



# Rebuilding and Reinvigorating Early Childhood Leadership: Three State Action Plans

South Carolina, Pennsylvania, North Dakota

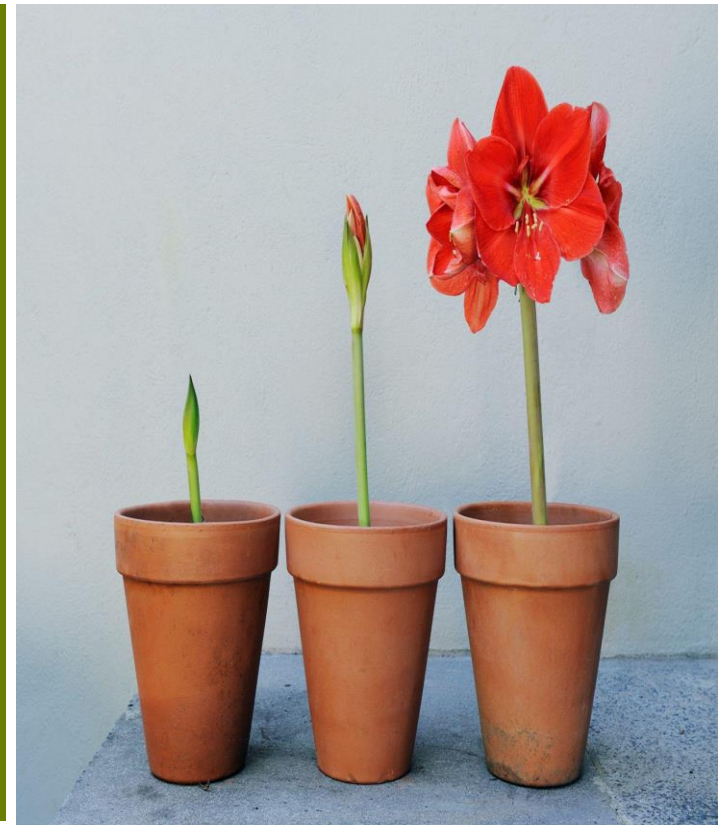
June 28, 2023





# Welcome & Introductions

Who is in our audience today?





# Global State Overviews

Each State's Pandemic Response



# South Carolina

- Early childhood leadership challenges before, during, and after the pandemic
- Trends and changes
- State decision-making and strategy



# Pennsylvania

- Early childhood leadership challenges before, during, and after the pandemic
- Trends and changes
- State decision-making and strategy



# North Dakota

- Early childhood leadership challenges before, during, and after the pandemic
- Trends and changes
- State decision-making and strategy





# Partnering to Support Rebuilding

Aim4Excellence and New World Now





## Aim4Excellence™ National Director Credential

Jane Humphries-Aim4Excellence  
Specialist





- **Developed in 2010 and revised in 2020:**
  - Consists of nine modules, each are 16 hours of professional development.
  - Modules and materials are all online and provided in a very engaging and interactive professional learning experience.
  - Focused on the core leadership and management competencies, better known as the *Whole Leadership Framework*.

## **Aim4Excellence™ National Director Credential**



- **Nine self-paced modules support the *Whole Leadership Framework* and include:**

- Leading the Way
- Recruiting, Selecting, & Orienting Staff
- Promoting Peak Performance
- Managing Program Operations
- Building a Sound Business Strategy
- Designing Indoor & Outdoor Environments
- Supporting Children's Development & Learning
- Facilitating Responsive Family Engagement
- Evaluating Program Quality for Continuous Improvement

## **Aim4Excellence™ National Director Credential**



- **Other Linkages:**

- Eligible for college credit either at National Louis University or partnering institutions
- Assists with meeting administrator criteria for NAEYC accreditation
- Aligns with 25 state professional development systems and is recognized in certain states to meet director credential requirements
  - South Carolina
  - North Dakota
  - Pennsylvania

**Aim4Excellence™**  
**National Director**  
**Credential**



- **Unique Learning Experience Opportunities:**
  - Facilitated Cohorts
    - Creates and builds networks of leaders in regions and areas
    - Establishes a long-term “community of practice”
    - Engages and empowers programs to work collectively together to support one another
- **Facilitated Cohorts:**
  - Hosted by:
    - Child Care Resource & Referral System Staff
    - Coaching, Mentoring, & Technical Assistance Staff
    - State Early Childhood Agency and System Network Providers
      - South Carolina First Steps

## **Aim4Excellence™ National Director Credential**





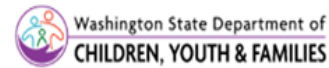
## New World Now

Pam Palmer-  
Client Success Manager





**MORE THAN JUST SOFTWARE**  
INSIGHT is about collaborating with a  
**CONSORTIUM** of your peers



With all your data in one place, you can finally tell a comprehensive story about child care in your state.



- ✓ Integrated Professional Development
- ✓ Integrated Learning Management System
- ✓ Integrated Quality Rating and Improvement System
- ✓ Integrated Resource and Referral
- ✓ Canned and Ad-Hoc Reporting
- ✓ Cloud based
- ✓ Single sign-on
- ✓ Secured with Microsoft Defender for Cloud
- ✓ Mobile friendly
- ✓ WCAG Level A Compliant



Inclusive. Secure. Integrated.



Atop Insight's secure and inclusive foundation, sits an industry leading suite of integrated solutions, collecting the most complete workforce data set within the Early Childhood Care and Education industry.



# Bringing Aim4Excellence into Insight

- Registry Approved
- Consortium of Peers
- Flexibility to create State specific requirements
- Shared functionality from Consortium Partners



# Bringing Aim4Excellence into Insight

## Easy Registration - Accessible to ECE professionals

The screenshot shows the 'My Personal Profile' page in the Growing Futures system. The left sidebar contains navigation options: Professional Profile, Training Entry, RBPD Event Entry, Coaching, Invoices, Workforce Incentives and Stipends, Registry Reports, Search Training Events (highlighted in green), Search Course Catalog, Search Trainer Directory, Contact Us, Growing Futures Home, and Logout. The main content area is titled 'My Personal Profile' and includes a tabbed interface with 'Summary' selected. A welcome message for Jess Day states that their membership is current and provides instructions on how to renew or update their profile. Below this, there are three checkboxes for renewing membership: 'Renew your membership', 'Renew your trainer membership', and 'Renew your RBPD Specialist membership'. An 'Apply/Renew' button is located at the bottom right of this section. A 'Notes From Staff (0)' section shows a message: 'No Notes Exist'. At the bottom, there is an 'Application Reports' section with a link to 'DHHS Licensing Training Record' and a description of the report's content. The North Dakota Health & Human Services logo is also present. On the right side, there are three summary boxes: 'Registry ID 110062' (Individual Membership, Category G+, expires 1/31/2024), 'Trainer: Early Childhood Instructor - Experienced' (expires 1/31/2025), and 'RBPD Specialist: Primary RBPD Specialist' (expires 1/31/2024). Below these is the user's contact information for Jess Day, including address, phone number, and email, with a 'Change Email' link. The final box is 'Organization Profile Management', which includes instructions on how to register an organization and request access.

**Professional Profile**

- Professional Profile
- Training Entry
- RBPD Event Entry
- Coaching
- Invoices
- Workforce Incentives and Stipends
- Registry Reports
- Search Training Events**
- Search Course Catalog
- Search Trainer Directory
- Contact Us
- Growing Futures Home
- Logout

### My Personal Profile

Summary | Personal | Education | Employment | Training | Professional | Trainer | RBPD Specialist | Reports

Welcome, Jess Day

Your Growing Futures membership is current. You can view or update your account information at any time. If it's time to renew or if you'd like to add education or qualifications to your record, check the "Renew your membership" box below and then click the green "Apply/Renew" button.

