academies offered in the state.

## Policy Lever Rubric

| | SOURCE | |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **1** | **(a)** |
| Level of general education | 5 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | (e) |
| Pre-K practical (field) experience required | 0 | (f) |
| **Administrator Qualifications in QRIS** | **4** | **(g)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **6** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 5 | |

**INTERESTING FACTS**

Sixty-six percent of child care directors in Iowa have a bachelor's degree or higher. (Building Iowa's Child Care Workforce for the 21st Century, 2010)

Aim4Excellence™ and National Administrator Credential (NAC) are the only approved administrator credentials for the QRIS.

There are 682 elementary principals, 710 child care directors, and 3,703 family child care providers in Iowa.

# Iowa

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 710 | 682 | 3,703 |
| Annual Median Salary | $35,470 | $97,248 | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 3 | 6 |
| Private | 0 | 0 | 8 | 16 |
| Total | 0 | 0 | 11 | 22 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 11 | 22 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 7 |
| Master's and Post-Master's Certificate | | 0 | | 13 |
| Doctoral | | 0 | | 2 |
| | | | | |
| In-Person | | 0 | | 11 |
| On-Line | | 0 | | 11 |
| Blended | | 0 | | No data |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Care Centers and Preschools Licensing Standards and Procedures**
https://dhs.iowa.gov/sites/default/files/Comm204.pdf

b. **No state director credential.**

c. **Iowa Board of Educational Examiners**
http://www.boee.iowa.gov/endorsements/endorsements_admin_principal.html

d. **Iowa Board of Educational Examiners**
http://www.boee.iowa.gov/forms/adminiowainst.pdf

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **Iowa Board of Educational Examiners**
http://www.boee.iowa.gov/forms/adminiowainst.pdf

g. **Child Care Quality Rating System**
https://www.legis.iowa.gov/docs/ACO/chapter/441.118.pdf

h. **Shared Vision Preschool Program**
https://www.educateiowa.gov/sites/files/ed/documents/2015-08-10GuidanceOnProgramStandardsForSharedVisionsPreschoolPrograms.pdf

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Kansas

Minimum state licensing standards require that program directors be a high school graduate, have six months of teaching experience, and attend five clock hours of training per year. The Kansas Early Childhood Director Credential was developed from the Kansas/Missouri Bi-State Core Competencies. It is a tiered competency-based credential. At the lowest tier, the credential requires a minimum of an associate degree, 24 semester hours in early childhood education, 9 semester hours in early childhood program leadership and management (or 18 semester hours in general leadership and management), teaching experience, administrative experience, and professional contributions. Principals are required to be licensed for leading school-based pre-K programs; there are no requirements for leading community-based pre-K programs. Kansas' Links to Quality QRIS is being field tested in spring, 2017. There are no early childhood leadership degree programs or leadership academies in Kansas.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **0** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **5** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 5 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 5 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 0 | (d) |
| Pre-K content in the licensure requirements | 0 | (e) |
| Pre-K practical (field) experience required | 0 | (f) |
| **Administrator Qualifications in QRIS** | **0** | **(g)** |
| QRIS is implemented statewide | 0 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

Centers licensed for more than 100 children are required to have a director with a minimum of 1 year of administrative experience.

Centers licensed for more than 160 children are required to have an assistant director.

Elementary principals in Kansas are required to have a master's degree; pre-K certification is available.

# Kansas

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 510 | No data | 4,012 |
| Annual Median Salary | $40,560 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 7 | 12 |
| Private | 0 | 0 | 9 | 11 |
| Total | 0 | 0 | 16 | 23 |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 16 | 23 |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 1 |
| Master's and Post-Master's Certificate | | 0 | | 18 |
| Doctoral | | 0 | | 4 |
| In-Person | | 0 | | 12 |
| On-Line | | 0 | | 11 |
| Blended | | 0 | | No data |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Regulations for Licensing Preschools and Child Care Centers**
http://www.kdheks.gov/bcclr/regs/ccc/Preschools_and_Child_Care_Centers_all_sections.pdf

b. **Kansas Early Childhood Director Credential**
http://nebula.wsimg.com/d2640004094361411951d664396c524c?AccessKeyId=1A23CE3EAA21AB32ED2A&disposition=0&alloworigin=1

c. **Kansas State Department of Education**
http://www.ksde.org/Portals/0/TLA/Licensure/Licensure%20Documents/CertHandbook11-14.pdf

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

g. **Links to Quality**
http://www.dcf.ks.gov/services/ees/Pages/Kansas-Quality-Rating-Improvement-System-(QRIS).aspx

h. **Kansas Preschool Program**
http://www.ksde.org/Portals/0/Early%20Childhood/Kansas%20Preschool%20Program/KPPStandards.pdf

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet Survey**
http://usa.childcareaware.org/wp-content/uploads/2017/07/KS_Facts.pdf

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Kentucky

Licensing requirements for directors, at a minimum, require a 12 clock-hour orientation and child development training plus one year of experience working with children. The director's credential in Kentucky requires 12 semester hours in leadership and management and can be part of an early childhood degree program or as a separate course of study specifically created for the credential. Principal licensure requires a graduate degree. The state pre-K program has no qualification requirements for administrators when the pre-K program is delivered in community-based organizations.

## Policy Lever Rubric

| | | SOURCE |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **1** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 5 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 0 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 0 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **2** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **4** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

The average salary of child care directors is $43,280 as compared with $82,440 for elementary principals.

Kentucky is one of eight states that require college credit in leadership and management for the director credential.

There are 340 child care directors, 273 family child care providers, and 930 elementary school principals in Kentucky—atypical of many other states.

# Kentucky

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 340 | 930 | 273 |
| Annual Median Salary | $43,280 | $82,440 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 7 | 15 |
| Private | 0 | 0 | 6 | 8 |
| Total | 1 | 1 | 13 | 23 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 13 | 23 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 2 |
| Master's and Post-Master's Certificate | | 1 | | 14 |
| Doctoral | | 0 | | 7 |
| | | | | |
| In-Person | | 1 | | 12 |
| On-Line | | 0 | | 11 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Care Facility Provider Requirements**
http://www.lrc.ky.gov/kar/922/002/110.htm

b. **Kentucky Early Childhood Director's Credential**
http://www.lrc.state.ky.us/kar/922/002/230.htm

c. **Kentucky Professional Certificate for Instructional Leadership**
http://www.lrc.ky.gov/kar/016/003/050.htm

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **Kentucky Professional Certificate for Instructional Leadership**
http://www.lrc.ky.gov/kar/016/003/050.htm

f. **KEY to STARS Standards**
http://chfs.ky.gov/NR/rdonlyres/1DDFD1A7-24B5-4125-B36D-D04C69C714CD/0/11302009TypeIGridKEY.pdf

g. **Kentucky Preschool Program**
http://www.lrc.state.ky.us/kar/704/003/410.htm

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Louisiana

The qualifications for directors in child care licensing minimally require a CDA plus one year experience or three years of experience plus 90 clock hours of approved training. The director credential is also a combination of clock-hour training and experience. Louisiana's QRIS, Quality Start, is based on a point system for the top three levels. In order to earn the highest number of points, child care directors must have an associate degree, six semester hours in administration, and 5 years of administrative experience. Pre-K certification is available for elementary school principals and pre-K course content is required.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **1** | **(a)** |
| Level of general education | O | |
| College credit in early childhood education | O | |
| College credit in business/administration | O | |
| Continuing professional development per year | 5 | |
| **Administrator Credential (minimal requirements)** | **O** | **(b)** |
| Credential is competency-based | O | |
| Level of general education | O | |
| # of semester hours of college credit in ECE | O | |
| # of semester hours of college credit in business/administration | O | |
| Credential renewal is based on continuing ed | O | |
| # of months of experience in ECE (may include practicum experiences) | O | |
| # of years of experience in administration | O | |
| **Principal Licensure** | **7** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 10 | (e) |
| Pre-K practical (field) experience required | O | (f) |
| **Administrator Qualifications in QRIS** | **1** | **(g)** |
| QRIS is implemented statewide | 5 | |
| Administrator credential is embedded in QRIS | O | |
| Highest level of administrators general education requirement | O | |
| # of semester hours of college credit in ECE | O | |
| # of semester hours of college credit in business/administration | O | |
| **Administrator Qualifications in State Pre-K Programs** | **4** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | O | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | O | |
| # of semester hours of college credit in business/administration | O | |

## INTERESTING FACTS

There is an alternative pathway for principal preparation that requires a bachelor's degree.

Family child care programs are exempt from licensure in Louisiana

Nicholls State University offers an associate degree in child developmentt and preschool management.

# Louisiana

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 290 | No data | No data |
| Annual Median Salary | $39,940 | $71,655 | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 12 | 26 |
| Private | 0 | 0 | 2 | 3 |
| Total | 1 | 1 | 14 | 29 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 14 | 29 |
| | | | | |
| Associate | | 1 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 2 |
| Master's and Post-Master's Certificate | | 0 | | 20 |
| Doctoral | | 0 | | 7 |
| | | | | |
| In-Person | | 1 | | 21 |
| On-Line | | 0 | | 8 |
| Blended | | 0 | | No data |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Louisiana Early Learning Center Licensing Regulations**
http://www.doa.la.gov/osr/lac/28v161/28v161.doc

b. **Louisiana Pathways Child Care Career Development System Administrator Certificate**
http://pathways.nsula.edu/administrator-track/

c. **Louisiana Department of Education**
https://www.teachlouisiana.net/Prospect.aspx?PageID=501

d. **State of Louisiana Division of Administration**
http://doa.louisiana.gov/osr/lac/28v131/28v131.doc

e. **Louisiana Department of Education**
http://www.louisianabelieves.com/resources/library/principal-support

f. **State of Louisiana Division of Administration**
http://doa.louisiana.gov/osr/lac/28v131/28v131.doc

g. **Louisiana Quality Start Child Care Rating System**
http://www.qrslouisiana.org/assets/files/QS-Model-Aug-2013.pdf

h. **Louisiana Prekindergarten Program**
http://www.louisianabelieves.com/docs/default-source/early-childhood/2014-15-requirements-and-guidelines.pdf

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Maine

Child care licensing in Maine requires administrators to obtain 30 clock hours of continuing education annually. The competency-based director credential requires experience in early childhood education but not in administration. There are three options to attain the credential that allow for various combinations of clock-hour training and college coursework, ranging from 150 clock-hours to 9 semester hours of college credit. At the highest level, the statewide QRIS requires administrators to have a minimum of a bachelor's degree. Elementary school principal licensure requires a graduate degree. For state pre-K programs, elementary schools are required to have a licensed principal; community-based programs do not have specific qualifications for directors.

## Policy Lever Rubric

| | SOURCE | |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **4** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 10 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **3** | |
| Level of general education | 10 | (c) |
| Pre-K or elementary license issued | 5 | |
| # of years of teaching experience | 0 | |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | |
| **Administrator Qualifications in QRIS** | **4** | **(d)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(e)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

There are 180 child care directors, 265 elementary principals, and 260 family child care providers in the state.

Thomas College offers a bachelor's degree in early childhood management.

The state early childhood workforce registry meets the National Workforce Registry Alliance PER guidelines.

# Maine

## Additional State Information

| Administrators | ECE Program Directors (f) | School Principals (g) | Family Child Care Providers (h) |
|---|---|---|---|
| Total Number | 180 | 265 | 260 |
| Annual Median Salary | $46,980 | $83,073 | No data |

| Higher Education | ECE Leadership Degree Programs (i) | | Elementary Principal Graduate Degree Programs (j) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 3 | 9 |
| Private | 1 | 1 | 3 | 6 |
| Total | 1 | 1 | 6 | 14 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 6 | 15 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 6 |
| Master's and Post-Master's Certificate | | 0 | | 7 |
| Doctoral | | 0 | | 2 |
| | | | | |
| In-Person | | 1 | | 9 |
| On-Line | | 0 | | 6 |
| Blended | | 0 | | No data |

| Leadership Academies (k) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Rules for the Licesning of Child Care Facilities**
   http://www.maine.gov/dhhs/ocfs/ec/occhs/cclicensing.htm

b. **Maine Roads to Quality**
   http://muskie.usm.maine.edu/maineroads/pd/dircredential.html

c. **New America Pre-K Leader Policy Scan**
   https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

d. **Quality for Maine Standards**
   http://www.maine.gov/dhhs/ocfs/ec/occhs/quality_cbc.pdf

e. **Maine Public Preschool**
   http://www.maine.gov/doe/publicpreschool/

f. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
   http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

g. **New America Pre-K Leader Policy Scan**
   https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

h. **Child Care Aware of America 2018 State Fact Sheet**
   https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

i. **NAEYC Early Childhood Education Higher Education Degree Directory**
   https://degreefinder.naeyc.org/

j. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
   https://nces.ed.gov/ipeds

k. **2017 Early Childhood Education Leadership Development Compendium**
   https://bit.ly/2vxd1ZK

