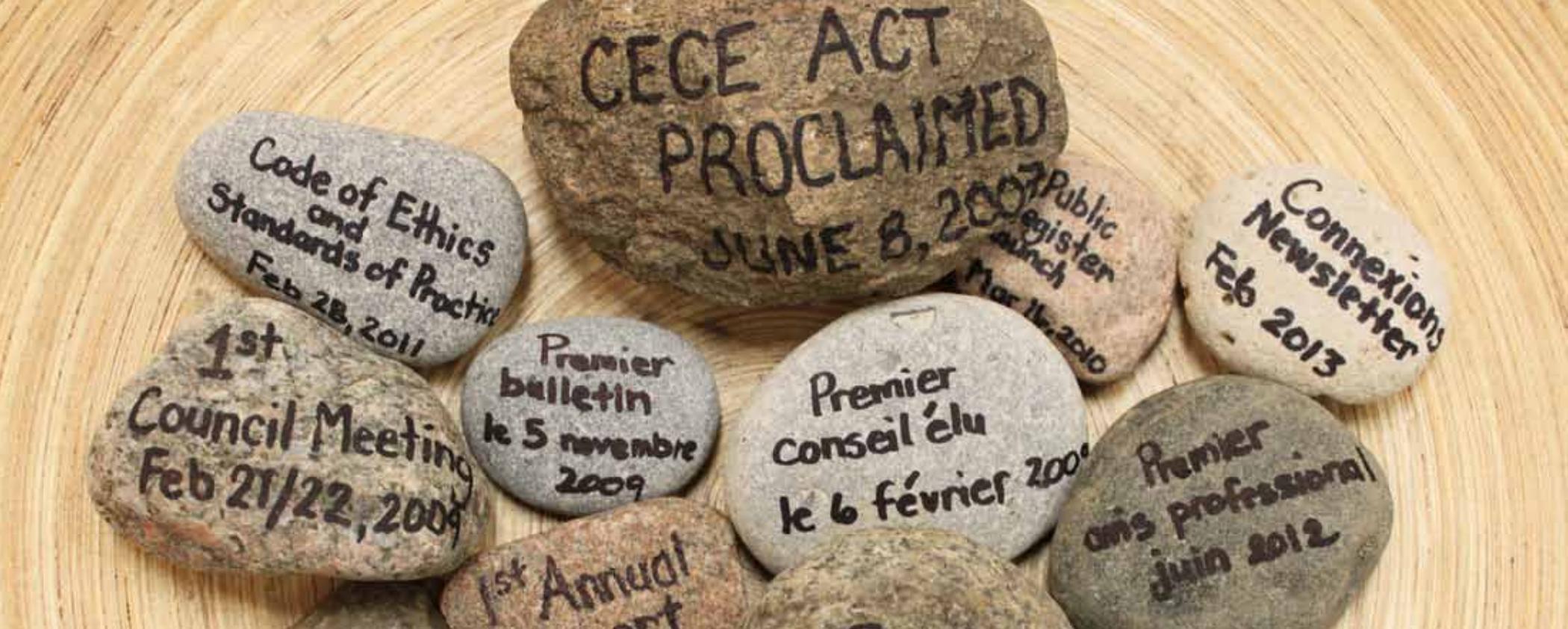


Reflect. Connect. Protect.

2012-2013 Annual Report





Since it was established in 2007, the College has marked each achievement through its basket of milestones, located in the reception area for all visitors to see.

“It is not by muscle, speed, or physical dexterity that great things are achieved, but by reflection, force of character, and judgment.”

- Marcus Tullius Cicero

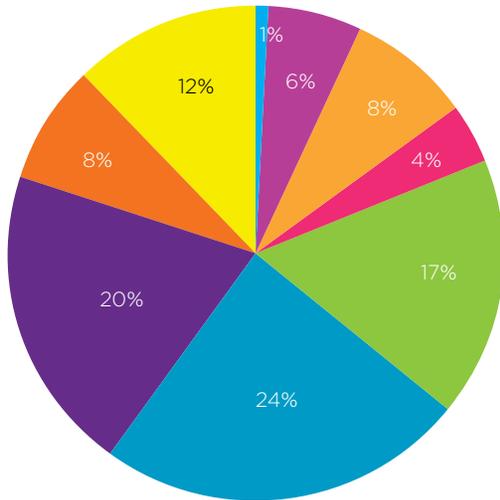
College Commemorates Five Years of Progress



From its first membership application in September 2008 to the more than 44,000 Certificates of Registration issued by June 30, 2013, the College has accomplished much in its five years. Besides the phenomenal growth in the number of members, the College has worked hard to fulfill its mandate to protect the public interest.