- Renew your membership
- Renew your trainer membership
- Renew your RBPD Specialist membership

[Apply/Renew](#)

Notes From Staff (0)

**Application Reports**

[DHHS Licensing Training Record](#)

Displays your current DHHS licensing staff qualification and relevant employment, education, and training information. Training specifically required for licensing by DHHS is shown at the top of the report. Contact your licensing specialist if you have questions about this report.

**Organization Profile Management**

Register Your Organization

- ✓ This is for directors, administrators, or owners who are the primary contact for the facility/program or organization, including training organizations and start child care.
- ✓ This is also to request access to an existing organization

**Registry ID 110062**

Individual Membership  
Category G+  
Expires 1/31/2024

Trainer  
Early Childhood Instructor - Experienced  
Expires 1/31/2025

RBPD Specialist  
Primary RBPD Specialist  
Expires 1/31/2024

**Jess Day**  
1234 Main St  
Gwinner, ND 58040  
(701) 555-1212  
[pamelastest5+jessday@gmail.com](mailto:pamelastest5+jessday@gmail.com)  
[Change Email](#)

**Organization Profile Management**

Register Your Organization

- ✓ This is for directors, administrators, or owners who are the primary contact for the facility/program or organization, including training organizations and start child care.
- ✓ This is also to request access to an existing organization

# Bringing Aim4Excellence into Insight

## Searchable training calendar - with many filters

The screenshot shows the 'Filter Training' interface on the Growing Futures website. The left sidebar contains various filter categories: Course Title (with 'Aim4Excellence' selected), Event ID, Trainer Name, Sponsor Name, From Date (05/18/2023) and To Date, Include Closed Registration (checked), Training Location (City and Zip Code), Training Content, Training Type, and Training Fee. The main content area is titled 'Search for Training' and includes helpful tips, a 'More Information' button, and sorting options (Training Start Date, Ascending). It displays two training results: '#27099 Aim4Excellence-Building a Sound Business Strategy (Module 5)' and '#27100 Aim4Excellence-Designing Indoor and Outdoor Environments (Module 6)'. Each result includes registration availability, hours, course level, and a 'View Details' button. The first result also shows 'No Registration Required' with a fee of \$200.00, and lists the sponsor as McCormick Center for Early Childhood Leadership and the primary trainer as Sarah Bachmeier.

# Easy Access to View Your Professional Development

At a glance training completions

My Personal Profile

Summary Personal Education Employment Training Professional Trainer RBPD Specialist Reports

Training Documentation


No documentation entered.

Training Edit Training

Clicking will open the Interactive classroom.  Show E-Learning events only

Event ID	Title	Completed	Credit	CEU	Type	Hours	Level	Verified	Verified Date
32174	<a href="#">Aim4Excellence-Recruiting, Selection, and Orienting Staff (Module 2)</a>	02/27/2023			Early Childhood	16.00	Level 2 Professional Training	VERIFIED	05/18/2023
32141	<a href="#">Aim4Excellence-Facilitating Family Engagement (Module 8)</a>	11/01/2022			Early Childhood	16.00	Level 2 Professional Training	VERIFIED	05/18/2023
32144	<a href="#">Aim4Excellence-Promoting Peak Performance (Module 3)</a>	11/01/2022			Early Childhood	16.00	Level 2 Professional Training	VERIFIED	05/18/2023
32143	<a href="#">Aim4Excellence-Managing Program Operations (Module 4)</a>	11/01/2022			Early Childhood	16.00	Level 2 Professional Training	VERIFIED	05/18/2023
32138	<a href="#">Aim4Excellence-Building a Sound Business Strategy (Module 5)</a>	11/01/2022			Early Childhood	16.00	Level 2 Professional Training	VERIFIED	05/18/2023
32139	<a href="#">Aim4Excellence-Designing Indoor and Outdoor Environments (Module 6)</a>	11/01/2022			Early Childhood	16.00	Level 2 Professional Training	VERIFIED	05/18/2023
32137	<a href="#">Aim4Excellence-Supporting Children's Development and Learning (Module 7)</a>	10/01/2022			Early Childhood	16.00	Level 2 Professional Training	VERIFIED	05/18/2023
28569	Getting Started	03/01/2022			Early Childhood	15.00	Level 2 Professional Training	VERIFIED	04/12/2023
21244	Foundations Early Childhood/Early Childhood Spec Ed	05/15/2010	3.00		Early	45.00	Level 3 For Credit	VERIFIED	05/18/2023

Formal training and education reports



## Learning Record

Name: Jess Day Registry ID: 110062

Registry Member Since: 1/17/2023

Career Pathways: Category G+

Application Submitted: 1/17/2023 Date Expires: 1/31/2024

### Summary of Education, Certificates and Credentials

#### Higher Education

Degree	Major	Organization	Date
Bachelor's Degree	Early Childhood	North Dakota State University - Main Campus	6/1/2004

#### CDA Credentials & Endorsements

Title	Organization	Date	Expires
CDA - Preschool		10/10/2022	10/10/2024

#### Employment History

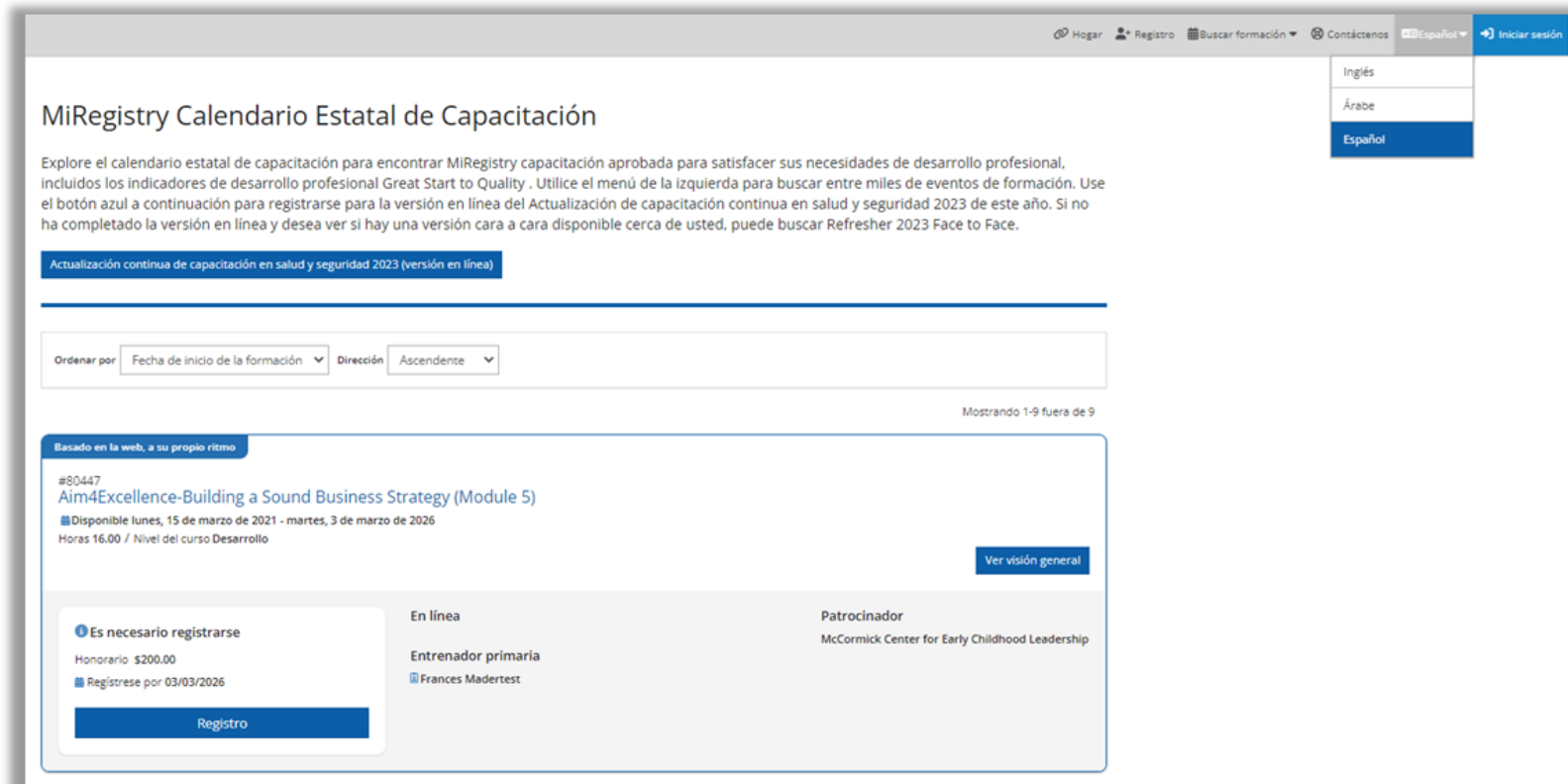
Position Name/Program Name	Program Type	Start Date	End Date	Duration	Verified
Program Director					
LEARNING UNIVERSE	Child Care Center	5/3/2021		2yr 0mo	Verified by Registry
LEARNING UNIVERSE	Child Care Center	5/3/2021	4/19/2023	1yr 11mo	Verified by Registry