# Maryland

The minimum licensing requirements for a center director require 90 clock hours of training or the CDA plus three semester hours of education in business/administration. Preschool programs serving more than 40 children require a director to have an associate degree with 15 semester hours in early childhood education. The Administrator's Credential in Maryland has four levels. At the first two levels, it minimally requires clock hour training and experience in early childhood education; at level three and four it requires an associate and baccalaureate degree respectively. Principal licensure requires a master's degree and teaching experience. Elementary principal certificates can include pre-K, however pre-K content and pre-K experience are not required. At the highest level of the state-wide QRIS, Maryland EXCELS, the program director must hold the Administrator's Credential (level 2 or higher). There is one early childhood leadership academy and no early childhood leadership degree programs.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 2 | |
| Continuing professional development per year | 5 | |
| **Administrator Credential (minimal requirements)** | **3** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 10 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 8 | (c) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (d) |
| **Administrator Qualifications in QRIS** | **4** | **(e)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(f)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

# Maryland

## Additional State Information

| Administrators | ECE Program Directors (g) | School Principals (h) | Family Child Care Providers (i) |
|---|---|---|---|
| Total Number | 980 | No data | 5,757 |
| Annual Median Salary | $46,280 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (j) | | Elementary Principal Graduate Degree Programs (k) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 8 | 15 |
| Private | 0 | 0 | 6 | 11 |
| Total | 0 | 0 | 14 | 26 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 14 | 26 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 9 |
| Master's and Post-Master's Certificate | | 0 | | 13 |
| Doctoral | | 0 | | 4 |
| | | | | |
| In-Person | | 0 | | 11 |
| On-Line | | 0 | | 15 |
| Blended | | 0 | | No data |

| Leadership Academies (l) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **State Board of Education - Child Care Center**
http://earlychildhood.marylandpublicschools.org/system/files/filedepot/12/subtitle_16_centers_comar_online.pdf

b. **Child Care Credential Program**
http://earlychildhood.marylandpublicschools.org/child-care-providers/office-child-care/credentialing-branch/child-care-credential-program

c. **MD Educational Leadership Certification Requirements**
https://cm.wgu.edu/t5/Teacher-Licensure-Information/MD-Educational-Leadership-Certification-Requirements/ta-p/1468

d. **MD Educational Leadership Certification Requirements**
https://cm.wgu.edu/t5/Teacher-Licensure-Information/MD-Educational-Leadership-Certification-Requirements/ta-p/1468

e. **Maryland Excels Child Care Center Standards**
http://www.marylandexcels.org/wp-content/uploads/2015/12/Child-Care-Center-Standards-March-2014-5.pdf

f. **Maryland Model for School Readiness**
http://mdk12.msde.maryland.gov/instruction/ensure/mmsr/mmsrpkframeworkandstandards.pdf

g. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

h. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

i. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

j. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

# Massachusetts

Qualifications of administrators in Massachusetts licensed child care programs vary across seven levels based on licensed capacity, hours of operation, and the percent of non-teaching administrative time. For full-day programs serving 14 or more children, director certification is required. The two-level Director Certification for licensing serves as the administrative credential for the state. At the minimal level, a director can achieve certification with a combination of a CDA, three CEU's in child care administration, and prior experience as a lead teacher. The QRIS, at the highest level, requires a bachelor's degree and at least 18 credit hours in early childhood education. The state pre-K program requires a bachelor's degree for administrators along with at least 18 credits in early childhood education. There are seven early childhood leadership degree programs offered at five institutions and three early childhood leadership academies in Massachusetts.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **1** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 10 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 5 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **4** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

Administrator certification is required by licensing for programs serving 14 or more children and requires prior experience as a lead teacher.

Boston College offers a Baccalaureate certificate to develop individual's leadership capacity as change agents.

There are 1,830 child care directors and 5,683 family child care providers in Massachusetts, the 6th smallest state in the U.S.

# Massachusetts

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 1,830 | No data | 5,683 |
| Annual Median Salary | $56,400 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 3 | 9 | 26 |
| Private | 3 | 3 | 13 | 3 |
| Total | 5 | 6 | 22 | 29 |
| | | | | |
| 2-year | 1 | 3 | 0 | 0 |
| 4-year | 4 | 4 | 22 | 29 |
| | | | | |
| Associate | | 3 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 3 | | 2 |
| Master's and Post-Master's Certificate | | 0 | | 20 |
| Doctoral | | 0 | | 7 |
| | | | | |
| In-Person | | 5 | | 19 |
| On-Line | | 0 | | 10 |
| Blended | | 1 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 3 |

## SOURCES

a. **Standards for the Licensure or Approval of Family Child Care, Small Group and School Age and Large Group and School Age Child Care Programs** http://www.mass.gov/courts/docs/lawlib/600-699cmr/606cmr7.pdf http://www.eec.state.ma.us/docs1/prof_devel/eec_pq_cert_applic.pdf

b. **Professional Qualifications - Director I and II** http://www.eec.state.ma.us/docs1/prof_devel/eec_pq_cert_applic.pdf

c. **Massachusetts Department of Elementary & Secondary Education** http://www.doe.mass.edu/lawsregs/603cmr7.html?section=04

d. **Massachusetts Department of Elementary & Secondary Education** http://www.doe.mass.edu/lawsregs/603cmr7.html?section=09

e. **Massachusetts Department of Elementary & Secondary Education** http://www.doe.mass.edu/lawsregs/603cmr7.html?section=09

f. **MA Quality Rating and Improvement System (QRIS)** http://www.mass.gov/edu/birth-grade-12/early-education-and-care/qris/massachusetts-qris-standards.html

g. **Public School Preschool Programs** http://www.eec.state.ma.us/docs1/research_planning/ta_earlychildprogstan.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors** http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan** https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet** https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory** https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)** https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium** https://bit.ly/2vxd1ZK

# Michigan

Licensing regulations in Michigan require directors to have a minimum of a CDA, at least 18 semester hours in early childhood education, 3 CEU's in child care administration, and relevant experience. Annual training requirements for licensing include sixteen clock hours. There is no director credential in Michigan. Principals are required to have a master's degree, however pre-K coursework or experience is not required. The statewide QRIS is based on a points system ranging from one point awarded for meeting director qualifications required in licensing (CDA and at least 18 semester hours in early childhood education) to four points if the director has a minimum of a bachelor's degree with a major in early childhood education/child development and two college credits in child care administration. There are two early childhood leadership degree programs in the state.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 2 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **2** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 0 | (c) |
| # of years of teaching experience | 0 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **0** | **(g)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

Licensing requirements for directors include 16 clock hours of professional development annually.

Muskegon Community College offers a certificate in Family Child Care that builds skills in operating a business.

The Great Start to Quality (QRIS) provides a detailed description of indicators, intent, and ways to meet qualifications indicators in its 2017 guidance document.

# Michigan

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 980 | No data | 4,624 |
| Annual Median Salary | $45,300 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 2 | 10 | 27 |
| Private | 0 | 0 | 9 | 18 |
| Total | 2 | 2 | 19 | 45 |
| | | | | |
| 2-year | 2 | 2 | 0 | 0 |
| 4-year | 0 | 0 | 19 | 45 |
| | | | | |
| Associate | | 1 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 4 |
| Master's and Post-Master's Certificate | | 1 | | 32 |
| Doctoral | | 0 | | 9 |
| | | | | |
| In-Person | | 2 | | 27 |
| On-Line | | 0 | | 18 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Licensing Rules for Child Care Center**
http://www.michigan.gov/documents/lara/BCAL_PUB_8_3_16_523999_7.pdf

b. **No state director credential.**

c. **Michigan Department of Education**
http://www.michigan.gov/mde/0,4615,7-140-5683_14796-175618--,00.html

d. **Michigan Department of Education**
http://www.michigan.gov/documents/mde/AdminCert_530855_7.pdf

e. **Michigan Department of Education**
http://www.michigan.gov/documents/mde/AdminCert_530855_7.pdf

f. **Great Start to Quality**
http://www.greatstarttoquality.org/sites/default/files/Provider%20Guidance%20Document%20for%20Centers.pdf

g. **Great Start Readiness Program**
http://www.michigan.gov/documents/mde/Classroom_Requirements._August_2014_466777_7.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Minnesota

**OVERALL POLICY LEVER SCORE**

**3**

Minimum state licensing standards require that program directors be a high school graduate, have six months of teaching experience, and 90 clock hours of accredited coursework (CEU's) in staff supervision, human relations, and child development. If a director functions as a teacher, they must also meet the qualifications of a teacher. Elementary principals must have a minimum of a bachelor's degree with teaching experience; pre-K content are a part of the principal certification requirements. The state-wide QRIS is based on a points system; one point is awarded if the director has a director's credential and one point is awarded if the director has a BA with at least 24 semester hours of early childhood education credit. In the state pre-K Program, principal licensure is required in school-based programs and a graduate degree is required of directors of community-based programs.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | 3 | (a) |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | 0 | (b) |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | 5 | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 0 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 10 | (e) |
| Pre-K practical (field) experience required | 0 | (f) |
| **Administrator Qualifications in QRIS** | 6 | (g) |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | 4 | (h) (i) |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

Minnesota has three administrator credentials recognized by NAEYC as meeting the alternative pathway requirements for an administrator of an accredited child care program.

The Minnesota AEYC offers a leadership academy designed for individuals aspiring to be directors.

Licensing requires continuing education at 1% of hours worked annually.

# Minnesota

## Additional State Information

| Administrators | ECE Program Directors (j) | School Principals (k) | Family Child Care Providers (l) |
|---|---|---|---|
| Total Number | 790 | 1,011 | 8,410 |
| Annual Median Salary | $50,660 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (m) | | Elementary Principal Graduate Degree Programs (n) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 2 | 7 | 19 |
| Private | 0 | 0 | 8 | 22 |
| Total | 2 | 2 | 15 | 41 |
| | | | | |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 1 | 1 | 15 | 41 |
| | | | | |
| Associate | | 1 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 9 |
| Master's and Post-Master's Certificate | | 0 | | 23 |
| Doctoral | | 0 | | 9 |
| | | | | |
| In-Person | | 2 | | 27 |
| On-Line | | 0 | | 14 |
| Blended | | 0 | | No data |

| Leadership Academies (o) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **Child Care Licensing**
https://www.revisor.mn.gov/rules/?id=9503&version=2015-10-02T14%3A28%3A30-05%3A00&format=pdf

b. **MnAEYC Early Childhood Director's Credential**
http://mnaeyc-mnsaca.org/?page=mnaeyc_director_cred

c. **Education and Experience Requirements for Superintendent, Principal, and Director of Special Education**
https://www.revisor.mn.gov/rules/?id=3512.020

d. **Education and Experience Requirements for Superintendent, Principal, and Director of Special Education**
https://www.revisor.mn.gov/rules/?id=3512.0200

e. **Minnesota Department of Education**
http://education.state.mn.us/MDE/dse/early/prek/
http://mnprek-3.wikidot.com/ http://mespa.net/PD

f. **Education and Experience Requirements for Superintendent, Principal, and Director of Special Education**
https://www.revisor.mn.gov/rules/?id=3512.0200

g. **Parent-Aware**
http://parentaware.org/content/uploads/2016/05/PA-035-Indicators-and-Scoring-for-CCC-JULY-2016-FINAL.pdf

h. **Minnesota Voluntary Pre-Kindergarten Program**
http://education.state.mn.us/MDE/fam/vpk/

i. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

j. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

k. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

l. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

m. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

n. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

o. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Mississippi

**OVERALL POLICY LEVER SCORE**

**3**

Child care licensing minimally requires a director to have two years paid experience in a licensed child care facility and a current CDA, Mississippi Department of Human Services' Child Care Director's Credential, or 24 semester hours in early childhood education. Entry-level principals in Mississippi must have a minimum of a master's degree and pass the administrator's praxis exam. At the highest level, the state-wide QRIS requires directors to have a bachelor's degree with at least 18 credits in early childhood education. State pre-K administrators are required to have a graduate degree, however early childhood coursework is not required. There is one early childhood leadership degree program in Mississippi.

## Policy Lever Rubric

| | | SOURCE |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 0 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **4** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

Rust College offers a BS degree in child care management.

Mississippi's average salary for child care directors ($37,810) is the 8th lowest in the U.S.

There are 370 child care directors and 226 family child care providers in Mississippi.

# Mississippi

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 370 | No data | 226 |
| Annual Median Salary | $37,810 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 6 | 9 |
| Private | 1 | 1 | 3 | 4 |
| Total | 1 | 1 | 9 | 13 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 9 | 13 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 0 |
| Master's and Post-Master's Certificate | | 0 | | 9 |
| Doctoral | | 0 | | 4 |
| | | | | |
| In-Person | | 1 | | 7 |
| On-Line | | 0 | | 6 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Regulations Governing Licensure of Child Care Facilities**
http://msdh.ms.gov/msdhsite/_static/resources/78.pdf

b. **No state director credential.**

c. **Mississippi Department of Education**
http://msdh.ms.gov/msdhsite/_static/resources/78.pdf

d. **Mississippi Department of Education**
http://msdh.ms.gov/msdhsite/_static/resources/78.pdf

e. **Mississippi Department of Education**
http://www.mde.k12.ms.us/docs/educator-licensure/verification-of-education-experience-form.pdf?sfvrsn=0

f. **Mississippi Child Care Quality Stars**
http://www.mdhs.state.ms.us/media/308151/MS-QRIS-Evaluation-Master-Final-Report_.pdf

g. **Mississippi Pre-Kindergarten Program**
http://www.mde.k12.ms.us/docs/curriculum-and-instructions-library/early-childhood-early-learning-guidelines-3's-7-2-2015-sos-final.pdf?sfvrsn=2

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **2012 Child Care in the State of Mississippi**
http://naccrrapps.naccrra.org/map/publications/2012/mississippi_sfs_2012_preliminary_3_20_12.pdf

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

# Missouri

**OVERALL POLICY LEVER SCORE**

**3**

Minimum state licensing education and experience requirements are based on four levels of the licensed capacity of the center. For centers serving up to 20 children, a director minimally needs a CDA. For centers serving 100 or more children, the minimum requirements are four years of experience and 24 semester hours in child related courses. The Missouri Early Childhood Director Credential is a tiered competency-based credential. At the lowest tier, the credential requires a minimum of an associate degree, 24 semester hours in early childhood education, 9 semester hours in early childhood program leadership and management (or 18 semester hours in general leadership and management), teaching experience, administrative experience, and professional contributions. Elementary principal certification requirements do not include pre-K content or experience. Missouri currently does not have a quality rating and improvement system. The state pre-K program requires principal licensure for school-based programs, but no requirements for community-based programs. There is one early childhood leadership degree program available and no early childhood leadership academies.