To mark our fifth anniversary, we reflect on some of our accomplishments to date throughout this Annual Report.

Distribution of Members by Electoral District



- District 1 - North & North East Region
- District 2 - East Region
- District 3 - South East Region
- District 4 - Central East Region
- District 5 - Toronto Region
- District 6 - Central West Region
- District 7 - Hamilton/Niagara Region
- District 8 - South West Region
- Outside of Ontario

Members in good standing as of June 30, 2013

Certificates of Registration Issued: 2008-2013



Message from the President



I am delighted to present you with this year's Annual Report and to celebrate the College of Early Childhood Educators' fifth anniversary with a commemorative theme: *Reflect. Connect. Protect.*

The College's 2012-2015 strategic priorities steered the work of Council during this fiscal year. Part of this work included preparing for a statutory review of the *Early Childhood Educators Act, 2007* and the approval of a Code of Conduct for College Council members. This Code of Conduct will promote transparency and objectivity in Council's decision-making.

The College also began to develop a framework for a regulation to support a Continuous Professional Learning (CPL) program by facilitating roundtable discussions across Ontario to gain feedback on the program's development. Thank you to the hundreds of members, stakeholders and partners who contributed their ideas in these discussions. Your support helped us shape the framework and gain a better understanding of the learning needs of registered early childhood educators (RECEs).

In addition to the CPL program, the College prepared for the launch of its Leadership Pilot project by planning its first symposium on leadership in the early childhood education sector. The initiative will allow 31 RECEs to test resources and tools that may become part of the CPL program.

This year brought an election of Council members in Districts 3, 4, 5, 7 and 8. At the first meeting of Council following the election, I was re-elected Council president and Council elected the members of our Executive Committee. Eleven RECEs were also appointed as non-Council committee members.

As I reflect back on the work undertaken since the College opened in 2008, I am proud of what our Council and staff have achieved in our role of establishing a self-regulatory body for the profession that protects the public interest. I would like to thank my colleagues on Council and College staff for their hard work and also take this opportunity to express my gratitude to our partners and stakeholders for their support and collaboration. The College has achieved many milestones in its first five years and I know there are many more to come.

A handwritten signature in cursive script that reads "Lois Mahon RECE".

Lois Mahon, RECE

Message from the Registrar & CEO

I am pleased to celebrate the College of Early Childhood Educators' fifth anniversary with the publication of this Annual Report.

Guided by our strategic priorities, the College focused on several key areas of development in 2012-2013. One important focus has been to reach out to members and the public in a more proactive way to ensure that the College's purpose and activities are better known.

This year, we hired an external relations manager, conducted a stakeholder landscape analysis and built an internal infrastructure to improve our outreach functions. Already, we are seeing results.

As part of this year's undertaking to establish a framework for a Continuous Professional Learning (CPL) program, we sought feedback from members in all eight electoral districts across the province, held an inter-regional French roundtable session and met with partners and stakeholders in the sector. The feedback we received was invaluable in informing the College's request to the Ministry of Education to approve a regulation to support a CPL program. More information will be shared with members regularly as development of the program continues.

In an effort to better assess the needs and expectations of applicants, the College surveyed a sample of our members this year about their entry to practise experiences and early career transitions. A report on our findings, *Early Childhood Educator Entry to Practise and Early Career Transition*, can be found on our website.

Our focus on the College's strategic priorities this year have strengthened its ability to regulate the profession of early childhood education in the public interest. More than 6,000 Certificates of Registration were issued this year, for a total number of 44,048 certificates issued by the College in its five years of operation. We foresee continued membership growth in the next fiscal year. The College remained on sound financial footing.



S.E. Corke



Guided by our Strategic Priorities: College Activities in 2012-2013

This year's activities were guided by the College's 2012-2015 strategies. With a clear vision in mind that all members of the profession accept responsibility for practice excellence, the College accomplished key objectives in several areas.