Duration indicates years and months as reported on application submission date.  
Verified by Program indicates the record has been verified by a Director/Administrator through the Registry Program Profile.

Jess Day Printed: 5/18/2023

# Fully Translatable Registries

New World's Insight software has always had the option to translate text but just recently, using the latest technology, our clients can choose their preferred languages and at the click of a button the system is translated into that language.





# South Carolina

South Carolina First Steps





## South Carolina First Steps 4K

Kristine Jenkins-Manager,  
Leadership Development

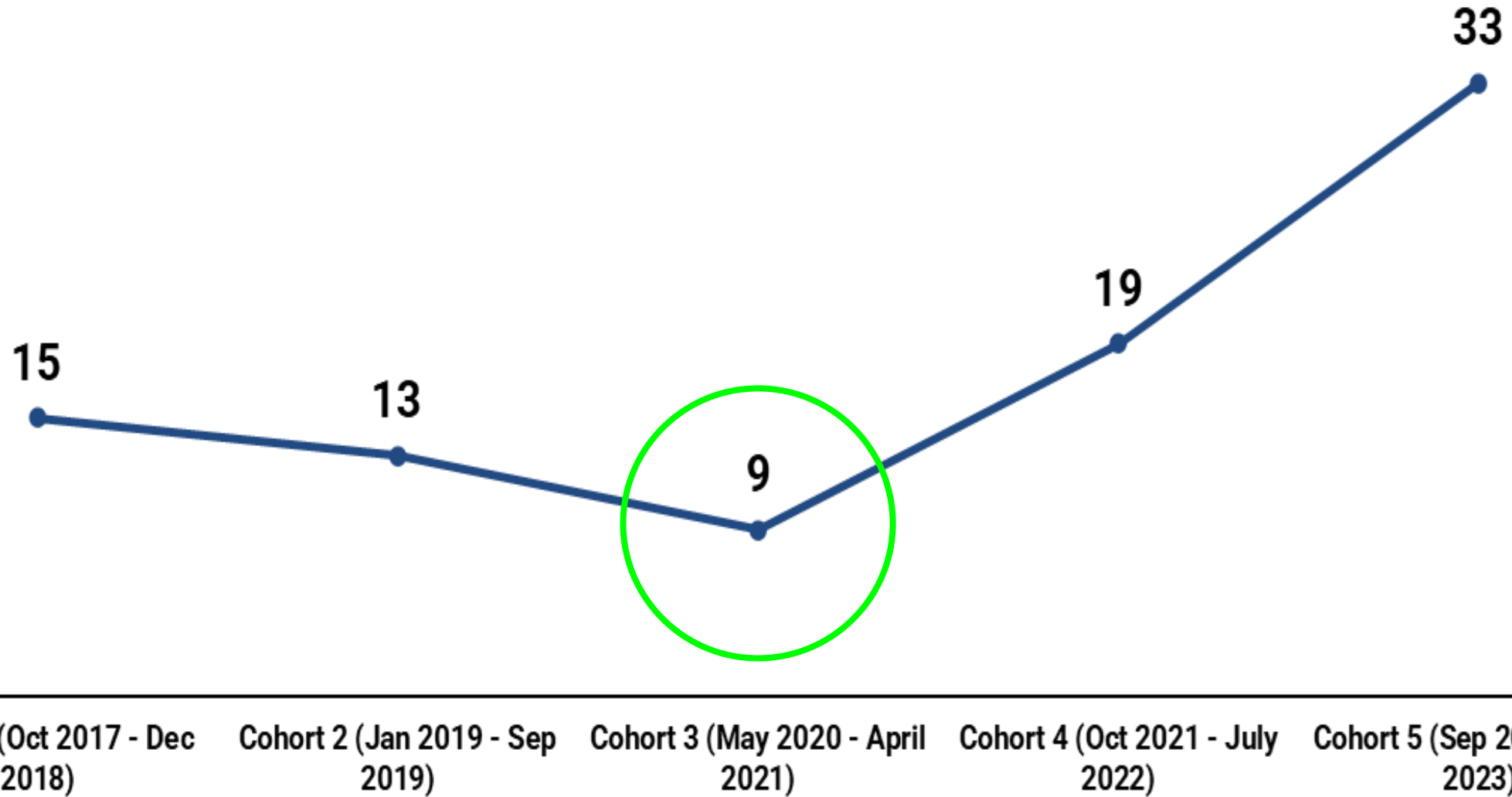


# Quality Building in SC begins with Leadership

In 2017-2018 SC First Steps 4K was tasked with assisting child care providers in **building the quality of their programs**. The **AIM4X** program was one initiative implemented to **strengthen leadership**, and improve opportunities for higher education.

**Strengthening leadership, strengthened 4K instruction and implementation and strengthened quality.**

# The Aim4Excellence program is growing in South Carolina through partnerships between First Steps 4K and SC First Steps Local Partnerships