## POLICY LEVER RUBRIC

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **1** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 5 | |
| **Administrator Credential (minimal requirements)** | **5** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 5 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 5 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **5** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 5 | (c) |
| # of years of teaching experience | 8 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **0** | **(f)** |
| QRIS is implemented statewide | 0 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

In 2016, Senate Bill 638 was approved to lift a ban on QRIS paving the way to reinstating the program.

The Missouri Early Childhood Director Credential was developed from the Kansas/Missouri Bi-state Director Credential Core Competencies.

Park University offers a bachelor's degree in early childhood education and leadership.

# Missouri

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 630 | No data | 1,112 |
| Annual Median Salary | $43,040 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (K) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 8 | 21 |
| Private | 1 | 1 | 13 | 23 |
| Total | 1 | 1 | 21 | 44 |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 21 | 44 |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 3 |
| Master's and Post-Master's Certificate | | 0 | | 35 |
| Doctoral | | 0 | | 6 |
| In-Person | | 0 | | 31 |
| On-Line | | 0 | | 13 |
| Blended | | 1 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Licensing Rules for Group Child Care Homes and Child Care Centers**
http://s1.sos.mo.gov/cmsimages/adrules/csr/current/19csr/19c30-62.pdf

b. **Missouri Director's Credential**
http://www.aeyc-mo.org/other_links.html

c. **Department of Elementary and Secondary Education**
http://s1.sos.mo.gov/cmsimages/adrules/csr/current/5csr/5c20-400.pdf

d. **Department of Elementary and Secondary Education**
http://s1.sos.mo.gov/cmsimages/adrules/csr/current/5csr/5c20-400.pdf
https://dese.mo.gov/educator-growth-toolbox/professional-learning

e. **Department of Elementary and Secondary Education**
http://s1.sos.mo.gov/cmsimages/adrules/csr/current/5csr/5c20-400.pdf

f. **No QRIS.**

g. **Missouri Preschool Project**
https://dese.mo.gov/sites/default/files/eel-el-2016-FY16-17-MPP-Administrative-Manual.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Montana

**OVERALL POLICY LEVER SCORE**

**4**

Child care licensing minimally requires that directors have three years of experience in the field and 15 clock hours of training annually. The Montana Early Childhood Program Director Credential is a three-tiered credential with a minimum requirement of a CDA plus 20 semester hours of early childhood education credit, 45 clock hours of approved program management training and two years of experience working in an early childhood program; one year must be in program management. Elementary principals are required to have a master's degree with pre-K content but not pre-K experience. At the highest level, the state-wide QRIS requires directors to have a minimum of an associate degree plus 20 semester hours in early childhood education. Administrators in state pre-K programs are required to have a principal license and a master's degree. There are no early childhood leadership degree programs or leadership academies in Montana.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **2** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 8 | |
| # of years of experience in administration | 5 | |
| **Principal Licensure** | **7** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 5 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 10 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **2** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **4** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

As the 4th largest state in the nation, there is one child care director or family child care provider for every 186 square miles in Montana.

There are 660 family child care providers in the state..

The average salary of a child care director in Montana is $38,600.

# Montana

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 130 | No data | 660 |
| Annual Median Salary | $38,600 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 2 | 6 |
| Private | 0 | 0 | 1 | 1 |
| Total | 0 | 0 | 3 | 7 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 3 | 7 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 1 |
| Master's and Post-Master's Certificate | | 0 | | 4 |
| Doctoral | | 0 | | 2 |
| | | | | |
| In-Person | | 0 | | 6 |
| On-Line | | 0 | | 1 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Licensing Requirements for Child Day Care Centers**
https://dphhs.mt.gov/Portals/85/qad/documents/
LicensureBureau/Child%20Care/DCC%20
Regulation%20Book%20July%202012.pdf

b. **Montana Early Childhood Project**
http://www.mtecp.org/pdfs/Combined%20
framework%20and%20instructions%20for%20websitel.
pdf

c. **Montana Office of Public Instruction**
http://opi.mt.gov/pdf/ARM/57chapter.pdf

d. **Montana Office of Public Instruction**
http://opi.mt.gov/pdf/ARM/57chapter.pdf

e. **Montana Office of Public Instruction**
http://opi.mt.gov/pdf/ARM/57chapter.pdf

f. **Best Beginnings STARS to Quality**
http://dphhs.mt.gov/Portals/85/hcsd/documents/
ChildCare/STARS/CenterStandards.pdf

g. **Montana Preschool Program**
http://opi.mt.gov/pdf/
EarlyChildhood/16PreSchoolGuidleines.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook
Handbook, 2016-2017 Edition, Preschool and
Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-
childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/
pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-
download?submissionGuid=2bc83710-bc2b-42ea-8126-
6d53f413fc40

k. **NAEYC Early Childhood Education Higher
Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute
of Education Sciences, Integrated Postsecondary
Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education
Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Nebraska

Child care licensing minimally requires that directors have 3,000 clock hours of experience and 36 clock hours of approved training. Nebraska does not have a director credential program. Elementary principals are required to have a bachelor's degree with pre-K coursework and experience. All staff, including administrative staff, must attend 24 clock hours of in-service training per year to receive one point. A bachelor's degree is required for administrators of state pre-K programs. There are two early childhood leadership degree program in Nebraska, but there are not any early childhood leadership academies.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **1** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 5 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 5 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 10 | (e) |
| **Administrator Qualifications in QRIS** | **2** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

A collaborative of superintendents from 11 school districts developed a P-3 initiative to address the needs of vulnerable children.

The Early Childhood Consortium of the Omaha Area provides training for early childhood administrators.

The University of Nebraska has created a new undergraduate degree program, a Bachelor of Science in Early Childhood and Family Advocacy.

# Nebraska

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 180 | 576 | 2,098 |
| Annual Median Salary | $46,820 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 2 | 5 | 13 |
| Private | 0 | 0 | 8 | 12 |
| Total | 2 | 2 | 13 | 25 |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 1 | 1 | 13 | 25 |
| Associate | 1 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 1 | | 4 | |
| Master's and Post-Master's Certificate | 0 | | 16 | |
| Doctoral | 0 | | 5 | |
| In-Person | 0 | | 6 | |
| On-Line | 1 | | 19 | |
| Blended | 1 | | No data | |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Children's Services Licesning - Child Care Centers**
http://www.sos.ne.gov/rules-and-regs/regsearch/Rules/Health_and_Human_Services_System/Title-391/Chapter-3.pdf

b. **No state director credential.**

c. **Nebraska Department of Education**
https://www.education.ne.gov/legal/webrulespdf/CLEAN_Rule24Guidelines_2016.pdf

d. **Nebraska Department of Education**
https://www.education.ne.gov/legal/webrulespdf/CLEAN_Rule24Guidelines_2016.pdf

e. **Nebraska Department of Education**
https://www.education.ne.gov/legal/webrulespdf/CLEAN_Rule24Guidelines_2016.pdf

f. **Step Up to Quality**
https://www.education.ne.gov/StepUptoQuality/materials/program-guide.pdf

g. **Nebraska Prekindergarten Program**
https://www.education.ne.gov/legal/webrulespdf/CLEANRule11_2015.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Nevada

Child care licensing requires that directors have a minimum of a CDA, 2,000 hours of experience in child care, and completed a course of training in business administration or 1,000 verifiable hours in an administrative position. Nevada does not offer a director credential. Elementary school principals are not required to have pre-K experience; pre-K content is embedded in certification. The state-wide QRIS, at the highest level, requires directors to have a minimum of a bachelor's degree with 30 semester hours in early childhood education. Administrators of school-based state pre-K programs are required to have principal certification. There are two early childhood leadership degree programs in Nevada, but no early childhood leadership academies.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 0 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **6** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 10 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

The annual average salary of elementary school principals in Nevada is $125,000 as compared with child care directors at $44,660.

College of Southern Nevada and Truckee Meadows Community College offer an associate degree in early childhood administration.

The Nevada Silver State Stars QRIS created distinct models for centers, family child care, and school districts, with a tribal model under development.

# Nevada

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 160 | No data | 225 |
| Annual Median Salary | $44,660 | $125,000 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 2 | 2 | 4 |
| Private | 0 | 0 | 2 | 2 |
| Total | 2 | 2 | 4 | 6 |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 1 | 1 | 4 | 6 |
| Associate | 2 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 0 | | 0 | |
| Master's and Post-Master's Certificate | 0 | | 5 | |
| Doctoral | 0 | | 2 | |
| In-Person | 2 | | 5 | |
| On-Line | 0 | | 1 | |
| Blended | 0 | | No data | |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Services and Facilities that Care for Children, Nevada Division of Public Behavioral Health, Child Care Licensing**
http://www.leg.state.nv.us/nac/nac-432a.html#NAC432ASec326

b. **No state director credential.**

c. **General Provisions Covering Licensure**
https://www.leg.state.nv.us/NAC/NAC-391.html#NAC391Sec160

d. **General Provisions Covering Licensure**
https://www.leg.state.nv.us/NAC/NAC-391.html#NAC391Sec160

e. **General Provisions Covering Licensure**
https://www.leg.state.nv.us/NAC/NAC-391.html#NAC391Sec160

f. **Nevada Silver State Stars**
http://www.nvsilverstatestars.org

g. **Nevada PreK Program**
http://www.doe.nv.gov/Early_Learning_Development/Documents/PreK_Standards/

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# New Hampshire

**OVERALL POLICY LEVER SCORE**

**3**

Child care licensing minimally requires that directors have a minimum of a CDA with 4,500 hours of experience in a licensed child care program, and 3 semester hours of college credit in administration or early childhood leadership and supervision. The competency-based director credential, at the base level, requires a minimum of 24 semester hours in early childhood education and 1 or more years of experience in administration. It does not require any additional business or administration coursework. New Hampshire offers Licensed Plus, a two level QRIS that does not require any additional qualification standards for directors. Elementary principal licensure requires a master's degree and teaching experience, but pre-K content and experience are not required. New Hampshire does not have a state funded pre-K program. There are two universities that offer early childhood leadership degree programs.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 2 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **5** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 5 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 0 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **2** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **0** | **(g)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

There are more child care center directors (470) than family child care providers (153) in New Hampshire.

Rivier University offers a master's degree in early childhood administration.

New Hampshire is one of only seven states with a licensing requirement of college coursework in early childhood administration or leadership.

# New Hampshire

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 470 | No data | 153 |
| Annual Median Salary | $44,840 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 3 | 6 |
| Private | 2 | 3 | 4 | 10 |
| Total | 2 | 3 | 7 | 16 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 2 | 3 | 7 | 16 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 2 | | 2 |
| Master's and Post-Master's Certificate | | 1 | | 11 |
| Doctoral | | 0 | | 3 |
| | | | | |
| In-Person | | 3 | | 11 |
| On-Line | | 0 | | 5 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **New Hampshire Child Care Program Licensing Rules**
http://www.dhhs.nh.gov/oos/cclu/documents/finalrules.pdf

b. **New Hampshire Administrator Credential**
http://www.dhhs.nh.gov/dcyf/cdb/documents/nh_early_childhood_profdev_oct2015.pdf

c. **Certification Standards for Educational Personnel**
http://www.gencourt.state.nh.us/rules/state_agencies/ed500.html

d. **Certification Standards for Educational Personnel**
http://www.gencourt.state.nh.us/rules/state_agencies/ed500.html

e. **Certification Standards for Educational Personnel**
http://www.gencourt.state.nh.us/rules/state_agencies/ed500.html

f. **New Hampshire Licensed Plus Quality Designation**
http://www.dhhs.nh.gov/dcyf/licensedplus/documents/option1standards.pdf

g. **No state pre-K program.**

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# New Jersey

New Jersey has differing administrative staffing requirements based on licensed capacity of a child care center. For programs licensed for more than 30 children, a minimum of a BA, plus one year of managerial or supervisory experience, is required. For programs with 30 or fewer children, a group teacher may serve as director with a CDA, CCP, Group Teacher Endorsement, or NJ Infant/Toddler Credential, plus one year of teaching experience in child care. The competency-based administrator credential is built on the foundation of a BA. It is comprised of 15 college credits or a 144 hour noncredit option, plus one year experience working with children, one year of management experience, a portfolio, and professional contributions. The statewide QRIS is a points-based system; there is one point awarded if the supervisor of teaching staff has a CDA or nine credits in early childhood education. Elementary principal licensure requires a master's degree and pre-K content is included as part of the certificate. State pre-K programs in schools require a principal license. There are three early childhood leadership degree programs and one early childhood leadership academy in New Jersey.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **4** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 8 | |
| # of years of experience in administration | 5 | |
| **Principal Licensure** | **8** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 10 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **2** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **4** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

New Jersey requires a bachelor's degree for directors of licensed child care programs serving more than 30 children.