Strengthening College Governance

This past year, College Council members committed to strengthening the governance structure by:

- Approving a Code of Conduct that will govern all of Council's elected and appointed members and promote transparency and objectivity in their decision making.
- Participating in orientation sessions for all Council, non-Council and newly appointed public members.



- Reviewing the Terms of Reference for its committees to ensure consistency and accuracy in their work.
- Appointing a Deputy Registrar to be responsible for several of the Registrar's statutory functions under the *Early Childhood Educators Act, 2007* (the ECE Act).
- Conducting 12 disciplinary hearings and addressing 38 complaints.
- Holding an election of Council members in five electoral districts.
- Electing a president, vice-president and appointing 11 RECEs as non-Council committee members in June 2013.

Strategic Priority 1 Implement a comprehensive post secondary pre-service quality assurance mechanism.

The College came closer to achieving its first strategic priority by

- Requesting the authority to engage in pre-service quality assurance in the five-year review of the ECE Act.
- Collaborating with the Ministry of Training, Colleges and Universities to establish a framework of essential learning for students of early childhood education programs. The College's work was reflected in the Ontario Colleges of Applied Arts and Technology's updated *Early Childhood Education Program Standard*.

Committing to Ongoing Learning

Strategic Priority 2 Implement a continuous professional learning (CPL) requirement that both supports member competency and encourages a culture of lifelong learning.

With this strategic priority in mind, the College began work on developing the framework for a CPL program. The goal was to design a regulation which will facilitate the requirement for such a program. The College accomplished this by:

- Inviting RECEs and sector stakeholders to participate in 15 focus groups.
- Facilitating 32 roundtable sessions across the province for 420 College members, stakeholders and partners.
- Sending a survey in fall 2012 and spring 2013, which received over 5,000 member responses in total.
- Designing a Leadership Pilot project for fall 2013. The initiative, which is intended to build leadership capacity within the sector, involves 25 RECEs as participants and six RECEs as mentors.
- Planning for a leadership symposium to highlight the importance of leadership in the early childhood education sector.
- Developing the Expectations for Practice module, which RECEs will complete as part of the CPL program.

- Sending a formal request to the Ministry of Education to approve a CPL regulation.

Supporting College Members

Strategic Priority 3

Implement a member engagement strategy, which will lead towards a shared professional responsibility for practice excellence.

This year, the College issued over 6,000 Certificates of Registration reaching a total of 44,048 certificates issued since it was established. As its membership increases, the College is committed to engaging and connecting with members through its member services by:

- Establishing consistent response times for all College inquiries.
- Implementing recommendations made by the Office of the Fairness Commissioner in its 2012 report such as providing more information about registration and registration appeals on the website.
- Surveying a sample of College members to learn about their entry to practise experiences and early career transitions.
- Investing in IT infrastructure to work towards building a members portal that will eventually lead to online applications and renewals.
- Planning a web address change to **college-ece.ca** or **ordre-epe.ca** for increased visibility and access.
- Holding the fourth Annual Meeting of Members in January 2013 and posting a recording online.

- Consulting members about a new name for the College's publication. After over 1,000 responses, *Connexions* was officially chosen.
- Adding more content to *Connexions* to support members in their practice.
- Sharing College and early learning sector news with members through regular e-blasts and website updates.

Raising Awareness & Understanding

Strategic Priorities 4 & 5

Implement an information strategy to strengthen public knowledge and understanding of how the College protects the public interest. Strengthen and build relationships to enhance the reputation of the College.

The College is committed to reaching out to employers, parents, community groups and government representatives to ensure that they are well-informed about the College's mission to protect the public interest. This year, the College fostered relationships with various partners and stakeholders by:

- Making a submission on modernizing child care in Ontario to the Ministry of Education's Early Learning division in September 2012.
- Strengthening its relationship with the Ministry through quarterly meetings. The Ministry's *Ontario Early Years Policy Framework* highlights the College's significant role in the early learning and care sector.



- Developing an external relations strategy that will allow the College to educate members, parents and the public about its role and the value of registered early childhood educators (RECEs).
- Building relationships with organizations such as the Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs).
- Publishing a pamphlet about the College's public register of members.
- Conducting over 100 presentations that reached over 4,000 members, applicants, partners and stakeholders across the province.
- Updating and enhancing the College website with additional information and resources.