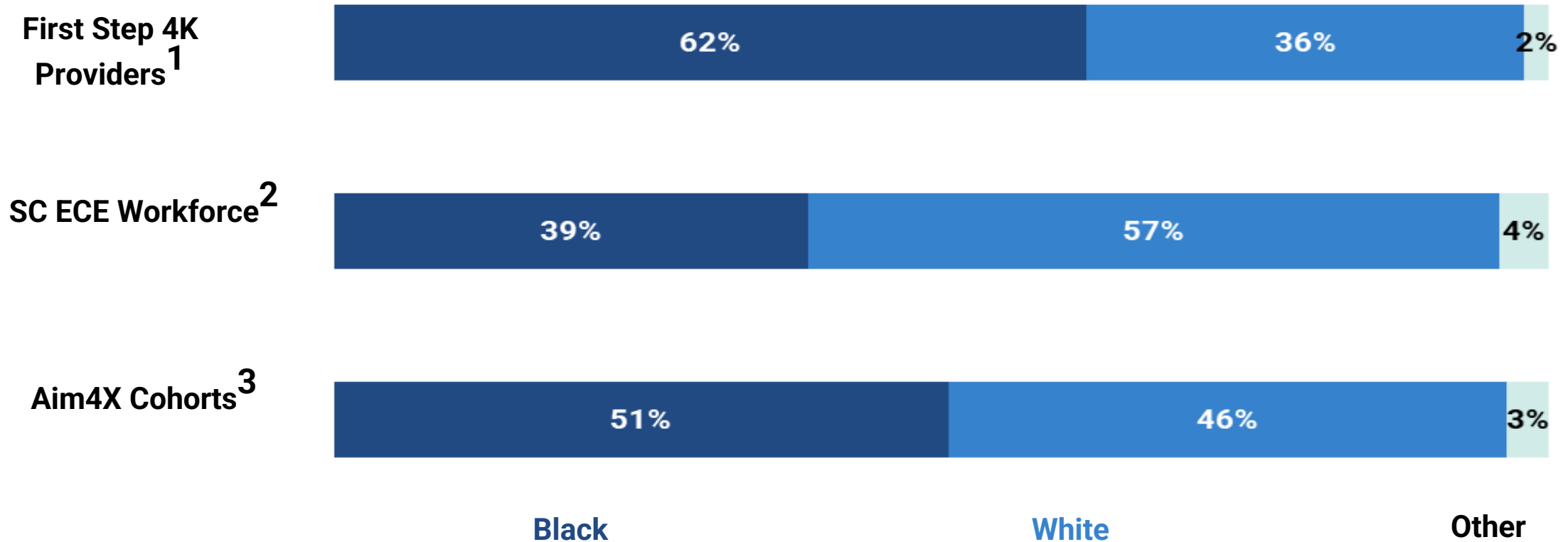




## Changes, Adjustments & Barriers

- AIM<sub>4</sub>X offered outside of SC Technical colleges / TEACH program
- Modules had to be approved for child care PD credit hours
- Requires a year long commitment to receive scholarship
- Expansion of AIM<sub>4</sub>X to include QE partners with Local Partnership programs
- Attrition rate, turnover

# The Aim4X program is providing equitable access to leadership opportunities among First Steps 4K providers



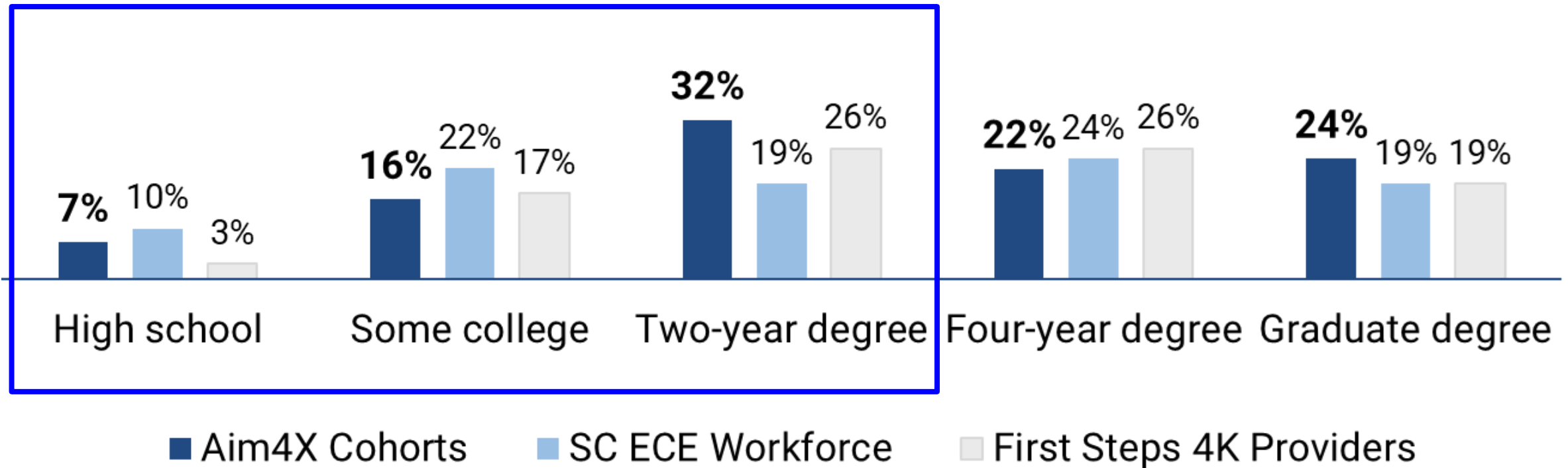
<sup>1</sup>Data provided from the Fall 2022 First Steps 4K Teacher and Director Engagement Survey (n=136)

<sup>2</sup>Data provided from the 2018 South Carolina Early Care and Education Workforce Study (n=3974)

<sup>3</sup>Data provided from the Aim4XCohorts (n=89)

# The Aim4X program supports pathways to higher education

Over half of Aim4X participants had less than a four-year degree



<sup>1</sup>Data provided from the Fall 2022 First Steps 4K Teacher and Director Engagement Survey (n=136)

<sup>2</sup>[Data provided from the 2018 South Carolina Early Care and Education Workforce Study \(n=4002\)](#)

# Opportunities & Strengths

- Fully online program, including cohort support monthly meetings
- Blended funding streams allows for expansion
- Each leader has the dedicated support of a coach or TA
- Support scholarships for higher education
- Recognized within the existing Quality Rating system & NAEYC accreditation
- Bonus available for those who complete NDC

## **Next steps:**

Pre & Post PAS evaluations, continued / blended funding, fully integrated system, translation into Spanish

# Testimonials



“I have been applying lots of this so far to what is actually going on within our center. It has been all lining up to the problems within the center. From hiring and interviewing to also a lot of gossip and negativity within the center. This course has helped me step out of my comfort zone and desire more. I have goals and dreams for this center like it was me who owned it. I am grateful for a boss who is supportive of where I want to take our center. With all that being said, I can't wait to see what the next few modules look like and THANK YOU so much for being behind the scenes and helping people reach goals and dreams they never thought were possible.”

**Mary C. - 1st year director (non-owner) My Sunshine CDC, Myrtle Beach, SC, High School education**

Email communication in Jan. 2023, after completing ECE 311 (Modules 1, 2 & 3), Cohort 5

# Testimonials

“The process of completing the credential is very manageable. It was fully online. You are giving ample amount of time to complete each course at you own pace, with access and support from 4K Manager, peers and the McCormick Center. This certification helped me to identify and enhance my leadership skills and improve operations of the business on many levels such as: staff, students, parent engagement, community involvement, finances and more.

If you are a Director that is very busy and may think that time does not permit, but would like to gain some additional credentials in your profession. I would recommend this program.”



**Stephanie L. Webster, Director (non-owner), Jehovah Missionary Baptist Church Christian & Academic School, Sumter, SC, Master degree level education**

email communication after completing the National Directors Credential, Jan. 2021, Cohort 2

# Testimonials

*“Participating in the SC First Steps Cohort earning my National Director’s Credential was quite a refreshing, yet challenging experience. As a Director of this Early Childhood Center for 18 years, the modules were a perfect refresher for the staleness that can come with a long-term experience. And at a time in all of our lives that was filled with closures, financial losses, reopening in the midst of a pandemic and the personal losses for many, I found my studies to be a stabilizing force which helped me take each day one step at a time.*”

The subject matter of all nine modules followed a precise pattern of guidance in building strong administrative backgrounds for Directors. Beginning with Module 1 and the focus on looking inward at one’s own temperaments, strengths, and ideals began the process of defining those same aspects for the ideals, goals and mission statement for the program itself. A detailed look into staffing established a wide range of identifying and understanding the importance of relationships. Building professionalism within our staff and learning about “Goodness of Fit” has served us well in finding those characteristics in potential employees through proper advertising and hiring practices.

As each module progressed there was always a defining moment which supported with clarity the Whole Leadership Framework. Identifying the program’s stakeholders and looking at the shared impact both on our program and stakeholder connections brought recognition to the need for continual rebuilding and reorganizing.