New Jersey embeds the Program Administrations Scale (PAS) into its QRIS criteria for points and the PAS is used to assess competencies in the NJ Administrators Credential.

Rutgers University offers an EdD with a concentration in teacher leadership and an early childhood area of study.

# New Jersey

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 1,740 | 1,432 | 1,876 |
| Annual Median Salary | $54,650 | $121,667 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 3 | 3 | 10 | 17 |
| Private | 0 | 0 | 10 | 16 |
| Total | 3 | 3 | 20 | 33 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 3 | 3 | 20 | 33 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 3 |
| Master's and Post-Master's Certificate | | 2 | | 22 |
| Doctoral | | 1 | | 8 |
| | | | | |
| In-Person | | 3 | | 24 |
| On-Line | | 0 | | 9 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **Manual of Requirements for Child Care Centers**
http://www.state.nj.us/dcf/providers/licensing/laws/CCCmanual.pdf

b. **NJ Administrators Credential**
http://docplayer.net/12947171-Nj-administrators-credential-guide-for-administrators-and-facilitators.html

c. **Principal Certificate of Eligibility**
http://www.state.nj.us/education/educators/license/endorsements/0299CE.pdf

d. **State of New Jersey Department of Education**
https://homeroom5.doe.state.nj.us/events/?p=a

e. **Principal Certificate of Eligibility**
http://www.state.nj.us/education/educators/license/endorsements/0299CE.pdf

f. **Grown NJ Kids**
http://www.grownjkids.com/getattachment/b0fc2a71-44c7-46b1-bc2c-fe862d4aa1f7/3,-4-and-5-Star-Rating-Point-Requirements-(revised.aspx

g. **New Jersey Preschool Program**
http://www.nj.gov/education/ece/guide/impguidelines.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2017 State Fact Sheet**
http://usa.childcareaware.org/wp-content/uploads/2017/07/NJ_CC.pdf

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# New Mexico

Child care licensing minimally requires that directors have one of eight different certificates or credentials (e.g., CDA, CCP, NAC, New Mexico Child Development Certificate) and two years of experience in an early childhood setting. New Mexico does not have a state issued administrator credential. Elementary principal licensure requires a master's degree with teaching experience. Certification in pre-K is available and requires pre-K coursework; however pre-K work experience is not required. Principal licensure is required for school-based State pre-K programs and preschool program administrators must hold one of four credentials offered in New Mexico. At the highest level, the state-wide QRIS requires administrators to complete 14 college credits in early childhood education and extensive clock hour training (New Mexico Leadership Academy 1, 2, and 3). There is one early childhood leadership degree program and one online early childhood leadership academy in New Mexico.

## Policy Lever Rubric

| | SOURCE | |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **8** | |
| Level of general education | 10 | (c) |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | |
| Pre-K content in the licensure requirements | 10 | |
| Pre-K practical (field) experience required | 0 | |
| **Administrator Qualifications in QRIS** | **2** | **(d)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(e)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

The pay differential between child care directors and elementary school principals is less than in many other states.

Central New Mexico Community College offers an associate degree in early childhood program administration.

New Mexico provides the web-based FOCUS Leadership Academy to support early childhood administrators.

# New Mexico

## Additional State Information

| Administrators | ECE Program Directors (f) | School Principals (g) | Family Child Care Providers (h) |
|---|---|---|---|
| Total Number | 250 | No data | 236 |
| Annual Median Salary | $41,330 | $65,000 | No data |

| Higher Education | ECE Leadership Degree Programs (i) | | Elementary Principal Graduate Degree Programs (j) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 4 | 10 |
| Private | 0 | 0 | 1 | 1 |
| Total | 1 | 1 | 5 | 11 |
| | | | | |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 0 | 0 | 5 | 11 |
| | | | | |
| Associate | | 1 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 2 |
| Master's and Post-Master's Certificate | | 0 | | 7 |
| Doctoral | | 0 | | 2 |
| | | | | |
| In-Person | | 1 | | 7 |
| On-Line | | 0 | | 4 |
| Blended | | 0 | | No data |

| Leadership Academies (k) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **Child Care Centers, Out of School Time Programs, Family Child Care Homes, and Other Early Care and Education Programs**
http://164.64.110.239/nmac/parts/title08/08.016.0002.htm

b. **No state director credential.**

c. **Public Education Department**
http://164.64.110.239/nmac/parts/title06/06.062.0002.pdf

d. **FOCUS On Young Children's Learning**
http://www.earlylearningnm.org/media/files/FOCUS_Criteria_Essential_Elements_of_Quality_01222015.pdf

e. **New Mexico Preschool Program**
http://www.cdd.unm.edu/ecln/ped-focus/pdfs/PED_FOCUS_Crietria_feb_2017.pdf

f. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

g. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

h. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

i. **NAEYC Early Childhood Education Higher Education Degree Directory**
"http://www.naeyc.org/ECEDirectory#CNMI

j. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

k. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# New York

Child care licensing minimally requires that directors of programs have a CDA, two years of teaching experience in an early childhood setting, and two years of experience supervising staff in a child care setting. The competency-based administrator credential minimally requires an associate degree (or 60 credits towards a bachelor's degree), with a minimum of 18 semester hours in early childhood education and 18 semester hours in children's program administration. The administrator credential is listed as an option to meet training and education requirements for child care licensing and is embedded in the state QRIS. Elementary principal licensure requires a master's degree and offers pre-K certification. The statewide QRIS awards the highest amount of points for director qualifications if the director holds a director credential, a master's degree, college credit in early childhood education, and college credit in business or administration. There are two early childhood leadership degree programs and one early childhood leadership academy.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **3** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 8 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **8** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 8 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

Four schools offer degrees, certificates or coursework to support the NY Children's Program Administrator Credential.

The Program Administration Scale, NAEYC Self-study, or Head Start Monitoring Protocols are embedded in the QRIS standards.

There are 11,976 family child care providers in New York—the second highest in the nation following California.

# New York

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 4,480 | No data | 11,976 |
| Annual Median Salary | $63,520 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 19 | 43 |
| Private | 2 | 2 | 34 | 74 |
| Total | 2 | 2 | 53 | 117 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 2 | 2 | 53 | 117 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 6 |
| Master's and Post-Master's Certificate | | 1 | | 96 |
| Doctoral | | 1 | | 15 |
| | | | | |
| In-Person | | 2 | | 102 |
| On-Line | | 0 | | 15 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Day Care Centers**
http://ocfs.ny.gov/main/childcare/regs/418-1%20DCC%20effective%206.1.15.pdf

b. **Children's Program Administrator Credential**
http://nysaeyc.org/childrens-program-administrator-credential/

c. **New York State Education Department**
http://eservices.nysed.gov/teach/certhelp/CertRequirementHelp.do

d. **New York State Education Department**
http://eservices.nysed.gov/teach/certhelp/CertRequirementHelp.do

e. **New York State Education Department**
http://eservices.nysed.gov/teach/certhelp/CertRequirementHelp.do

f. **Quality Stars NY**
http://qualitystarsny.org/standardsguide/std_list.php?pop=722

g. **New York Universal Prekindergarten**
http://www.p12.nysed.gov/upk/documents/151-1TERMSamendedJuly282014.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# North Carolina

The minimum child care licensing requirement is the North Carolina Administrator Credential Level I, which requires a minimum of seven semester hours in early childhood education six semester hours in early childhood administration and, including a portfolio. Coursework for the director credential is offered at 58 community college locations. Pre-K certification is available in principal licensure which requires a master's degree. The QRIS, North Carolina Star Rated License, is a points-based system that builds on the foundation of licensing standards. A principal license is required for administrators of school-based state pre-K programs and a director credential with a bachelor's degree is required for directors of community-based programs with state pre-K. There are two early childhood administration degree programs in North Carolina offered by University of North Carolina at Wilmington, University of North Carolina at Greensboro, and Isothermal Community College in Columbus. Three early childhood leadership academies are also available.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **1** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 5 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **2** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | (c) |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | |
| **Administrator Qualifications in QRIS** | **7** | **(d)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **6** | **(e)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 10 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

The median age of child care directors in North Carolina is 47 years; 44% of the directors are people of color (2012 Workforce Study, Child Care Services Association).

The North Carolina Early Childhood Administration Credential has been earned by 75% of child care directors (2012 Workforce Study, Child Care Services Association).

The Leadership Matters Institute offered by Smart Start of Forsyth County uses the PAS to support directors in program improvement.

# North Carolina

## Additional State Information

| Administrators | ECE Program Directors (f) | School Principals (g) | Family Child Care Providers (h) |
|---|---|---|---|
| Total Number | 1,680 | No data | 1,738 |
| Annual Median Salary | $43,610 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (i) | | Elementary Principal Graduate Degree Programs (j) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 3 | 10 | 26 |
| Private | 0 | 0 | 6 | 11 |
| Total | 2 | 3 | 16 | 37 |
| | | | | |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 1 | 2 | 16 | 37 |
| | | | | |
| Associate | | 1 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 2 |
| Master's and Post-Master's Certificate | | 2 | | 22 |
| Doctoral | | 0 | | 13 |
| | | | | |
| In-Person | | 0 | | 26 |
| On-Line | | 3 | | 11 |
| Blended | | 0 | | No data |

| Leadership Academies (k) | |
|---|---|
| Number of Leadership Academies | 2 |

## SOURCES

a. **Child Care Rules**
http://reports.oah.state.nc.us/ncac/title%2010a%20-%20health%20and%20human%20services/chapter%2009%20-%20child%20care%20rules/chapter%2009%20rules.pdf

b. **North Carolina Administration Credential**
http://ncchildcare.nc.gov/providers/credent.asp

c. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

d. **North Carolina Star Rated License**
http://ncchildcare.dhhs.state.nc.us/parents/pr_sn2_ov_sr.asp

e. **NC Pre-Kindergarten**
http://ncchildcare.nc.gov/pdf_forms/NCPre-K_Program_Requirements_Guidance_2014-2015.pdf

f. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

g. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

h. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

i. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

j. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

k. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# North Dakota

**OVERALL POLICY LEVER SCORE**

**2**

Child care licensing minimally requires that directors have a CDA and one year of experience in child care. North Dakota does not have a state-administered director credential. Elementary principal licensure requires a bachelor's degree; neither pre-K content nor experience is required. The state-wide QRIS, at the highest level, requires an Aim4Excellence™ director credential and an associate degree with at least 18 semester hours in early childhood education. There is one early childhood leadership degree program in the state.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **1** | **(a)** |
| Level of general education | O | |
| College credit in early childhood education | O | |
| College credit in business/administration | O | |
| Continuing professional development per year | 5 | |
| **Administrator Credential (minimal requirements)** | **O** | **(b)** |
| Credential is competency-based | O | |
| Level of general education | O | |
| # of semester hours of college credit in ECE | O | |
| # of semester hours of college credit in business/administration | O | |
| Credential renewal is based on continuing ed | O | |
| # of months of experience in ECE (may include practicum experiences) | O | |
| # of years of experience in administration | O | |
| **Principal Licensure** | **4** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 5 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | O | |
| Pre-K practical (field) experience required | O | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | O | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | O | |
| **Administrator Qualifications in State Pre-K Programs** | **O** | **(g)** |
| Principal endorsement required for school-based programs | O | |
| Administrator credential required for center-based programs | O | |
| Highest level of administrators general education requirement | O | |
| # of semester hours of college credit in ECE | O | |
| # of semester hours of college credit in business/administration | O | |

**INTERESTING FACTS**

A national director credential is an option to meet training and education requirements for licensing.

There are 200 child care directors and 1,137 family child care providers in North Dakota.

University of North Dakota offers a Master's Degree in Early Childhood Education with Aim4Excellence Director Credential offering in partnership with the McCormick Center for Early Childhood Leadership.

# North Dakota

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 200 | No data | 1,137 |
| Annual Median Salary | $39,430 | $82,969 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 2 | 5 |
| Private | 0 | 0 | 1 | 2 |
| Total | 1 | 1 | 3 | 7 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 3 | 7 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 1 |
| Master's and Post-Master's Certificate | | 1 | | 5 |
| Doctoral | | 0 | | 1 |
| | | | | |
| In-Person | | 0 | | 6 |
| On-Line | | 1 | | 1 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Care Center Early Childhood Services**
http://www.nd.gov/dhs/info/pubs/docs/cfs/2016-rules-child-care-center.pdf

b. **No state director credential.**

c. **North Dakota Elementary Principal's Credential**
http://www.legis.nd.gov/information/acdata/pdf/67-11-02.pdf?20150722153004

d. **North Dakota Elementary Principal's Credential**
http://www.legis.nd.gov/information/acdata/pdf/67-11-02.pdf?20150722153004

e. **North Dakota Elementary Principal's Credential**
http://www.legis.nd.gov/information/acdata/pdf/67-11-02.pdf?20150722153004

f. **Bright and Early North Dakota**
http://www.brightnd.org/files/pdf/Playbook_7-2016.pdf

g. **No state pre-K offered.**

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Ohio

Child care licensing minimally requires that directors have a CDA and two years of experience working in licensed child care. The competency-based director credential is based on clock hour training. Elementary principals are required to have a master's degree, however pre-K content and experience are not required. The statewide QRIS requires, at the highest level, administrators to have an associate degree in early childhood education or related field (at least 21 semester hours). Administrators are required to have a bachelor's degree in state pre-K programs. There are four early childhood leadership degree programs and two leadership academies in Ohio.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **0** | **(a) (b)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **3** | **(c)** |
| Credential is competency-based | 10 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **5** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 5 | |
| # of years of teaching experience | 8 | **(d)** |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | **(e)** |
| **Administrator Qualifications in QRIS** | **3** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 5 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

Ohio offers the School-Age Professional Administrator Endorsement as an education pathway for program administrators that serve only school-age children.