College Council

The College is governed by a Council of 24 members who oversee policy development and the administration of College affairs. Council and its committees make decisions relating to entry to practise requirements, ethical and professional standards, professional misconduct, incompetence and incapacity. Of the 24 Council members, 14 are registered early childhood educators (RECEs) elected by their peers and 10 are publicly appointed by the Ontario government.

New Public Appointee and Non-Council Committee Members

This year, the College welcomed one new public appointee, Madeleine Champagne. The College also welcomed 11 non-Council members to its committees: Karen Kennedy RECE, Rosario Dizon RECE, Christine Hemple RECE, Shelley McLaughlin RECE, Joanne Tuck RECE, Laura Urso Whalen RECE, Elizabeth Zufelt RECE, Richard Stronach RECE, Lynn Haines RECE, Rhiannon Brown RECE and Jacqueline Hooper-Boyd RECE.

Results of the 2013 Election of Council Members

In April 2013, the College conducted an election of Council members in Districts 3, 4, 5, 7 and 8. College Council welcomed the re-election of nine members: Susan Quaiff RECE, Linda Cottes RECE, Roxanne Lambert RECE, Valerie Sterling RECE, Richard (Dick) Winters RECE, Heather Yeo RECE, Susan (Darlene) Edgar RECE, Barbara Brown RECE and Vera Niculena (Nici) Cole RECE. Biographies of all Council members are available on the College website.

Next Election of Council Members

In 2014, the College will hold its fourth election in Districts 1, 2 and 6. Voting will take place in April and election results will become available in May.



Council members have shared their experience with potential candidates on video to build awareness about the process and encourage other members of the College to get involved. The video is available on the College's website.



College Council

Back row, left to right:

Eugema Ings RECE; Larry O'Connor; Nerene Virgin; Anna Baas-Anderson RECE; Bruce Minore; Rosemary Sadlier; Carol Crill-Russell; Sophia Tate RECE.

Middle row, left to right:

Richard (Dick) Winters RECE; Susan Quaiff RECE; Vera Niculena (Nici) Cole RECE; Barbara Brown RECE; Valerie Sterling RECE; Rosemary Fontaine; Ann Robichaud-Gagné; Lisa Lamarre RECE; Christine Forsyth; Madeleine Champagne

Front row, left to right:

Linda Cottes RECE; Susan (Darlene) Edgar RECE (Vice-President); Lois Mahon RECE (President); Heather Yeo RECE; Roxanne Lambert RECE

Absent: Ron Wideman

Committee Reports for 2012-2013

The Executive Committee oversees the implementation of the College's policies and administration.

The Executive Committee held regular meetings and three special meetings to deal with confidential matters under the *Early Childhood Educators Act, 2007* (the ECE Act).

The Committee recommended to Council for approval the College's three-year fiscal plan, which includes strategies for Communications, Information Technology and Human Resources. It recommended a budget for the 2013-2014 fiscal year based on analysis of trends, patterns and strategic priorities for the year.

Additionally, the Committee moved forward to Council a recommendation for approving a CPL regulation to the Ministry of Education and overseeing the implementation of the Leadership Pilot project. It also supported the College's submission for a statutory review of the ECE Act to Council.

The Committee supported Council with a number of accomplishments such as reviewing its Terms of Reference and recommending its Code of Conduct.

The Complaints Committee considers and investigates complaints against College members and determines the appropriate action to be taken

In the past year, the Complaints Committee met six times to deliberate complaints against College members and issued cautions to 11 members; gave advice and reminders to seven members; referred nine matters to a hearing; and determined that no further action should be taken in regards to nine complaints.

The Committee adopted service standards for the intake and investigation of complaints to ensure that tasks are completed within specific time-frames and that complaints are disposed of in a timely manner. The Committee implemented the full use of the Alternative Dispute Resolution process and ratified one Memorandum of Agreement between a member and the College. It also adopted an information sharing protocol with the Ministry of Education by which the Ministry sends to the College Serious Occurrence Notices, inspection reports and complaints when a member of the College is involved.

Lastly, it encouraged students on practicum placements to carry out their responsibility in reporting to the Children's Aid Society when they see a child in need of protection from harm or injury.

The Discipline Committee hears matters referred to it by the Complaints Committee or the Executive Committee and determines if a member is guilty of professional misconduct or is incompetent.