I strongly recommend the Aim4Excellence National Director’s Credential for both new and senior directors who are committed to the quality care and education for children, families, staff and community. Thank you for this GREAT opportunity!”



**Jean Knowlton**

***Director of Trinity Learning Center,  
Columbia, SC, Cohort 3***

***(during the pandemic)***

## Cohort 3 Celebration Luncheon







# Pennsylvania

The Pennsylvania Key





## The Pennsylvania Key

**Kris Madden**-Assistant  
Director of Workforce  
Initiatives

**Rebecca Lamar**-Manager,  
Higher Ed Initiatives





Pennsylvania Key works on the behalf of The Office of Child Development and Early Learning (OCDEL). One of the many initiatives is offering the Director Credential through partnering with Higher Education Institutions and McCormick Aim for Excellence to ensure Professional Leadership in our Quality Childcare Programs in PA.

# Director Credential Placement on Career Pathway

## Pennsylvania's Early Childhood Education Career Pathway Levels and Qualifying Achievements

<p><b>Entry Level</b></p> <ul style="list-style-type: none"> <li>High School Diploma or GED</li> <li>Documentation to verify high school enrollment</li> <li>Documentation to verify DHS certification aide status</li> </ul>	<p><b>Level A</b></p> <ul style="list-style-type: none"> <li>Holds a current CDA certificate from the Council for Professional Recognition</li> <li>Current School Age Credential</li> <li>9 Early Childhood Education (ECE) credits</li> </ul>	<p><b>Level B</b></p> <ul style="list-style-type: none"> <li>ECE focused ASB or AST</li> <li>AA/AS in ECE</li> <li>AA/AS/BA/BS in related field with 18 ECE credits</li> <li>AA/AS/BA/BS in an unrelated field with 30 ECE credits</li> <li>Elementary Ed Degree with 12 ECE credits</li> </ul>	<p><b>Level C</b></p> <ul style="list-style-type: none"> <li>BA/BS in ECE</li> <li>BA/BS related field with 30 ECE credits</li> <li>Elementary Ed with 18 ECE credits</li> <li>Any field with PreK-4 Certification</li> </ul>	<p><b>Level D</b></p> <ul style="list-style-type: none"> <li>Master's in ECE</li> </ul> <p>Meets Level C AND:</p> <ul style="list-style-type: none"> <li>Achieved a Master's Degree in a related field,</li> <li>Master's Degree in Elementary Education with 18 ECE credits</li> <li>Master's Degree in any field &amp; PreK-4 certification</li> </ul>
<p><b>Rising Level A</b></p> <ul style="list-style-type: none"> <li>Verified Child Development Associate (CDA) ready Career and Technology (CTE) graduate OR Enrolled CDA coursework</li> <li>Enrolled School-Age Professional Credential (SAPC)</li> <li>Enrolled in an OCDEL-Approved Certificate or Credential</li> <li>Enrolled ECE Program OR 6 Early Childhood Credits (ECE) credits</li> </ul>	<p><b>Level A Plus</b></p> <p>Meets Level A and has completed:</p> <ul style="list-style-type: none"> <li>12 or more ECE credits towards an AA/AAS degree in ECE</li> </ul> <p>OR is a Level A AND currently has a one of the following:</p> <ul style="list-style-type: none"> <li>Director's Credential</li> <li>Infant Toddler Mental Health Endorsement</li> <li>Infant Toddler Credential</li> <li>Apprenticeship Completion Certificate</li> </ul>	<p><b>Level B Plus</b></p> <p>Meets Level B AND has completed:</p> <ul style="list-style-type: none"> <li>12 or more ECE credits towards a BA/BS degree in ECE</li> </ul> <p>OR currently has one of the following:</p> <ul style="list-style-type: none"> <li>Director's Credential</li> <li>Infant Toddler Mental Health Endorsement</li> <li>Infant Toddler Credential</li> <li>Current School Age Credential</li> <li>Apprenticeship Completion Certificate</li> </ul>	<p><b>Level C Plus</b></p> <p>Meets Level C AND has completed:</p> <ul style="list-style-type: none"> <li>12 or more ECE credits towards a Master's degree in ECE</li> </ul> <p>OR currently has one of the following:</p> <ul style="list-style-type: none"> <li>Director's Credential</li> <li>Infant Toddler Mental Health Endorsement</li> <li>Infant Toddler Credential</li> <li>Current School Age Credential</li> <li>Apprenticeship Completion Certificate</li> </ul>	<p><b>Level E</b></p> <ul style="list-style-type: none"> <li>Ph.D/Ed. D in an ECE related area</li> <li>Doctorate in related field and meets Level C or Level D</li> </ul>

Role	Percent
Center Administrator	10.55%
Center Lead Teacher	33.00%
Center Assistant Teacher	51.39%
Center Other Role	1.16%
Family Child Care Owner	0.81%
Family Child Care Lead Teacher	0.10%
Family Child Care Assistant Teacher	0.07%
Family Child Care Other Role	0.00%
Other Program Administrator	0.25%
Other Program Lead Teacher	1.33%
Other Program Assistant Teacher	1.22%
Other Program Other Role	0.12%

Highest Level of Education				
	Center Administrator	Center Lead Teacher	Center Assistant Teacher	Family Child Care Owner
Less than Associate's degree	4.3% (78)	18.9% (808)	67.3% (4,081)	46.7% (63)
CDA	2.2% (39)	12.9% (550)	16.6% (1,006)	20.0% (27)
Associate's degree (not ECE)	4.3% (77)	4.1% (175)	2.4% (145)	4.4% (6)
ECE Associate's degree	13.5% (242)	12.1% (516)	2.9% (177)	11.1% (15)
Bachelor's degree (not ECE)	16.6% (298)	16.2% (692)	6.8% (412)	3.0% (4)
ECE Bachelor's degree	33.6% (602)	25.7% (1,097)	2.9% (175)	8.1% (11)
Master's degree or higher (not ECE)	16.9% (302)	7.0% (299)	1.0% (61)	4.4% (6)
ECE Master's/ Doctoral degree	8.6% (154)	3.0% (129)	0.1% (6)	2.2% (3)
Total	100.0% (1,792)	100.0% (4,266)	100.0% (6,063)	100.0% (135)

\*Data collected from PER (Partners in Employment Reporting from January 1, 2019 to January 1, 2021

# Pennsylvania Director Credential

- Designed to measure and validate the abilities and competencies of directors and administrators to manage high quality early childhood and school-age programs.
- Represents the level of personal and professional accomplishments
- Represents professional contributions through demonstrated leadership, and active engagement in professional endeavors beyond the scope of the daily operation of a program.
- A Director can earn additional points through Keystone STARS Quality Initiative to be awarded a STAR 3 or 4.



# What Had to Be Adjusted to Support Early Childhood Leadership?

- Traditional versions of Credential recognition
  - Does it have to be within a PA State Higher Education Institute?
  - Does it have to be the traditional face to face version?
  - Can Directors take it for Professional Development?
- Barriers
  - How do we support Family Childcare Leaders?
  - How can we fund out of state credentials?
  - How can we make it convenient?