The 4C Early Education Business and Leadership Development Institute and the Ohio Early Childhood Leadership Academy are offered in the state.

Early childhood leadership degree programs are offered at 3 private institutions in Ohio: Davis College, University of Dayton, and Union Institute and University.

# Ohio

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 2,110 | 1,943 | 3,224 |
| Annual Median Salary | $38,680 | $84,751 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 10 | 32 |
| Private | 3 | 4 | 16 | 21 |
| Total | 3 | 4 | 26 | 53 |
| | | | | |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 2 | 3 | 26 | 53 |
| | | | | |
| Associate | | 1 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 2 | | 7 |
| Master's and Post-Master's Certificate | | 1 | | 34 |
| Doctoral | | 0 | | 12 |
| | | | | |
| In-Person | | 2 | | 25 |
| On-Line | | 0 | | 9 |
| Blended | | 2 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 2 |

## SOURCES

a. **Licensing of Child Care Centers**
http://codes.ohio.gov/oac/5101:2-12

b. **Ohio Administrative Code - Appendix - Administrator Qualifications**
http://codes.ohio.gov/pdf/oh/admin/2017/5101$2-12-07_ph_ff_n_app1_20161206_0834.pdf

c. **Ohio Administrator Credential**
https://www.occrra.org/credentials

d. **Ohio Department of Education**
http://education.ohio.gov/Topics/Teaching/Licensure/Prepare-for-Certificate-License/Preparing-for-a-Principal-s-License

e. **Ohio Department of Education**
http://education.ohio.gov/Topics/Teaching/Licensure/Prepare-for-Certificate-License/Preparing-for-a-Principal-s-License

f. **Ohio Step Up to Quality**
http://emanuals.jfs.ohio.gov/ChildCare/ChildCareManual/Chapter17/

g. **Ohio Preschool Program**
http://education.ohio.gov/getattachment/Topics/Early-Learning/Preschool-Licensing/PreschoolProgramRules.pdf.aspx

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Oklahoma

Directors of licensed programs must meet the Oklahoma Director Credential – Bronze (lowest level) requirements of a CDA, 40 clock-hours of training in administration, 12 months experience in an early childhood setting, and 20 hours of annual clock hour training. Elementary principal licensure requires a master's degree, however pre-K content and experience are not required. At the highest level in the statewide QRIS, administrators are required to have 30 clock hours of job-related training. School-based administrators of state pre-K programs are required to be licensed principals. There are four early childhood leadership degree programs and one leadership academy in Oklahoma.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **3** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 8 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **5** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 5 | |
| # of years of teaching experience | 8 | (c) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (d) |
| **Administrator Qualifications in QRIS** | **2** | **(e)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(f)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

The University of Oklahoma's Leadership Academy provides 46 hours of professional development to enhance leadership skills.

Oklahoma City Community College and Oklahoma State University offer AAS degrees in early childhood administration.

Oklahoma is one of only four states that require a director credential for directors of licensed child care programs.

# Oklahoma

## Additional State Information

| Administrators | ECE Program Directors (g) | School Principals (h) | Family Child Care Providers (i) |
|---|---|---|---|
| Total Number | 640 | No data | 1,688 |
| Annual Median Salary | $37,520 | $65,737 | No data |

| Higher Education | ECE Leadership Degree Programs (j) | | Elementary Principal Graduate Degree Programs (k) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 4 | 4 | 8 | 11 |
| Private | 0 | 0 | 2 | 5 |
| Total | 4 | 4 | 10 | 16 |
| | | | | |
| 2-year | 2 | 2 | 0 | 0 |
| 4-year | 2 | 2 | 10 | 16 |
| | | | | |
| Associate | 2 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 1 | | 1 | |
| Master's and Post-Master's Certificate | 0 | | 11 | |
| Doctoral | 1 | | 4 | |
| | | | | |
| In-Person | 2 | | 11 | |
| On-Line | 0 | | 5 | |
| Blended | 2 | | No data | |

| Leadership Academies (l) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **Requirements for Child Care Centers, Day Camps, Drop-In Programs, Out-of-School Time Programs, Part-Day Programs and Programs for Sick Children** http://www.okdhs.org/OKDHS%20Publication%20Library/14-05.pdf

b. **Oklahoma Director's Credential** https://cecpd.org/en/provider-programs/oklahoma-registry-information-copy/oklahoma-directors-credential/

c. **Oklahoma State Department of Education** http://sde.ok.gov/sde/sites/ok.gov.sde/files/OSDE_Admin_Chart-REVISED_July_2012.pdf

d. **Oklahoma State Department of Education** http://sde.ok.gov/sde/sites/ok.gov.sde/files/OSDE_Admin_Chart-REVISED_July_2012.pdf

e. **Reaching for the Stars Child Care Programs** http://www.okdhs.org/OKDHS%20Publication%20Library/99-39.pdf

f. **Oklahoma PreK Program** https://bit.ly/1oauk95

g. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors** http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

h. **New America Pre-K Leader Policy Scan** https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

i. **Child Care Aware of America 2018 State Fact Sheet Survey** http://usa.childcareaware.org/wp-content/uploads/2017/07/OK_Facts.pdf

j. **NAEYC Early Childhood Education Higher Education Degree Directory** http://www.naeyc.org/ECEDirectory#CNMI

k. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)** https://nces.ed.gov/ipeds

l. **2017 Early Childhood Education Leadership Development Compendium** https://bit.ly/2vxd1ZK

# Oregon

**OVERALL POLICY LEVER SCORE**

**3**

Child care licensing minimally requires that directors have one year of training or experience in management or knowledge of child development, plus 15 clock hours of professional development annually. The Oregon Registry Director Credential requires a minimum of Step 9 in the Oregon Registry, plus 60 clock hours of training in program management, three years of administrative experience, program assessments, professional contributions, and a portfolio. Elementary principal licensure requires a master's degree and pre-K certification is available, however pre-K content or experience is not required. The statewide QRIS, at the highest level, requires a director to achieve Step 10 on the Oregon Registry (minimum requirement is 800 clock hours of training), plus 60 clock hours of training in Program Management. School-based state pre-K programs require principal licensure, however no qualifications are required for directors of community-based programs. There is one early childhood leadership degree program and no early childhood leadership academies in Oregon.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **3** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 5 | |
| # of years of experience in administration | 8 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (d) |
| **Administrator Qualifications in QRIS** | **2** | **(e)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(f)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

Portland State University offers a bachelor's degree with a specialization in program administration for children, youth, and families.

There are 740 child care directors and 3,317 family child care providers in Oregon.

The Oregon Registry Director Credential requires the director to document an assessment-based program improvement plan.

# Oregon

## Additional State Information

| Administrators | ECE Program Directors (g) | School Principals (h) | Family Child Care Providers (i) |
|---|---|---|---|
| Total Number | 740 | No data | 3,317 |
| Annual Median Salary | $47,480 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (j) | | Elementary Principal Graduate Degree Programs (k) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 4 | 8 |
| Private | 0 | 0 | 4 | 7 |
| Total | 1 | 1 | 8 | 15 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 8 | 15 |
| | | | | |
| Associate | 0 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 1 | | 3 | |
| Master's and Post-Master's Certificate | 0 | | 8 | |
| Doctoral | 0 | | 4 | |
| | | | | |
| In-Person | 1 | | 13 | |
| On-Line | 0 | | 2 | |
| Blended | 0 | | No data | |

| Leadership Academies (l) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Rules for Certified Child Care Centers**
http://arcweb.sos.state.or.us/pages/rules/oars_400/oar_414/414_300.html
https://www.pdx.edu/occd/sites/www.pdx.edu.occd/files/ Oregon%20Registry%20Steps.pdf

b. **Oregon Director Credential**
https://www.pdx.edu/occd/sites/www.pdx.edu.occd/files/or_cred_director_requirements-2015.pdf

c. **Oregon Teacher Standards and Practices Commission License Requirements**
http://www.oregon.gov/tspc/Pages/first-time-license.aspx

d. **Oregon Teacher Standards and Practices Commission License Requirements**
http://www.oregon.gov/tspc/Pages/first-time-license.aspx

e. **Oregon's Quality Rating and Improvement System**
http://5c2cabd466efc6790a0a-6728e7c952118b70f16620a9fc754159.r37.cf1.rackcdn.com/cms/Standards_Document_-_Center_915.pdf

f. **Preschool Promise Oregon**
https://olis.leg.state.or.us/liz/2015R1/Downloads/MeasureDocument/HB3380/Enrolled

g. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

h. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

i. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

j. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

k. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

l. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Pennsylvania

Pennsylvania is one of only 5 states and the District of Columbia to require a director of a licensed child care program, of any size, to have a degree. In addition to an associate degree, Pennsylvania licensing standards requires a director to have at least 30 credit hours in early childhood education and four years of experience working with children. Six clock hours of annual training are required. The competency-based director credential requires a minimum of an associate degree with at least 18 credit hours in early childhood education, 9 credit hours in business management, and five years of experience in program administration. There are 30 higher education programs that offer coursework to support the Pennsylvania Director Credential. Elementary school principal licensure requires a bachelor's degree and offers pre-K certification that requires pre-K coursework but not pre-K experience. At the highest level, the statewide QRIS requires a director to have a bachelor's degree with at least 18 credit hours in early childhood education. The state pre-K program, Pre-K Counts, is delivered in community-based child care centers as well as schools. Community-based centers must be at Star Level 3 or higher on the QRIS in order to be eligible; therefore, directors of state pre-K programs in child care centers must have a minimum of an associate degree and 30 credits in early childhood. There are three early childhood leadership degree programs and three leadership academies in Pennsylvania.

## POLICY LEVER RUBRIC

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **5** | **(a)** |
| Level of general education | 8 | |
| College credit in early childhood education | 10 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 0 | |
| **Administrator Credential (minimal requirements)** | **6** | **(b}** |
| Credential is competency-based | 10 | |
| Level of general education | 5 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 5 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 10 | |
| **Principal Licensure** | **7** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 10 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **6** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **4** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 2 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

Pennsylvania, California, and Illinois are the only states to achieve an overall score of 6 out of 10 on the policy levers rubric.

Delaware Valley AEYC offers two different leadership academies and the Pennsylvania Office of Child Development and Early Learning provides a P-3 planning institute.

Reading Area Community College, Arcadia University, and Keystone College offer degrees in early childhood leadership and management that supports the PA Director Credential.

# Pennsylvania

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 2,880 | 1,593 | 1,865 |
| Annual Median Salary | $43,300 | $103,571 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 14 | 23 |
| Private | 2 | 2 | 32 | 56 |
| Total | 3 | 3 | 46 | 79 |
| | | | | |
| 2-year | 1 | 1 | 0 | 1 |
| 4-year | 2 | 2 | 46 | 78 |
| | | | | |
| Associate | 1 | | 1 | |
| Bachelor's and Post-Bachelor's Certificate | 0 | | 9 | |
| Master's and Post-Master's Certificate | 2 | | 51 | |
| Doctoral | 0 | | 18 | |
| | | | | |
| In-Person | 2 | | 56 | |
| On-Line | 0 | | 23 | |
| Blended | 1 | | No data | |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 3 |

## SOURCES

a. **Child Day Care Centers, General Provisions**
http://www.pacode.com/secure/data/055/chapter3270/chap3270toc.html

b. **Pennsylvania Director Credential**
https://www.pakeys.org/uploadedcontent/docs/pd/DC/DC%20Practitioner%20Application.pdf

c. **Pennsylvania Department of Education**
http://www.education.pa.gov/Documents/Teachers-Administrators/Certifications/Pennsylvania%20Certification/Administrative-Supervisory/Administrative%20Certificates%20Principal%20K-12.pdf

d. **Pennsylvania Department of Education**
http://www.education.pa.gov/teachers%20-%20administrators/pa%20inspired%20leaders/pages/default.aspx#tab-1

e. **Pennsylvania Department of Education**
http://www.education.pa.gov/Documents/Teachers-Administrators/Certifications/Pennsylvania%20Certification/Administrative-Supervisory/Administrative%20Certificates%20Principal%20K-12.pdf

f. **Keystone Stars**
http://www.pakeys.org/pages/get.aspx?page=programs_stars

g. **Pennsylvania Pre-K Counts**
https://www.pakeys.org/uploadedContent/Docs/PKC/PKC%20Regulations%20and%20Guidance%20FINAL.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Rhode Island

**OVERALL POLICY LEVER SCORE**

**3**

Child care licensing requirements in Rhode Island separate administrative and pedagogical leadership functions into two roles: administrator and education coordinator. They can be the same person, but have different qualifications. At a minimum, education coordinators must have a bachelor's degree and 24 semester hours in early childhood education. If the administrator works in a program where there is a full-time education coordinator, experience in administration and 3 years of experience working in a licensed early childhood program is all that is required for the administrator. Rhode Island does not have a director credential. Elementary principal licensure requires a master's degree and pre-K certification is available. The statewide QRIS, at the highest level, requires that the administrator have at least a bachelor's degree and 12 semester hours in early childhood education. School-based pre-K programs require a principal license, however community-based programs do not have administrator requirements. There are no early childhood leadership degree programs or leadership academies in Rhode Island.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **7** | **(a)** |
| Level of general education | 10 | |
| College credit in early childhood education | 8 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 0 | (c) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (d) |
| **Administrator Qualifications in QRIS** | **4** | **(e)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(f)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

The average salary of child care directors in Rhode Island ($56,590) is the 4th highest of any state in the U.S.