The Discipline Committee met four times and held 12 hearings in the past year. Three hearings resulted in revocation of the members' Certificates of Registration; five hearings in suspensions, a requirement to take a course of study and a reprimand; two hearings in a requirement to take a course of study, a reprimand and an undertaking not to reapply for membership for at least six months as the members declared that they were resigning their membership. Committee members received support from independent legal counsel on hearings procedures, weighing the evidence and judging witness credibility before proceeding to deliberations and the writing of sound reasons to back their decisions. The Committee also established policies to ensure that the decision-making of different panels remained consistent.

The Fitness to Practise Committee hears and determines matters related to the alleged incapacity of members.

The Committee has the responsibility to determine if a member is unfit to carry out his or her professional responsibilities and, if so, to specify any terms, limitations, change of Certificate status or conditions it considers appropriate. The member's Certificate of Registration may also be revoked or suspended.

The Committee met four times in the past year. No matters were referred to the Committee for a hearing. The Committee recommended a by-law change to College Council whereby 12 members were to be nominated to the Fitness to Practise Committee and the same 12 members were also to be nominated to the Discipline Committee. In this way, the two committees receive training together and all 12 members have an opportunity to sit on panels and conduct hearings. The recommendation was accepted and the by-law changed accordingly.

The Registration Appeals Committee is responsible for reviewing registration appeals requested by applicants.

The Committee held 10 meetings, three in which Committee members considered extension requests to submit a request for review. During the year, the Committee received 66 requests for review and conducted 63 reviews. Of the 63 reviews, four were adjourned and required further information from applicants. For 59 reviews, the Committee directed the Registrar to refuse to issue a Certificate of Registration. None of the reviews were withdrawn by applicants.

The Committee introduced efficiencies in the appeal review process to deal with pending matters more quickly. The Committee also clarified the registration appeals process for applicants by providing answers to commonly asked questions that were posted on the College website.

The Registration Committee advises Council on registration policy matters such as those that relate to registration requirements and assessment of educational programs and applicants.

The Registration Committee met three times this year and addressed several policy matters including quality assurance of pre-service programs for early childhood educators. The Committee reviewed new programs to be placed on the College's Approved Post Secondary Programs List. The Committee consulted accreditation experts on current practices in other professions and met with regulators who accredit their pre-service programs to learn about their procedures. It also completed its career transitions survey and new member survey and revised the College's application forms and guides. Lastly, the Committee advised on a student and faculty outreach program.

The Election Committee oversees the election of Council members and appointment of non-Council committee members.

The Election Committee met eight times this year to carry out an election of Council members in five districts that saw nine candidates re-elected to Council. The Committee focused on increasing awareness of and engagement

in the election process through member e-blasts and updates on the College website. It also launched a more streamlined nomination process with the introduction of electronic nomination forms that were available online.

The Nominating Committee makes recommendations to Council on the appointment of Committee chairs and members, with the exception of the Executive Committee members who are chosen by all of Council at the first regular meeting following an election.

The Committee met twice this year and considered recommendations to appoint new members to all of Council's statutory and standing committees. This year, 11 new non-Council members were appointed to sit on the committees.

The Standards of Practice Committee advises Council on ethical and professional standards and the development of a Continuous Professional Learning (CPL) program for members.

This year, the Committee held seven meetings and focused on the development of the College's CPL program by examining the ongoing learning requirements and tools of other self-regulatory bodies. It considered feedback from consultations with members and stakeholders. The Committee gave staff direction in the development of a handbook, self-assessment tool, professional learning plan and other resources to support members in the CPL program.

The Committee also guided the development of a learning module for members about the College and its role in the profession of early childhood education. Lastly, it considered and supported a College submission for CPL regulation to the Ministry of Education.

Independent Auditors' Report

To the Council of the College of Early Childhood Educators,

We have audited the accompanying financial statement of College of Early Childhood Educators, which comprise the statements of financial position as at June 30, 2013, June 30, 2012 and July 1, 2011 and the statements of operations, changes in net assets and cash flows for the years ended June 30, 2013 and June 30, 2012, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks

of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of College of Early Childhood Educators as at June 30, 2013, June 30, 2012 and July 1, 2011, and the results of operations and its cash flows for the years ended June 30, 2013 and June 30, 2012 in accordance with Canadian accounting standards for not-for-profit organizations.