# What Existing Resources and Systems Were in Place?

- PD Registry search options
- Having a state credential option through PA IHE in addition to Aim for Excellence
- Website resources available
- A streamlined DC application on the PD Registry
- Trained team members to provide support for students
- Continued conversations with McCormick on marketing/messaging/next steps
- Collaborating with other states





# How is Data Managed to Support the Initiative?

- McCormick and Pennsylvania Key captured data
  - How can we use data to reach more providers?
- View reports in the PD Registry
  - Can view completions
  - offer support
  - determine the STAR level or type of program the participants are employed.
  - Can view regions of completions for future initiatives
  - Could help determine future cohorts



# Barriers and Feedback

- Messaging and Advertising about Aim for Excellence Modules was difficult during COVID
  - Teachers, Directors, Admin were overwhelmed with Health and Safety Measures
  - It wasn't the right time to share out this information
- Intentional about advertising State Higher Education Director Credential courses versus Aim for Excellence Modules
  - It's a delicate balance of offering PA funded coursework versus online out of state, asynchronous modules that are not funded but offer flexibility



# Potential Opportunities for Next Steps

- Funding options with financial assistance would create more participation.
- Create cohorts for Directors/Admin
- Promote a Spanish speaking cohort
- Collaborate with Higher Ed on delivering the Aim for Excellence Curriculum
- Articulation Agreements



# Testimonial

“I have the privilege of being in the role of Director of an Infant and Toddler Center for 8 years and have both learned and grown while in the role. My background includes experience and education in Special Education, Communication Disorders, and Early Childhood Education with Teaching Certification as well as years of experience in direct instruction and administration. While in my current role, I continue to pursue educational opportunities as I want to develop the skills necessary to best run and grow my early childhood program. I chose to continue my education online with the McCormick Center for Early Childhood Leadership at National University, as I work full time and it was the best opportunity for me to obtain my Aim 4 Excellence National Directorship Credential. I found the modules to be extremely informative and enjoyed that they were taught using multiple modalities. I also appreciated that my essays and assignments were graded by the University and felt like the resources given for supplemental reading were timely and full of pertinent and helpful information. The portal was user friendly and I was able to start and stop when needed. I downloaded and printed many of the resources and keep them on hand as they are helpful in my day to day needs at my center. I also have been able to incorporate some of the information that I learned into my program such as building upon my staff performance evaluation system, improving staff meetings and supervision, and ensuring the use of ethical practices in child care.

The Covid Pandemic added an additional layer of difficulty to the field of Child Care and it was wonderful to build upon my Administrative Leadership skills to improve my programs overall quality and control as well as recruit a viable and passionate staff. The program modules helped me develop a vision for quality improvement, ideas on how to implement a supplemental social emotional competent to my curriculum, and balance the global needs of my program. I find myself continuing to brainstorm ideas and share them with our families to provide the best care possible to the little ones entrusted to us each day. It is an honor to work as a leader in such a wonderful field and I am hopeful for the future of child care and early childhood education. “

**Kelly Anne Rupprecht- Twin Spring Farm Infant and Toddler Center**



# North Dakota

Growing Futures





## North Dakota Growing Futures

**Pam Palmer**-Program  
Representative for ND,  
Former ND A4X Facilitator





# North Dakota Demographics

Position	Aim4Excellence National Center Director Credential	CDA - Family and Group	CDA - Infant Toddler	CDA - Preschool	Montessori Teacher Certificate	One Year Early Childhood Certificate
Aide/Float	1	0	0	2	0	0
Assistant Teacher	0	0	0	13	0	0
Family/Group Assistant Caregiver	0	0	0	2	0	0
Family/Group Lead Caregiver	0	46	4	6	1	0
Non-direct care professional staff	0	0	4	0	0	0
Program Administrator	4	3	6	1	0	0
Program Director	34	13	46	50	4	0
School-Age Director	5	0	2	4	0	0
Substitute/Occasional Backup	0	0	0	1	0	0
Teacher	7	4	49	57	5	2
<b>Total Positions</b>	<b>51</b>	<b>66</b>	<b>111</b>	<b>136</b>	<b>10</b>	<b>2</b>

## Workforce Demographics

1st Quarter 2023

# 7672

Growing Futures Members

Demographic data shows all individuals who held a current Growing Futures membership account during the reporting quarter. Age reflects age at the start of the quarter. The total number of accounts reported in this data is 7672.

**Key Findings:** The Early Childhood workforce in North Dakota is comprised of mostly women who are Caucasian, English-speaking and between 20 and 40 years of age.

Age Range	No. of Members
20-29	2885
30-39	1357
40-49	834
50-59	621
60-69	360
70-79	82
80 and above	3
under 20	1530
<b>Total</b>	<b>7672</b>

**Growing Futures Members by Gender**

● Female ● Male ● Unspecified

Gender	Count	Percentage
Female	7098	93%
Male	436	6%
Unspecified	138	2%

Degree Type by Employment Position				
Education Name	Director	Teacher	Family Child Care Provider	Other
EC Associate's Degree	18	59	11	1
EC Bachelor's Degree	54	53	11	3
EC Doctorate	0	0	0	0
EC Master's Degree	7	2	1	0
EC Some College	7	26	4	1
EC Technical/Vocational School Certificate Of Proficiency	1	2	0	0
Not Related Associate's Degree	19	32	8	1
Not Related Bachelor's Degree	30	39	19	3
Not Related Doctorate	1	0	0	0
Not Related Master's Degree	5	5	2	1
Not Related Some College	7	16	5	1
Not Related Technical/Vocational School Certificate Of Proficiency	0	2	0	0
Related Associate's Degree	0	1	0	0
Related Bachelor's Degree	47	73	13	3
Related Doctorate	2	0	0	0
Related Master's Degree	7	4	1	0
Related Some College	4	25	6	0
Related Technical/Vocational School Certificate Of Proficiency	0	0	0	0
<b>Total</b>	<b>209</b>	<b>339</b>	<b>81</b>	<b>14</b>

# Aim4Excellence and North Dakota

## The First 10 years

- Aim4Excellence was offered as a scholarship option through a cohort model beginning in 2011.
- Funding was limited
- Individual had to be employed at an Early Education program that was part of a state funded improvement project (Pre QRIS)
- Less than 20 scholarships offered every year






# Aim4Excellence and North Dakota

## The First 10 years

- Aim4Excellence was typically approved to meet Licensing training hour requirements right away but it was up to the individual to manually submit certificates to the Growing Futures Registry
- McCormick had a partnership with the University of North Dakota to allow modules to be completed for graduate credits.
- North Dakota used a cohort model with State facilitators guiding the cohorts



# Aim4Excellence and North Dakota The First 10 years - Using Cohorts for Facilitation



**2012 Aim4Excellence  
December 13<sup>th</sup>, 2012 Director Conference Call  
1:00p.m. – 2:00p.m.**

- **Introductions**
  - Time to introduce yourselves – why don't you also tell us the current outside temperature in your community and how much snow you have.
- **Guest speaker**
  - We are very excited to have Trisha York, owner of Learning Universe Inc. in West Fargo, join us. Trisha is an Aim4Excellence alumni, finishing all nine modules during our last round of the Growing Child Care project.
- **How are the modules going?**
  - Troubleshooting technology
  - Deadline reminder
- **CCR&R EOL reminder**
- **Questions of the day – Please be prepared to answer the following:**
  - *How do you reflect your center wide goals back to your staff? How do you empower your staff to embrace those goals?*
  - *If you had unlimited funds but a limited timeline what is one thing that you would change about the structure of your facility (besides building a brand new facility)?*
- **Challenging/Sticky Situations – I am still looking for a challenging or sticky situation. Please email me if you have one!**

**II in instructions**

1. Dial in: 866-200-5786
2. Enter in the Conference id: 9192961 #
3. You will hear hold music for up to 10 minutes or until I join. If after 10 minutes, I haven't joined, you will need to dial in again.
4. If you are unable to make the call please let me know, I plan on recording it and will email you the recording within a week of the call.

**CCR&R EOL  
Module 1  
Leading the Way**

**Choose one of the following:**

1. Writing a summary on all of the talking points.
2. Writing a summary on 1 article and 2 talking points.
3. Writing a summary on 2 articles and 1 talking point.
4. Writing a summary on 2 articles and taking 1 training.
5. Writing a summary on 2 talking points and taking 1 training.