Administrator licensing requirements support a whole leadership approach, recognizing the need for administrative and pedagogical leadership.

Bright Stars QRIS requires an Administrator to have an associate degree at Level 3 and a bachelor's degree at Level 4 and 5.

# Rhode Island

## Additional State Information

| Administrators | ECE Program Directors (g) | School Principals (h) | Family Child Care Providers (i) |
|---|---|---|---|
| Total Number | 150 | No data | 482 |
| Annual Median Salary | $56,590 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (j) | | Elementary Principal Graduate Degree Programs (k) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 1 | 2 |
| Private | 0 | 0 | 3 | 4 |
| Total | 0 | 0 | 4 | 6 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 4 | 6 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 0 |
| Master's and Post-Master's Certificate | | 0 | | 5 |
| Doctoral | | 0 | | 1 |
| | | | | |
| In-Person | | 0 | | 6 |
| On-Line | | 0 | | 0 |
| Blended | | 0 | | No data |

| Leadership Academies (l) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Care Program, Regulations for Licensure**
http://sos.ri.gov/documents/archives/regdocs/released/pdf/DCYF/7585.pdf

b. **No state director credential.**

c. **State of Rhode Island Council on Elementary and Secondary Education**
http://www.ride.ri.gov/Portals/0/Uploads/Documents/Teachers-and-Administrators-Excellent-Educators/Educator-Certification/Cert-main-page/Regulations-Governing-the-Certifcation-of-Educators-in-Rhode-Island.pdf

d. **State of Rhode Island Council on Elementary and Secondary Education**
http://www.ride.ri.gov/Portals/0/Uploads/Documents/Teachers-and-Administrators-Excellent-Educators/Educator-Certification/Cert-main-page/Regulations-Governing-the-Certifcation-of-Educators-in-Rhode-Island.pdf

e. **Bright Stars**
http://www.brightstars.org/uploads/EXCEED_Brightstars_Preschool_Final2.pdf

f. **Rhode Island Comprehensive Early Childhood Education**
http://www.ride.ri.gov/Portals/0/Uploads/Documents/Instruction-and-Assessment-World-Class-Standards/Early-Childhood/Programs/RIDECECESTANDARDS.pdf

g. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

h. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

i. **Child Care Aware of America 2017 State Fact Sheet**
http://usa.childcareaware.org/wp-content/uploads/2017/07/RI_Facts.pdf

j. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

# South Carolina

**OVERALL POLICY LEVER SCORE**

**3**

Child care licensing minimally requires that directors have three years of experience in a licensed child care setting with one year experience in a supervisory role and 20 clock hours of annual training. The SC Director Credential has two tiers and requires 9 semester hours of college credit at the lower tier and 18 semester hours at the upper tier. Elementary principal licenses require a master's degree and offer certification that includes pre-K, but neither pre-K content nor experience is required. The statewide QRIS, at the highest level, requires a director to have an associate degree with at least 27 credit hours in early childhood education. Program administrators in state pre-K programs in schools must have a master's degree. There are two early childhood leadership degree programs and no leadership academies in South Carolina.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **1** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 5 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **5** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 5 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (d) |
| **Administrator Qualifications in QRIS** | **4** | **(e)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **5** | **(f)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | - | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

Northeastern Technical College and Trident Technical College offer AAS degrees in early childhood program management.

There are 520 child care directors and 123 family child care providers in South Carolina.

The average annual salary of a child care director in South Carolina is $34,230.

# South Carolina

## Additional State Information

| Administrators | ECE Program Directors | School Principalsi | Family Child Care Providers |
|---|---|---|---|
| Total Number | 520 | No data | 123 |
| Annual Median Salary | $34,230 | No data | No data |

| Higher Education | ECE Leadership Degree Programsj | | Elementary Principal Graduate Degree Programsk | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 2 | 2 | 6 | 14 |
| Private | 0 | 0 | 9 | 14 |
| Total | 2 | 2 | 15 | 28 |
| | | | | |
| 2-year | 2 | 2 | 0 | 0 |
| 4-year | 0 | 0 | 15 | 28 |
| | | | | |
| Associate | | 2 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 0 |
| Master's and Post-Master's Certificate | | 0 | | 23 |
| Doctoral | | 0 | | 5 |
| | | | | |
| In-Person | | 2 | | 18 |
| On-Line | | 0 | | 10 |
| Blended | | 0 | | No data |

| Leadership Academies (l) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Regulations for the Licensing of Child Care Centers**
http://www.scchildcare.org/media/592/114500.pdf

b. **South Carolina Director Credential**
http://www.sc-ccccd.net/Credentialing/Credentialing.html

c. **South Carolina Department of Education**
http://ed.sc.gov/scdoe/assets/File/stateboard/documents/64.pdf

d. **South Carolina Department of Education**
http://ed.sc.gov/scdoe/assets/File/stateboard/documents/64.pdf

e. **ABC Quality**
http://scchildcare.org/library/abc-quality-documents.aspx

f. **South Carolina Child Development Education Program**
https://ed.sc.gov/scdoe/assets/File/instruction/early-learning-literacy/CDEP/2015-2016_CDEP_Guidelines_Final_2015-8-20.pdf

g. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

h. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

i. **Child Care Aware 2017 State Fact Sheet**
http://usa.childcareaware.org/wp-content/uploads/2017/07/SC_Facts.pdf

j. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

k. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

l. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# South Dakota

Child care licensing minimally requires a director to have a CDA and 20 clock hours of annual training. Elementary principals must have a bachelor's degree and pre-K certification is available; however neither pre-K content nor experience are required. South Dakota does not have a director credential, QRIS, or state pre-K program. There are no early childhood leadership degree programs or leadership academies.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **5** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (d) |
| **Administrator Qualifications in QRIS** | **0** | **(e)** |
| QRIS is implemented statewide | 0 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **0** | **(f)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

There are 80 child care directors and 516 family child care providers in South Dakota.

The average salary of child care directors is $55,530 as opposed to that of elementary principals of $72,783.

South Dakota lacks key components (administrator credential, statewide QRIS, and state pre-K program) for supporting a well-qualified early childhood leadership workforce.

# South Dakota

## Additional State Information

| Administrators | ECE Program Directors (g) | School Principals (h) | Family Child Care Providers (i) |
|---|---|---|---|
| Total Number | 80 | No data | 516 |
| Annual Median Salary | $55,530 | $72,783 | No data |

| Higher Education | ECE Leadership Degree Programs (j) | | Elementary Principal Graduate Degree Programs (k) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 3 | 6 |
| Private | 0 | 0 | 4 | 3 |
| Total | 0 | 0 | 7 | 9 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 7 | 9 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 0 |
| Master's and Post-Master's Certificate | | 0 | | 8 |
| Doctoral | | 0 | | 1 |
| | | | | |
| In-Person | | 0 | | 4 |
| On-Line | | 0 | | 5 |
| Blended | | 0 | | No data |

| Leadership Academies (l) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a.  **Licensed Day Care Programs**
    http://sdlegislature.gov/rules/DisplayRule.
    aspx?Rule=67%3A42%3A10

b.  **No director credential.**

c.  **South Dakota Principal Endorsement**
    http://sdlegislature.gov/Rules/DisplayRule.
    aspx?Rule=24:15:06:33

d.  **South Dakota Principal Endorsement**
    http://sdlegislature.gov/Rules/DisplayRule.
    aspx?Rule=24:15:06:33

e.  **No QRIS.**

f.  **No state PreK program.**

g.  **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
    http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

h.  **New America Pre-K Leader Policy Scan**
    https://www.newamerica.org/in-depth/pre-k-leaders/
    pre-service-requirements/

i.  **Child Care Aware of America 2018 State Fact Sheet**
    https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

j.  **NAEYC Early Childhood Education Higher Education Degree Directory**
    http://www.naeyc.org/ECEDirectory#CNMI

k.  **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
    https://nces.ed.gov/ipeds

l.  **2017 Early Childhood Education Leadership Development Compendium**
    https://bit.ly/2vxd1ZK

# Tennessee

**OVERALL POLICY LEVER SCORE**

**4**

Child care licensing minimally requires directors to complete 30 clock hours of orientation training, have 4 years of experience in a group child care setting, and complete 18 clock hours of training annually. The director credential is organized in four tiers. To complete the director credential at the lowest tier (provisional), applicants must have 12 semester hours of coursework in early childhood education, 6 semester hours of coursework in leadership and management, and two years of experience as an administrator. Elementary principal licensure requires a master's degree and pre-K certification is available. At the highest tier of the statewide QRIS, directors meet the requirements with a CDA and 7 years of experience in child care. School-based state pre-K programs require principal licensure; however community-based programs do not have administrator requirements. There is one early childhood leadership degree program and no early childhood leadership academies in the state.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **2** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 10 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 5 | |
| **Principal Licensure** | **8** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 10 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

Milligan College offers a bachelor's degree in child and youth development with a concentration in early childhood administration.

There are more childhood center directors (820) than family child care providers (651) in Tennessee.

The average salary of a child care director in the state of Tennessee is $42,720.

# Tennessee

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 820 | No data | 651 |
| Annual Median Salary | $42,720 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 9 | 21 |
| Private | 1 | 1 | 13 | 34 |
| Total | 1 | 1 | 22 | 55 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 22 | 55 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 5 |
| Master's and Post-Master's Certificate | | 0 | | 38 |
| Doctoral | | 0 | | 12 |
| | | | | |
| In-Person | | 1 | | 25 |
| On-Line | | 0 | | 20 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Licensure Rules for Child Care Centers**
http://share.tn.gov/sos/rul es/1240/1240-04/1240-04-03.20160701.pdf

b. **Tennessee Early Childhood Program Administrator Credential**
http://www.tecta.info/tecpac

c. **Tennessee State Board of Education Educator Licensure Policy**
https://www.tn.gov/assets/entities/sbe/ attachments/5.502_Educator_Licensure_Policy_1.27.17.pdf

d. **Tennessee Department of Education Early Learning Model**
http://team-tn.org/non-tested-grades-subjects/early-learning-model-elm/

e. **Tennessee State Board of Education Educator Licensure Policy**
https://www.tn.gov/assets/entities/sbe/ attachments/5.502_Educator_Licensure_Policy_1.27.17.pdf

f. **Star Quality Child Care Program**
Star-Quality Child Care Program Report Card for Child Care Center http://www.tn.gov/assets/entities/ humanservices/attachments/star-centers.pdf on March 3, 2017

g. **Voluntary Pre-K for Tennessee Programs**
https://www.tn.gov/assets/entities/education/ attachments/prek_scope_of_services.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/ pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet**
https://info.childcareaware.org/state-fact-sheets-download?submissionGuid=2bc83710-bc2b-42ea-8126-6d53f413fc40

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Texas

**OVERALL POLICY LEVER SCORE**

**3**

Child care licensing standards minimally require that directors have 72 clock hours of training in child development and 30 clock hours in management, and 3 years of experience in licensed child care. Texas does not have a director credential. Elementary school principals must have a master's degree and pre-K certification is available. However, principal licensure does not require pre-K content or practical experience in the principal preparation requirements. The Texas Rising Star (TRS) QRIS was revised in 2017 to be implemented statewide. It is a hybrid model that adds points to required elements. Minimally, at the highest level of the QRIS, directors must have attended the TRS director's certificate course and worked as a director for 8 years in a TRS program or a nationally accredited program. School-based pre-K programs require principal licensure. Directors of a community-based state pre-K programs must be nationally accredited or be a TRS program with a minimum of three-star certification.

## Policy Lever Rubric

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | (c) |
| # of years of teaching experience | 8 | (d) |
| Pre-K content in the licensure requirements | 0 | |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **2** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **3** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 5 | |

**INTERESTING FACTS**

QRIS and community-based pre-K require directors to attend a leadership academy modeled on the McCormick Center's Taking Charge of Change™ program.

Southwestern Assemblies of God University and the University of Houston Clear Lake offer graduate degrees in early childhood administration.

Three community colleges in Texas offer associate degrees in early childhood administration.