Crowe Soberman LLP

CROWE SOBERMAN LLP

Chartered Professional Accountants
Licensed Public Accountants
Toronto, Canada
October 24, 2013



The Auditors' Report cites several fiscal years due to the fact that the College adopted new accounting standards in 2012-2013.

Statement of Financial Position

At	June 30, 2013	June 30, 2012	July 1, 2011
ASSETS			
Current			
Cash and cash equivalents	\$ 5,486,909	\$ 4,004,451	\$ 2,284,073
Accounts receivable	36,266	32,820	91,836
Prepaid expenses and sundry	109,040	84,401	73,541
	5,632,215	4,121,672	2,449,450
Equipment and leaseholds	931,359	1,128,159	1,367,254
	\$ 6,563,574	\$ 5,249,831	\$ 3,816,704
LIABILITIES			
Current			
Accounts payable and accrued charges	\$ 312,371	\$ 268,668	\$ 248,783
Deferred revenue	3,498,806	3,121,884	2,640,225
	3,811,177	3,390,552	2,889,008
Deferred tenant inducement	44,857	52,293	59,729
	3,856,034	3,442,845	2,948,737
Commitments			
NET ASSETS			
Net assets invested in equipment & leaseholds	931,359	1,128,159	1,367,254
Unrestricted net assets (deficiency)	1,776,181	678,827	(499,287)
	2,707,540	1,806,986	867,967
	\$ 6,563,574	\$ 5,249,831	\$ 3,816,704

On behalf of the Board

Member



Member



Statement of Operations

Year ended June 30	2013	2012
Revenue		
Registration and application fees	\$ 6,085,103	\$ 5,481,130
Other income	77,270	27,340
Interest income	39,232	20,980
	6,201,605	5,529,450
Expenses		
Salaries and benefits	2,667,837	2,242,348
Rent	712,343	673,246
Consulting services	301,548	191,412
Projects	229,722	161,089
Professional fees	209,782	312,359
Courier and postage	181,866	141,655
Printing and graphic design	120,295	56,897
Committee meetings	111,442	109,137
Credit card fees	104,329	87,896
Computer supplies	94,822	82,003
Council meetings	85,691	76,703
Office and general	53,584	49,886
Translation	52,866	29,004
Telephone	45,896	37,430
Communication and marketing	39,719	32,022
Office equipment	15,361	12,619
Insurance	14,389	13,123
Repairs and maintenance	13,476	8,968
Bank charges	13,294	16,073
Amortization	232,789	256,561
	5,301,051	4,590,431
Excess of revenues over expenses	\$ 900,554	\$ 939,019

The Year Ahead: 2013-2014

As the College enters its sixth year, there is much activity and excitement.

Membership has grown beyond our initial projections and we anticipate that by June 2014, we will have issued over 48,000 Certificates of Registration.

While we do have members who leave the College due, for example, to retirement, we also have members who come back into the profession as a result of the many new opportunities for RECEs. This gives us a strong business model and allows us to keep the annual renewal fee at \$150, which is one of the lowest membership fees among self-regulatory colleges.

The five year milestone has sparked the statutory review of the *Early Childhood Educators Act, 2007*. This summer, the Ministry of Education posted an invitation to submit comments on whether the College is achieving its objectives and what changes might be made to improve its operations. At the time of writing, we await the outcome of those consultations. The College made a submission requesting, among other things, that some of the exemptions to membership in the current statute be lifted to improve its ability to protect the public interest.

The 2013-2014 fiscal year will focus on moving forward the Council's strategic priorities. Of particular importance is the launch of the Leadership Pilot project in September 2013, in conjunction with our first Leadership Symposium. In the fiscal year of 2012-2013, the College developed a Continuous Professional Learning (CPL) program that will require the Government of Ontario to make some statutory and regulatory changes before it can be implemented. The proposed program was the subject of broad consultations among members and stakeholders and is intended for launch in September 2014.

College Membership - Actual vs. Predicted Growth



Throughout the year, we will continue to invest in our relationships with governments, professional associations and networks, academic institutions and keep abreast of international work in the field of early childhood education and regulation.

The work of the College is exciting and conducted by a team of passionate and dedicated staff. We look forward to another year of achievement.