**Module 1: Talking Points**  
Content Area II: Leadership: Defining the Elusive  
Resource: Leadership as the Exercise of Influence

**Module 1 quote**

When the best leader's work is done,  
the people say "We did it ourselves." — Jim Collins

**Talking Points:**

1. How can/do you help people feel more powerful?
2. Moving to a model of facilitative leadership means rethinking the specifics of how you can create partnerships in every facet of the center's operations.
  - a. How can you give a greater voice to the staff on issues that affect them everyday?
  - b. What are some issues that you would say do affect the staff on a daily or regular basis?
  - c. How does your center partner with parents? Do you allow them to provide a greater voice in their child's daily experiences? How are you able to do this?
3. Are you familiar with a 360° feedback approach? (A 360 approach is used in which employees receive feedback performance from the director (supervisor), peers and parents. Is it something you are interested in implementing or an approach that would work to provide feedback to your staff?

**Resource: Thinking about Values**

**Talking points:**

1. Have you taken some time to reflect on your personal values?
2. How would you say they affect you as a director?

**Resource: Capitalizing on your style**

**Talking Points:**

Have you taken a moment to reflect on some strengths and talents that you are known for? What are they? Have you identified traits that you need or want to have in the future? How did you feel about talking with your staff about the values that you share as a center? What did you learn from this process?



Resources from Aim4excellence

**CCR&R created Additional Resources:**  
360 degree Survey

**Additional resources:**  
Managing the Measure Up Monster by Debra R. Sullivan  
Looking for Core Values by Margie Carter  
12 Reasons People love to work for you by Roger Neugebauer  
Is boss a four letter word? By Margie Carter  
When Director's lose their way by Margie Carter  
Building and rebuilding your credibility by Roger Neugebauer

**CCR&R suggested trainings:**

- North Dakota Early Learning Guidelines
- Understanding rules for center child care
- The role of an Early Care Provider
- Understanding communication style differences

# Aim4Excellence and North Dakota

## The First 10 years - Center Director Credential

In 2016 North Dakota adopted Aim4Excellence as the State's defined Center Director Credential; it was also added to the ND Career Pathways and remains there today.

Career Category	Preparation Level		Career Opportunities
	Basic	Enhanced	
<b>A</b>	<ul style="list-style-type: none"> <li>• 15-hours of required basic child care</li> <li>• Minimum of a High School diploma or GED</li> <li>• Current CPR/1st Aid</li> <li>• At least 18 years of age</li> <li>• Annual Level 1 training completion as required by licensing</li> </ul>		<ul style="list-style-type: none"> <li>• Family or Group Child Care - DHS licensed</li> <li>• Center Lead Teacher - DHS licensed</li> <li>• School age Program Aide</li> </ul>
<b>B</b>	All of Category A PLUS completion of at least 25 additional hours of Growing Futures Approved Level 2 training to include at least 10 clock hours in each of the following ND Core Competency Areas: Area II: Learning Environments and Curriculum and Area VI: Health, Safety and Nutrition -OR- Documentation of 25 hours of equivalent professional preparation to include at least 10 clock hours of training in each ND Core Competency Area II and VI delivered by an organization with expertise in early childhood workforce preparation (e.g. US Military, Head Start, vocational training programs) -OR- a 3-credit semester college course directly applicable to the Category B Core Competency Areas		<ul style="list-style-type: none"> <li>• Center Aide</li> <li>• School age Program Teacher/Caregiver</li> </ul>
<b>C</b>	All Categories A and B PLUS completion of at least 40 additional hours of Growing Futures Approved Level 2 training to include at least 10 clock hours in each of the following ND Core Competency Areas: Area I: Child Growth and Development; Area III: Assessment and Planning for Individual Needs; and Area IV: Interactions with Children -OR- Documentation of 40 hours of equivalent professional preparation to include at least 10 clock hours of training in each ND Core Competency Area I, III, and IV delivered by an organization with expertise in early childhood workforce preparation (US Military, Head Start, vocational training programs) -OR- 3-credit semester college course directly applicable to Category C Core Competency Areas		<ul style="list-style-type: none"> <li>• Family or Group Child Care</li> </ul>
<b>D</b>	All Categories A, B, and C PLUS completion of at least 40 additional hours of Growing Futures Approved Level 2 training to include at least 10 clock hours in each of the following ND Core Competency Areas: Area V: Families and Communities; Area VII: Program Planning and Evaluation; and Area VIII: Professional Development and Leadership -OR- Documentation of 40 hours of equivalent professional preparation to include at least 10 clock hours of training in each ND Core Competency Area V, VII, and VIII delivered by an organization with expertise in early childhood workforce preparation (US Military, Head Start, vocational training programs) -OR- a 1-year Early Childhood Certificate from a vocational or technical school -OR- a Montessori Teacher Certificate -OR- 3-credit semester college course directly applicable to Category D Core Competency Areas		<ul style="list-style-type: none"> <li>• Family or Group Child Care</li> <li>• Center Assistant Teacher</li> <li>• Montessori Teacher</li> <li>• School age Program Group Leader</li> </ul>
<b>E</b>	All of Category A PLUS a current CDA Credential -OR- Associate degree or higher in any field with at least 8 semester credits of Early Childhood Education or Child Development		<ul style="list-style-type: none"> <li>• Family or Group Child Care</li> <li>• Center Lead Teacher</li> <li>• Preschool Lead Teacher</li> <li>• Preschool Director - DHS licensed</li> <li>• School Age Director - DHS licensed</li> <li>• Teacher Assistant in Accredited Classroom</li> </ul>

<b>F</b>	All of Categories A, B, C, and D -OR- Placement in Category E PLUS a current Center Director Credential (national Aim4Excellence or ND state specific)	• Center Director - DHS licensed
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<b>H</b>	Bachelors degree in Early Childhood Education or Child Development -OR- Bachelors degree in related field with at least 24 semester credits of Early Childhood Education -OR- Bachelors degree or higher non-related field with at least 24 semester credits of Early Childhood Education PLUS a valid ND ESEP Teaching License Pre-K or K-3	<ul style="list-style-type: none"> <li>• Center Director, Accredited Center</li> <li>• Head Start Education Coordinator</li> <li>• Head Start Curriculum Specialist</li> <li>• Head Start Director (qualifications vary)</li> <li>• Child Care Aware Consultant or Coordinator</li> <li>• Lead Teacher in an accredited center</li> <li>• Mentor or Journey Teacher</li> <li>• Early Intervention Specialist</li> <li>• Growing Futures Quality Assured Trainer, Level 2</li> <li>• Pre-K / Kindergarten Teacher (requires teaching license)</li> </ul>
<b>I</b>	Masters degree in Early Childhood Education or Child Development -OR- Masters degree in related field with at least 24 semester credits of Early Childhood Education or Child Development	<ul style="list-style-type: none"> <li>• School Psychologist</li> <li>• College or University Instructor</li> </ul>
<b>J</b>	Doctorate degree in Early Childhood Education or Child Development -OR- Doctorate degree in related field with at least 24 semester credits of Early Childhood Education or Child Development	<ul style="list-style-type: none"> <li>• Clinical Practice</li> <li>• College or University Professor</li> <li>• Researcher</li> </ul>

# Aim4Excellence and North Dakota

## 2021 to Present - Individual Stipends & Incentives

Using funds from the American Rescue Plan Act of 2021, North Dakota worked with New World to integrate 3 types of incentives available to ND ECE professionals designed to reward them for completing specific education and professional development and aid in retaining them in the ECE field.

1. **Workforce Training Incentive**- current members are eligible if they are working towards an EC credential or degree
2. **Career Pathways Incentive** - focused on successful completion of an Early Childhood professional credential or an Early Childhood degree.
3. **Workforce Retention Incentive** - aimed at stabilizing the workforce. Individuals are eligible to receive quarterly stipends for up to 18 months.