# Texas

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 2,780 | No data | 6,249 |
| Annual Median Salary | $42,780 | $84,654 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 4 | 4 | 33 | 59 |
| Private | 1 | 1 | 22 | 27 |
| Total | 5 | 5 | 55 | 86 |
| | | | | |
| 2-year | 3 | 3 | 0 | 0 |
| 4-year | 2 | 2 | 55 | 86 |
| | | | | |
| Associate | | 3 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 1 | | 5 |
| Master's and Post-Master's Certificate | | 1 | | 57 |
| Doctoral | | 0 | | 24 |
| | | | | |
| In-Person | | 4 | | 50 |
| On-Line | | 0 | | 36 |
| Blended | | 1 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Minimum Standards for Child-Care Centers**
http://www.dfps.state.tx.us/Child_Care/documents/Standards_and_Regulations/746_Centers.pdf

b. **No state director credential.**

c. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

d. **Texas Education Agency - Becoming a Principal or Superintendent in Texas**
http://tea.texas.gov/Texas_Educators/Certification/Additional_Certifications/Becoming_a_Principal_or_Superintendent_in_Texas/

e. **Texas Education Agency - Becoming a Principal or Superintendent in Texas**
http://tea.texas.gov/Texas_Educators/Certification/Additional_Certifications/Becoming_a_Principal_or_Superintendent_in_Texas/

f. **Texas Rising Star**
https://texasrisingstar.org/wp-content/uploads/2017/04/FINAL-FARF-all-facilities-3.2017.pdf

g. **Texas Pre-K Program**
http://www.statutes.legis.state.tx.us/Docs/ED/htm/ED.29.htm

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2017 State Fact Sheet**
http://childcareaware.org/resources/map/

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Utah

**OVERALL POLICY LEVER SCORE**

**2**

The minimum licensing requirements for a director is a CDA; Certified Childcare Professional (CCP); or the National Administrator's Credential (NAC) plus six Utah Early Childhood Career Ladder training courses. Utah does not have a state administrator credential but it offers a leadership certificate offered through Utah AEYC. Principal licensure requires a master's degree; pre-K certification is not available. Utah does not have a traditional QRIS, rather a recognition system where providers publically self-report data on a checklist of indicators. Principal licensure is required for school-based pre-K programs, however there are no requirements for administrators of community-based programs. There is one early childhood degree program and no leadership academies in Utah.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 10 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **4** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 0 | (c) |
| # of years of teaching experience | 10 | (d) |
| Pre-K content in the licensure requirements | 0 | (e) |
| Pre-K practical (field) experience required | 0 | (f) |
| **Administrator Qualifications in QRIS** | **0** | **(g)** |
| QRIS is implemented statewide | 0 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(h)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

Snow College offers an AAS degree in child care management.

Utah has a Leadership Certificate based on 40 clock hours of training in program administration, professionalism, adult learning, and change management.

The state pre-K program is available in a mixed delivery system that includes family child care.

# Utah

## Additional State Information

| Administrators | ECE Program Directors (i) | School Principals (j) | Family Child Care Providers (k) |
|---|---|---|---|
| Total Number | 250 | No data | 1,117 |
| Annual Median Salary | $38,360 | $71,000 | No data |

| Higher Education | ECE Leadership Degree Programs (l) | | Elementary Principal Graduate Degree Programs (m) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 1 | 2 |
| Private | 0 | 0 | 4 | 8 |
| Total | 1 | 1 | 5 | 10 |
| | | | | |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 0 | 0 | 5 | 10 |
| | | | | |
| Associate | 1 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 0 | | 1 | |
| Master's and Post-Master's Certificate | 0 | | 6 | |
| Doctoral | 0 | | 3 | |
| | | | | |
| In-Person | 1 | | 6 | |
| On-Line | 0 | | 4 | |
| Blended | 0 | | No data | |

| Leadership Academies (n) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Care Licensing, Child Care Centers**
http://childcarelicensing.utah.gov/rules/Interpretation/Center/Section%207%20-%20Personnel.pdf

b. **No state director credential.**

c. **Education Leadership License Areas of Concentration and Programs**
https://rules.utah.gov/publicat/code/r277/r277-505.htm

d. **Education Leadership License Areas of Concentration and Programs**
https://rules.utah.gov/publicat/code/r277/r277-505.htm

e. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

f. **Education Leadership License Areas of Concentration and Programs**
https://rules.utah.gov/publicat/code/r277/r277-505.htm

g. **Care About Child Care**
https://careaboutchildcare.utah.gov

h. **Utah School Readiness**
http://www.schools.utah.gov/CURR/preschoolkindergarten/School-Readiness/HQSR/UtahCode.aspx

i. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

j. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

k. **Child Care Aware of America 2018 State Fact Sheet Survey**
http://www.naeyc.org/ECEDirectory#CNMI

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
https://degreefinder.naeyc.org/

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Vermont

**OVERALL POLICY LEVER SCORE**

**4**

Child care licensing minimally requires a director of a small center (12 or fewer children) to have a Certificate of Completion from the Vermont Apprenticeship Program, which consists of 9 semester hours in early childhood and 9 semester hours in program administration. In addition to minimal licensing requirements, the competency-based Program Director Credential requires 21 semester hours in early childhood education and program management with two equivalency options. Principal licensure requires a master's degree and 3 years of teaching experience. Principal certification is pre-K-12 but neither pre-K coursework nor teaching experience is required. The statewide QRIS is a points-based system and the administrator's qualifications are combined with those of the teaching staff. Program administrators in school-based pre-K programs are required to have a master's degree, but administrators in community-based programs are required to be licensed. There is one early childhood leadership academy and no degree programs in Vermont.

## POLICY LEVER RUBRIC

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **4** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 8 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **4** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 5 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 8 | |
| # of years of experience in administration | 5 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 0 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **3** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 5 | |

### INTERESTING FACTS

The Snelling Center for Government offers the Early Childhood Leadership Institute to foster civic engagement on early care and education issues.

Vermont is one of only two states that require a BA degree for program directors in licensed centers serving a threshold number of children.

There are 290 child care directors and 615 family child care providers in Vermont.

# Vermont

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 290 | No data | 615 |
| Annual Median Salary | $46,050 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 2 | 3 |
| Private | 1 | 1 | 1 | 1 |
| Total | 1 | 1 | 3 | 4 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 3 | 4 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 1 |
| Master's and Post-Master's Certificate | | 1 | | 2 |
| Doctoral | | 0 | | 1 |
| | | | | |
| In-Person | | 0 | | 3 |
| On-Line | | 1 | | 1 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **Child Care Licensing Regulations, Center Based Child Care and Preschool Programs**
http://dcf.vermont.gov/sites/dcf/files/CDD/Docs/Licensing/CBCCPP_Regulations_FINAL.pdf

b. **Program Director Credential**
http://northernlightscdc.org/career-pathways/credentials-and-certificates/program-director-credential/

c. **State of Vermont Agency of Education**
http://education.vermont.gov/sites/aoe/files/documents/edu-educator-quality-licensing-rules-revisions-12-8-16_0.pdf

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **State of Vermont Agency of Education**
http://education.vermont.gov/sites/aoe/files/documents/edu-educator-quality-licensing-rules-revisions-12-8-16_0.pdf

f. **Early Childhood Licensed Program STARS Application**
http://dcf.vermont.gov/sites/dcf/files/CDD/Forms/STARS/EC_STARS_App.pdf

g. **Vermont Prekindergarten Program**
http://education.vermont.gov/sites/aoe/files/documents/edu-early-education-prek-rules.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet Survey**
http://usa.childcareaware.org/wp-content/uploads/2017/07/VT_CC.pdf

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Virginia

Child care licensing minimally requires directors to have a CDA with 120 clock hours of child-related training, two years of programmatic experience (with one year experience in a supervisory capacity), and 16 clock hours of annual training. Virginia does not have a director credential. Pre-K certification is available for principal licensure, however, neither pre-K content nor experience is required. At the highest level of the statewide QRIS, a director must have a minimum of 24 semester hours in child-related coursework. The state pre-K program, Virginia Preschool Initiative, is provided in schools, Head Start, and community organizations; it does not have any specific requirements for program administrators. There are no degree programs in early childhood administration or early childhood leadership academies in the state.

## Policy Lever Rubric

| | | SOURCE |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 0 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **4** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

The salary for directors ($51,800) ranked 8th in the nation.

There are 980 ECE program directors and 3,718 family child care providers in Virginia.

The state pre-K initiative is a mixed delivery model and is funded from lottery proceeds.

# Virginia

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 980 | No data | 3,718 |
| Annual Median Salary | $51,800 | $97,471 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 9 | 20 |
| Private | 0 | 0 | 10 | 20 |
| Total | 0 | 0 | 19 | 40 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 19 | 40 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 5 |
| Master's and Post-Master's Certificate | | 0 | | 25 |
| Doctoral | | 0 | | 10 |
| | | | | |
| In-Person | | 0 | | 27 |
| On-Line | | 0 | | 13 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Standards for Licensed Child Day Centers**
https://www.dss.virginia.gov/files/division/licensing/cdc/intro_page/code_regulations/regulations/final_cdc_reg.pdf

b. **No state director credential.**

c. **Administration and Supervision Prek-12**
http://law.lis.virginia.gov/admincode/title8/agency20/chapter22/section590/

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **Administration and Supervision Prek-12**
http://law.lis.virginia.gov/admincode/title8/agency20/chapter22/section590/

f. **Virginia Quality**
https://www.virginiaquality.com/sites/default/files/VA_Quality_Frameworks.pdf

g. **Virginia Preschool Initiative**
http://www.doe.virginia.gov/instruction/early_childhood/preschool_initiative/guidelines.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet Survey**
http://usa.childcareaware.org/wp-content/uploads/2017/07/VA_Facts.pdf

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Washington

**OVERALL POLICY LEVER SCORE**

**3**

The child care licensing requirements for directors in Washington are tiered based on the number of children enrolled. For programs with 12 children or less, directors must have at least 5 semester hours in early childhood education or child development, 30 clock hours of training, and two years of experience working with children. Additionally, the director must meet STARS QRIS requirements and participate in the state registry. Washington does not have a director credential. Elementary principal licensure requires a master's degree and a pre-K certificate is available; however neither pre-K content nor experience is required. The statewide tiered QRIS is based on points for levels three through five, with level 5 ranging from 91 to 100 points. The possible points awarded for enhanced director qualifications range from 1 point (associate degree in ECE) to 4 points (graduate degree in ECE). In state Pre-K, the administrator of a school-based program is required to have a principal license, however, the administrator of a community-based program does not have any administrator requirements beyond licensing requirements.

## POLICY LEVER RUBRIC

| | SOURCE | |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **1** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 5 | |
| **Administrator Credential (minimal requirements)** | **2** | **(b)** |
| Credential is competency-based | 10 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **6** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 0 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **6** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 10 | |
| # of semester hours of college credit in ECE | 10 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

### INTERESTING FACTS

The Washington P-3 Executive Leadership Certificate Program at the University of Washington offers cross-sector training for early childhood administrators and school principals in combined cohorts.

Lake Washington Institute of Technology offers a certificate of specialization in early childhood administration.

More than 2,994 administrators completed Strengthening Families training through Washington's RTT-ELC grant.

# Washington

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 1,180 | No data | 3,395 |
| Annual Median Salary | $46,100 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 1 | 1 | 6 | 10 |
| Private | 0 | 0 | 9 | 17 |
| Total | 1 | 1 | 15 | 27 |
| | | | | |
| 2-year | 1 | 1 | 0 | 0 |
| 4-year | 0 | 0 | 15 | 27 |
| | | | | |
| Associate | | 1 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 2 |
| Master's and Post-Master's Certificate | | 0 | | 21 |
| Doctoral | | 0 | | 4 |
| | | | | |
| In-Person | | 1 | | 21 |
| On-Line | | 0 | | 6 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 1 |

## SOURCES

a. **Minimum Licensing Requirements for Child Care Centers** http://apps.leg.wa.gov/WAC/default.aspx?cite=170-295&full=true

b. **No state director credential.**

c. **State of Washington Office of Superintendent of Public Instruction** http://www.k12.wa.us/Certification/Administrator/NotCertified.aspx

d. **New America Pre-K Leader Policy Scan** https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **State of Washington Office of Superintendent of Public Instruction** http://www.k12.wa.us/Certification/Administrator/NotCertified.aspx

f. **Early Achievers** https://www.del.wa.gov/sites/default/files/imported/publications/elac-qris/docs/Early_Achievers_Standards.pdf

g. **Washington State Early Childhood Education and Assistance Program** https://www.del.wa.gov/sites/default/files/imported/publications/eceap/docs/ECEAP_PerformanceStandards.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors** http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan** https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Child Care Aware of America 2018 State Fact Sheet Survey** http://usa.childcareaware.org/wp-content/uploads/2017/07/WA_Facts.pdf

k. **NAEYC Early Childhood Education Higher Education Degree Directory** http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)** https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium** https://bit.ly/2vxd1ZK

# Washington DC

Child care licensing minimally require directors to have three years of experience working in a licensed child development center and an associate degree in early childhood education or child development. Directors must attain a bachelor's degree within six years of hire as the director. The District of Columbia does not have a director credential. The Capital Quality QRIS, minimally requires the administrator to have an associate degree based on the requirement that participating programs be licensed and nationally accredited. Elementary school principals are minimally required to have a bachelor's degree for licensure with a valid administrator license issued from another state.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **3** | **(a)** |
| Level of general education | 8 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 5 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **3** | |
| Level of general education | 5 | |
| Pre-K or elementary license issued | 0 | |
| # of years of teaching experience | 8 | (c) |
| Pre-K content in the licensure requirements | 0 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **0** | **(f)** |
| QRIS is implemented statewide | 0 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **8** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | - | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 8 | |
| # of semester hours of college credit in business/administration | 5 | |

## INTERESTING FACTS

The District of Columbia joins 4 states in requiring an associate degree for the director of a child development center of any size.