2013-2014 Fiscal Year Outlook

College of Early Childhood Educators Operating Budget Year ending June 30, 2014

Revenue

Registration and application fees	\$ 6,316,838
Other	137,750
Interest income	41,335

Total Revenue 6,495,923

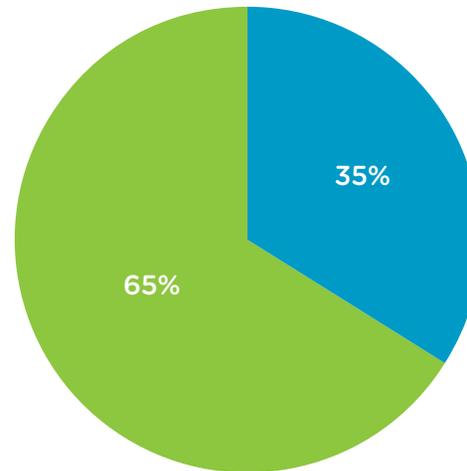
Expenses

Salaries and benefits	3,327,535
Rent	747,607
Professional services	480,467
Legal	355,000
Insurance	15,952
Graphic design and branding	12,500
Printing	106,455
Advertising and promotion	25,700
Translation services	45,000
Conferences and seminars	57,500
Recruitment costs	3,000
Professional development	78,701
Project material	15,000
Travel	205,330
Business meals	10,000
Fees and dues	10,000
Per diem	103,400
Catering	25,757
Postage and courier	225,004
Office expense	75,534
Office equipment	8,447
Equipment lease	11,908
Computer supplies	6,292
Software	149,333
Internet and telephone	50,978
Repair and maintenance	5,743
Bank and service fees	116,769
Depreciation expense	212,232

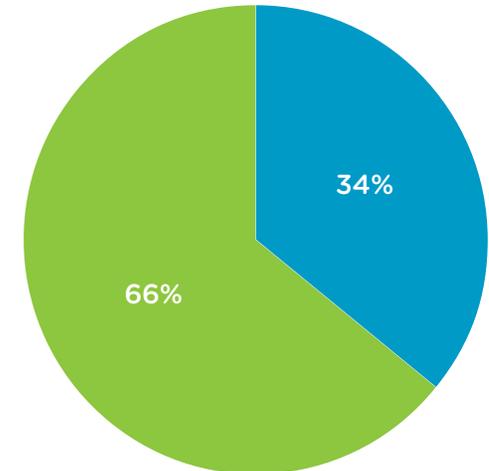
Total Expenses 6,487,145

Excess (deficit) of revenue over expenses \$ 8,778

**Allocation of College Funds
2012/2013, Audited Actual**



**Allocation of College Funds
2013/2014, Budgeted**



■ Administration and Management
■ Direct Services to Members

Message from the Honourable Liz Sandals, Minister of Education

Ontario is emerging as a leader in the delivery of early years programs and services. From the introduction of full-day kindergarten and the modernization of child care, to the release of the Ontario Early Years Policy Framework and the creation of Best Start Child and Family Centres, we are putting early learning and care at the forefront of the Ministry of Education's business.

This growing momentum would not be possible without the ongoing commitment and leadership of the registered early childhood educators (RECEs) who deliver high-quality programs and services to Ontario's children. I appreciate that the College of Early Childhood Educators brings a tremendous amount of knowledge about early childhood development and play-based learning that results in quality interactions, experiences and environments in which children can thrive. I want to thank each and every one of you for your hard work and your dedication to making a positive difference in the lives of children and families.



This past year, our Ministry collaborated with the College on the Leadership Pilot project and the Continuous Professional Learning program. These membership initiatives are just two examples of our support of early years professionals and our commitment to a comprehensive high quality early years system from which we can all benefit.

I commend the College for successfully reaching its five year milestone, and I wish you great success as you embark on your sixth year of operations. I look forward to continuing to work with the College in supporting the invaluable work of early childhood educators.

Thank you again for your dedication to children by giving them healthy, safe, nurturing and challenging learning environments.

A handwritten signature in black ink that reads "Liz Sandals".

Liz Sandals
Minister



College of Early Childhood Educators

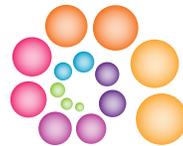
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early childhood
educators