# Aim4Excellence and North Dakota 2021 to Present - Individual Stipends & Incentives

Aim4Excellence is integrated into 2 of the 3 Stipends

- **Workforce Training Stipend**- current members are eligible if they are working towards an EC credential or degree
- Individuals can apply for a \$300 incentive after each Aim4Excellence module they successfully complete
- **Career Pathways Stipend** - focused on successful completion of an Early Childhood professional credential or an Early Childhood degree.
- If an individual successfully completes all 9 Aim4Excellence modules and earns their Center Director Credential they are eligible for a \$1000 incentive



# Aim4Excellence and North Dakota 2021 to Present - Individual Stipends & Incentives

Emphasis was placed during development on a seamless application to payment process.

The screenshot displays the 'My Personal Profile' page in the Growing Futures system. On the left is a navigation menu with items like 'Professional Profile', 'Training Entry', 'RBPB Event Entry', 'Coaching', 'Invoices', 'Workforce Incentives and Stipends' (highlighted in green), 'Registry Reports', 'Search Training Events', 'Search Course Catalog', 'Search Trainer Directory', and 'Contact Us'. The main content area is titled 'My Personal Profile' and includes a 'Close' button. Below the title are tabs for 'Summary', 'Personal', 'Education', 'Employment', 'Training', 'Professional', 'Trainer', 'RBPB Specialist', and 'Reports'. A welcome message for 'Jess Day' is followed by a paragraph explaining membership renewal. Below this are three checkboxes for renewing membership: 'Renew your membership', 'Renew your trainer membership', and 'Renew your RBPB Specialist membership'. On the right side, a summary box shows 'Registry ID 110062', 'Individual Membership Category G+', 'Expires 1/31/2024', 'Trainer Early Childhood Instructor - Experienced', 'Expires 1/31/2025', 'RBPB Specialist Primary RBPB Specialist', 'Expires 1/31/2024', and the name 'Jess Day'. At the bottom of the page, there is a 'Notes From Staff (0)' section. A large 'Growing Futures' logo is overlaid in the bottom right corner of the screenshot.

# Aim4Excellence and North Dakota 2021 to Present - Individual Stipends & Incentives

Emphasis was placed during development on a seamless application to payment process.

**Workforce Incentives and Stipends**

Select the incentives and stipends you want to apply for. The verified information in your Growing Futures account will be used to determine your eligibility. See [Individual Stipend Qualifications](#) for more information. Incomplete applications will not be processed.

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**Childcare Workforce Retention Incentive**

Your employer must verify your employment information before your application can be processed. If your employer has not verified your information within the last 60 days, your application will be denied. You may receive this incentive once every three (3) months.

[Check Eligibility](#)

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**Early Childhood Career Pathways Incentives**

This incentive is for the successful completion of recognized Early Childhood professional qualifications. The qualification must be verified on your Growing Futures account and your Career Pathways placement must be current for your application to be processed. Only one incentive can be awarded for the completion of a qualification. You may apply for only one incentive.

[Check Eligibility](#)

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**Early Childhood Workforce Training Incentives**

This incentive is to reimburse the completion of specific training and/or college coursework toward a recognized Early Childhood qualification or designation. Select all options that apply. You may reapply each time you complete additional designated training or coursework, up to the individual maximum allowed.

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**Professional Training**

Select all the training you've completed within the previous thirty-six (36) months from the date of this application. Training must be verified on your Growing Futures Training Record. For the CDA Training Bundles, all training in the bundle must be completed as listed. You may apply again each time you complete additional Aim4Excellence modules or CDA Training Bundles.

[Check Eligibility](#)

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**College Coursework**

If you've completed at least one (1) semester credit of Early Childhood or related college coursework within the previous six (6) months and have verified it on your Growing Futures record with an official transcript sent directly to the Registry from the school that issued the credits, apply for the For-Credit Coursework incentive. You may apply again each semester as you complete additional credits up to the individual maximum allowed. NOTE: You must have earned a letter grade of C or above.

[Check Eligibility](#)



# Aim4Excellence and North Dakota 2021 to Present - Individual Stipends & Incentives

Emphasis was placed during development on a seamless application to payment process.

**Early Childhood Workforce Training Incentives**

This incentive is to reimburse the completion of specific training and/or college coursework toward a recognized Early Childhood qualification or designation. Select all options that apply. You may reapply each time you complete additional designated training or coursework, up to the individual maximum allowed.

**Professional Training**  
Select all the training you've completed within the previous thirty-six (36) months from the date of this application. Training must be verified on your Growing Futures Training Record. For the CDA Training Bundles, all training in the bundle must be completed as listed. You may apply again each time you complete additional Aim4Excellence modules or CDA Training Bundles.

Eligible

- Preschool / Family Group CDA Training Bundle  
 Stipend unavailable due to eligibility requirements. [View Eligibility Requirements](#)
- Infant Toddler CDA Training Bundle  
 Stipend unavailable due to eligibility requirements. [View Eligibility Requirements](#)
- Completion of the 18-hour e-Pyramid Module  
 Stipend unavailable due to eligibility requirements. [View Eligibility Requirements](#)
- Completion of Aim4Excellence Module 1  
 Stipend unavailable due to eligibility requirements. [View Eligibility Requirements](#)
- Completion of Aim4Excellence Module 2
- Completion of Aim4Excellence Module 3
- Completion of Aim4Excellence Module 4
- Completion of Aim4Excellence Module 5
- Completion of Aim4Excellence Module 6
- Completion of Aim4Excellence Module 7
- Completion of Aim4Excellence Module 8
- Completion of Aim4Excellence Module 9  
 Stipend unavailable due to eligibility requirements. [View Eligibility Requirements](#)





# Aim4Excellence and North Dakota 2021 to Present - McCormick Data Share

- McCormick became an approved training sponsor
- McCormick successfully submitted all modules for approval
- An overnight datashare was created
- Due to the datashare, North Dakota received all past completions - their data was so much cleaner because they were no longer relying on manual submissions.



# Next Steps for North Dakota

- North Dakota is excited to use their PDG funds to expand on incentives
  - The vision driving the grant activities is that every direct care provider in every setting in every area of the state is well prepared to support every child in their care.
  - Expand professional development opportunities and support for the ECCE workforce, to include evidence-based training and training specific to supporting children's health and well-being, and to work with North Dakota higher education institutions to develop badges and stackable credentials leading to degrees in Early Childhood





# National & State Approvals

Where is Aim4Excellence recognized ?



# Aim4Excellence State Recognition:

Alabama  
Alaska  
Colorado  
Delaware  
Florida  
Georgia  
Idaho  
Illinois  
Indiana  
Iowa  
Kansas  
Maryland

Michigan  
North Carolina  
North Dakota  
Ohio  
Oklahoma  
Pennsylvania  
South Carolina  
Tennessee  
Texas  
Utah  
Vermont  
Wisconsin  
Wyoming



# Aim4Excellence-National Registry Alliance Training Organization Certification



- The McCormick Center for Early Childhood Leadership is a recognized training organization by the **National Workforce Registry Alliance**. Several states have used or rely on this recognition for determining whether or not to approve a training organization in addition to information necessary to satisfy regulatory requirements in their state/licensing system.



# Why Is This So Important?

“Thank you so much for the opportunity to participate in this amazing program! The knowledge, guidance, and camaraderie gained are invaluable! I am so grateful for you and everything you do to support us!

As a person with physical challenges, this credential helps me show what I am capable of, and that I can do this job well, despite physical limitations.”

**Jenn Davis, Oxford Children’s Academy,  
Myrtle Beach, SC , Cohort 4**





# Panel Member & Audience Questions

Let's Ask the Experts!



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