Washington, D.C. has the highest average salary for child care directors ($68,180) and elementary principals ($160,213) in the nation.

Trinity Washington University offers a master's degree in early childhood program administration.

# Washington DC

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 300 | No data | 333 |
| Annual Median Salary | $68,180 | $160,213 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 0 | 0 |
| Private | 1 | 1 | 8 | 12 |
| Total | 1 | 1 | 8 | 12 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 1 | 1 | 8 | 12 |
| | | | | |
| Associate | 0 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 0 | | 0 | |
| Master's and Post-Master's Certificate | 1 | | 9 | |
| Doctoral | 0 | | 3 | |
| | | | | |
| In-Person | 1 | | 7 | |
| On-Line | 0 | | 5 | |
| Blended | 0 | | No data | |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Licensing Regulations**
http://www.dcregs.dc.gov/Gateway/NoticeHome.aspx?NoticeID=6425976

b. **No state director credential.**

c. **Office of the State Superintendent of Education - Educator Credential Requirements Overview**
http://osse.dc.gov/page/educator-credential-requirements-overview#teacherinitial

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **Office of the State Superintendent of Education - Educator Credential Requirements Overview**
http://osse.dc.gov/page/educator-credential-requirements-overview#teacherinitial

f. **Capital Quality QRIS**
https://osse.dc.gov/page/capital-quality-qris

g. **District of Columbia PreK Program**
http://www.dcregs.dc.gov/Gateway/FinalAdoptionHome.aspx?RuleVersionID=4550578

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **DC Child Care Connections search, 2/7/16**
http://childcareconnections.osse.dc.gov/ProviderSearch.aspx

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# West Virginia

Child care licensing differentiates director qualifications among three center types based on the number of children enrolled. For a Type 1 Center (30 children or less) the director must have a CDA and 300 clock hours of experience working with children or ten years of relevant work experience. Directors of licensed programs must complete 15 clock hours of training for administrators annually. The Early Childhood Director's Credential is offered as a 10-semester-hour certificate at West Virginia University; a bachelor's degree is a prerequisite. Elementary school principals receive pre-K-Adult certification and are required to have a master's degree. There is no QRIS in West Virginia. While administrators of school-based state pre-K are required to have a master's degree, there are no specific requirements for administrators of community-based state pre-K. West Virginia does not have any early childhood leadership degree programs or leadership academies.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **3** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 8 | |
| # of semester hours of college credit in ECE | 10 | |
| # of semester hours of college credit in business/administration | 5 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **8** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 10 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **0** | **(f)** |
| QRIS is implemented statewide | 0 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

# West Virginia

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 200 | No data | 1,228 |
| Annual Median Salary | $33,460 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 3 | 3 |
| Private | 0 | 0 | 5 | 6 |
| Total | 0 | 0 | 8 | 9 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 8 | 9 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 1 |
| Master's and Post-Master's Certificate | | 0 | | 8 |
| Doctoral | | 0 | | 0 |
| | | | | |
| In-Person | | 0 | | 1 |
| On-Line | | 0 | | 8 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Child Care Centers Licensing**
http://www.dhhr.wv.gov/bcf/Childcare/Documents/78%20CSR%201%20Child%20Care%20Centers%20Licensing%20-%20Final%20(2).pdf

b. **Early Childhood Director's Credential**
http://lshd.wvu.edu/cert/director-credentials

c. **West Virginia Department of Education State Board Policies**
http://wvde.state.wv.us/policies/

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **West Virginia Department of Education State Board Policies**
http://wvde.state.wv.us/policies/

f. **No QRIS.**

g. **West Virginia Pre-K Program**
https://sites.google.com/a/wvde.k12.wv.us/wvbe-policy2525/Home/-126-28-2-guidelines

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **Family Child Care Number**

k. **Child Care Aware of America 2017 State Fact Sheet**
http://usa.childcareaware.org/wp-content/uploads/2017/07/WV_Facts.pdf

l. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

m. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

n. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Wisconsin

The licensing standards have differing qualification requirements for the center director (responsible for the child care program) based on the size of the program. Licensing also mandates specific qualifications for the center administrator (responsible for the day-to-day management of the center). These roles can be filled by the same person. At a minimum, licensing requires directors to have two department-approved professional development courses, 80 days of teaching experience, and within one year of hire, completion of one course in the Wisconsin Child Care Administrator Credential. At a minimum, the center administrator must have a year of management experience or a department-approved professional development course in business or program administration plus one year of experience working in a licensed child care center. The administrator credential consists of 6 specific 3 semester-hour courses. Elementary principal licensure requires a master's degree and pre-K certification is available, requiring pre-K content. Wisconsin's QRIS is based on a point system with 33 to 40 points at the highest tier. Six points are possible for director qualifications ranging from completion of an 18 semester hour apprenticeship program (1 point) to a bachelor's degree plus the administrator credential (6 points). School-based state Pre-K programs require principal licensure, however community-based programs do not have specific administrator requirements. There are two leadership academies but no early childhood leadership degree programs in Wisconsin.

## POLICY LEVER RUBRIC

| | SOURCE | |
|---|:---:|:---:|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **1** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 2 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 8 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **8** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 10 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 10 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **6** | **(f)** |
| QRIS is implemented statewide | 10 | |
| Administrator credential is embedded in QRIS | 10 | |
| Highest level of administrators general education requirement | 8 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **2** | **(g)** |
| Principal endorsement required for school-based programs | 10 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

## INTERESTING FACTS

In licensed centers serving 51 or more children, directors must attain the Wisconsin Child Care Administrator Credential within three years of hire.

Coursework for the Wisconsin Child Care Administrator Credential is offered at 7 technical colleges and 2 university locations throughout the state.

The Wisconsin Registry System offers additional early childhood credentials in Leadership and Program Development.

# Wisconsin

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 2,378 | No data | 2,281 |
| Annual Median Salary | $40,630 | No data | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 4 | 7 |
| Private | 0 | 0 | 12 | 23 |
| Total | 0 | 0 | 16 | 30 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 16 | 30 |
| | | | | |
| Associate | | 0 | | 0 |
| Bachelor's and Post-Bachelor's Certificate | | 0 | | 5 |
| Master's and Post-Master's Certificate | | 0 | | 19 |
| Doctoral | | 0 | | 6 |
| | | | | |
| In-Person | | 0 | | 21 |
| On-Line | | 0 | | 9 |
| Blended | | 0 | | No data |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 2 |

## SOURCES

a. **Group Child Care Centers**
https://dcf.wisconsin.gov/files/publications/pdf/0205.pdf

b. **Administrator Credential**
http://www.the-registry.org/Credentials/Administrator.aspx

c. **Wisconsin Content Guidelines for Principal Licensure Programs**
http://dpi.wi.gov/sites/default/files/imce/tepdl/download/lpg_adm_51_2010.doc

d. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

e. **Wisconsin Content Guidelines for Principal Licensure Programs**
http://dpi.wi.gov/sites/default/files/imce/tepdl/download/lpg_adm_51_2010.doc

f. **Wisconsin QRIS**
https://dcf.wisconsin.gov/files/youngstar/pdf/point-detail/2017-point-detail/point-detail-group-2017-2018.pdf

g. **Wisconsin 4-year-old Kindergarten**
https://dpi.wi.gov/sites/default/files/imce/early-childhood/pdf/4kbul14.pdf

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **New America Pre-K Leader Policy Scan**
https://www.newamerica.org/in-depth/pre-k-leaders/pre-service-requirements/

j. **June 30, 2018 Regulatory Data from WI Dept. of Children & Families**
http://usa.childcareaware.org/advocacy-public-policy/resources/research/statefactsheets/

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

# Wyoming

Child care licensing requires directors to have an unstipulated combination of education and experience equivalent to two years in management, early childhood education, child development, or nursing. In addition, directors must complete pre-service orientation to early childhood, six clock hours of training, and a professional credential recognized by the Department of Family Services. Principal licensure requires an educator license and an administrator endorsement with a master's degree in educational leadership. A pre-K endorsement can be added to the license and requires teaching experience and pre-K content. Wyoming does not provide state pre-K or QRIS. It does not have any early childhood leadership degree programs or leadership academies.

## Policy Lever Rubric

| | | SOURCE |
|---|---|---|
| **Administrator Qualifications in Child Care Licensing** | **2** | **(a)** |
| Level of general education | 0 | |
| College credit in early childhood education | 0 | |
| College credit in business/administration | 0 | |
| Continuing professional development per year | 8 | |
| **Administrator Credential (minimal requirements)** | **0** | **(b)** |
| Credential is competency-based | 0 | |
| Level of general education | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| Credential renewal is based on continuing ed | 0 | |
| # of months of experience in ECE (may include practicum experiences) | 0 | |
| # of years of experience in administration | 0 | |
| **Principal Licensure** | **7** | |
| Level of general education | 10 | |
| Pre-K or elementary license issued | 5 | |
| # of years of teaching experience | 10 | (c) |
| Pre-K content in the licensure requirements | 10 | (d) |
| Pre-K practical (field) experience required | 0 | (e) |
| **Administrator Qualifications in QRIS** | **0** | **(f)** |
| QRIS is implemented statewide | 0 | |
| Administrator credential is embedded in QRIS | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |
| **Administrator Qualifications in State Pre-K Programs** | **0** | **(g)** |
| Principal endorsement required for school-based programs | 0 | |
| Administrator credential required for center-based programs | 0 | |
| Highest level of administrators general education requirement | 0 | |
| # of semester hours of college credit in ECE | 0 | |
| # of semester hours of college credit in business/administration | 0 | |

**INTERESTING FACTS**

The annual salary of child care directors is $49,400 and that of elementary school principals is $95,868.

Wyoming has the lowest population of any state in the United States (583,029); with 100 child care directors, 124 elementary school principals, and 279 family child care providers.

There is one child care director or family child care provider for every 258 square miles in Wyoming.

# Wyoming

## Additional State Information

| Administrators | ECE Program Directors (h) | School Principals (i) | Family Child Care Providers (j) |
|---|---|---|---|
| Total Number | 100 | 124 | 279 |
| Annual Median Salary | $49,400 | $95,868 | No data |

| Higher Education | ECE Leadership Degree Programs (k) | | Elementary Principal Graduate Degree Programs (l) | |
|---|---|---|---|---|
| | Number of Institutions | Number of Programs | Number of Institutions | Number of Programs |
| Public | 0 | 0 | 1 | 1 |
| Private | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 1 | 1 |
| | | | | |
| 2-year | 0 | 0 | 0 | 0 |
| 4-year | 0 | 0 | 1 | 1 |
| | | | | |
| Associate | 0 | | 0 | |
| Bachelor's and Post-Bachelor's Certificate | 0 | | 1 | |
| Master's and Post-Master's Certificate | 0 | | 0 | |
| Doctoral | 0 | | 0 | |
| | | | | |
| In-Person | 0 | | 1 | |
| On-Line | 0 | | 0 | |
| Blended | 0 | | No data | |

| Leadership Academies (m) | |
|---|---|
| Number of Leadership Academies | 0 |

## SOURCES

a. **Rules for Certification of a Child Care Center**
https://sites.google.com/a/wyo.gov/early-childcare-and-licensing/child-care-1/home/dfs-in-your-community/child-care-resources/childcare-licensing-rules

b. **No state director credential.**

c. **Program Approval Standards for Endorsement Areas**
https://legisweb.state.wy.us/ARULES/2010/AR10-059.pdf

d. **Wyoming Department of Education Professional Development Opportunities**
https://edu.wyoming.gov/educators/pd/

e. **Program Approval Standards for Endorsement Areas**
https://legisweb.state.wy.us/ARULES/2010/AR10-059.pdf

f. **No QRIS.**

g. **No state-wide public pre-k program.**

h. **U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2016-2017 Edition, Preschool and Childcare Center Directors**
http://www.bls.gov/ooh/management/preschool-and-childcare-center-directors.htm

i. **School Principal**
https://portals.edu.wyoming.gov/Reports/Public/wde-reports-2012/public-reports/stat-2/stateofwyomingschooldistrictstaffforschoolyear

j. **Child Care Aware of America 2017 State Fact Sheet**
http://usa.childcareaware.org/wp-content/uploads/2017/07/WY_Facts.pdf

k. **NAEYC Early Childhood Education Higher Education Degree Directory**
http://www.naeyc.org/ECEDirectory#CNMI

l. **National Center for Education Statistics, Institute of Education Sciences, Integrated Postsecondary Education Data System (IPEDS)**
https://nces.ed.gov/ipeds

m. **2017 Early Childhood Education Leadership Development Compendium**
https://bit.ly/2vxd1ZK

**To read the full report, find
your State Profile, or explore
the Policy Levers Rubric — visit
LEADClearinghouse.org.**
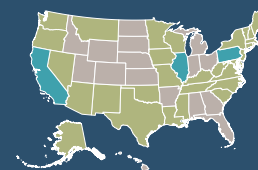
**McCormick Center for
Early Childhood Leadership
At National Louis University**

**6200 Capitol Drive
Wheeling, Illinois 60090**
847.947.5063
McCormickCenter@nl.edu

## L.E.A.D. EARLY CHILDHOOD™ CLEARINGHOUSE

## McCormick Center
FOR EARLY CHILDHOOD LEADERSHIP
AT NATIONAL LOUIS UNIVERSITY