



naeyc<sup>®</sup>

ANNUAL  
REPORT

2015

The National Association for the Education of Young Children (NAEYC) promotes high-quality early learning for all children, birth through age 8, by connecting practice, policy, and research. We advance a diverse, dynamic early childhood profession and support all who care for, educate, and work on behalf of young children.

# Committed to our values and beliefs

NAEYC's brand-new strategic direction, launched in fall of 2014, guides our work and provides a clear outline for how we will fulfill the organization's mission. NAEYC works tirelessly to exceed these priorities and goals and ensure early childhood education professionals receive the support they deserve. 2015 was no different, as the hard work of the entire association led to the completion of many significant projects.





## A Letter from Rhian Allvin, *CEO of NAEYC*

At the end of 2014—with a new strategic direction and a new executive team in place—we felt poised to make tremendous leaps forward in the year to come. NAEYC's new strategic direction was met with more enthusiasm than I could have imagined, which has been incredibly uplifting for me and the entire organization. As we carefully crafted the new strategic direction, we worked hard to ensure all early childhood educators, no matter their role, would see themselves reflected in NAEYC's bold agenda. In 2015, we received an overwhelming level of

support following the release of the new strategic direction. This energy propelled us and provided a constant source of inspiration throughout the year.

Internally, 2015 was another year of foundation building for the organization. We have dedicated a significant amount of time and energy to collectively creating the culture we want NAEYC to exude. Our vision and mission mean nothing if they are not reflected every time you interact with one of our team members, read one of our publications, respond to an action alert, or connect with our

massive online community. We are committed to creating the internal culture that makes NAEYC the organization you can't live without.

To that end, we took on major infrastructure work this year. We are capturing and analyzing data in new ways that help us understand patterns and trends in membership and accreditation. We are dealing with long-standing process, structural, and technology barriers that have been holding us back for many years. It has been challenging, but we are seeing glimpses of return on our investment. There are now more than 7,000 NAEYC accredited programs—the highest since the launch of reinvention in 2006—and for the first time in many years our membership retention numbers are climbing ever so slightly.

Thanks to the support of several generous foundations we are preparing to move forward on two related initiatives—one to define the early childhood profession and the other to launch a national recruitment and retention

campaign for early childhood educators.

The fiscal year crescendo came in July, when our National Governing Board unanimously adopted the Affiliate restructuring and proposed changes to our bylaws, policies, and procedures. This was a tremendous milestone for the organization. It was essential for these foundational items to occur in order for NAEYC to aggressively move forward on our strategic priorities. You will be hearing a lot more about the new Affiliate structure in the months to come.

At the end of this fiscal year, I can report without hesitation that NAEYC is well positioned to lead at the nexus of practice, policy, and research. A toast to each of you for your vision, your leadership, and your willingness to join us in being innovative risk takers!

With gratitude,





## A Letter from Carol Brunson Day, *NAEYC Board Chair*

In 2015, the National Association for the Education of Young Children and its Affiliates collaborated to complete phase II of strategic planning. This hard work led to significant and exciting changes, including the completion of NAEYC's National Dialogue. The purpose of the National Dialogue was to strengthen the relationship between the Affiliates and NAEYC's national office, as well as to craft a new Affiliate

structure that better facilitates collaboration and collectively increases our ability to recruit and serve members at the national and local levels.

The new Affiliate structure will ensure better collaboration between NAEYC and Affiliates and also ensure that each Affiliate is functioning as a high-performing, inclusive organization (HPIO). This focus on HPIO prioritizes performance, inclusivity, and

diversity and will enable all Affiliates to grow and develop in truly meaningful ways. It will also play a pivotal role as we work toward NAEYC's goal of being a leader in the field and exemplifying organizational excellence.

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The new Affiliate structure will ensure better collaboration between NAEYC and Affiliates.

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In addition to the new Affiliate structure, phase II of strategic planning included a significant review of NAEYC's bylaws, policies, and procedures, resulting in a number of critical updates and changes. This is the first major overhaul of the association's bylaws in 25 years. The review was led by the NAEYC Board Development Committee, working closely with NAEYC's

legal counsel as well as legal experts in nonprofit governance. All changes were designed to reflect good governance practices and to effectively position NAEYC to implement its strategic direction.

After a rigorous internal review process, NAEYC's Affiliate Council approved a new NAEYC Advisory Council. This group will work with the NAEYC Governing Board on issues related to Affiliates and the National Dialogue.

2015 was a year of exciting progress and evaluation for the association as a whole. The changes and foundational work completed this year will continue to play a significant role in NAEYC's work for years to come.

Carol Brunson Day  
*Board Chair, NAEYC*



# NAEYC Leadership Update

Fiscal year 2015 was filled with new energy, priorities, and focus. This excitement was visible on the faces of our leadership team, a group of talented individuals ready to take on the challenge in front of us. This team has been vital in leading NAEYC toward its goals and works hard every day to exemplify a positive, forward-thinking organizational culture for the organization.

## NAEYC's Executive Team

**Rhian Evans Allvin**  
Executive Director

**Kim Harper**

*Special Assistant and Board Administrator*

**Richard Holly**

*Deputy Executive Director,  
Finance and Operations*

**Marica Cox Mitchell**

*Deputy Executive Director,  
Early Learning Systems*

**Stephanie Morris**

*Deputy Executive Director, Brand  
Advancement, Membership Engagement,  
and Professional Learning*

**Lakshmi Ramani**

*General Counsel*

**Gwen Simmons**

*Director, Affiliate and Member Relations*

**Barbara Willer**

*Special Advisor*

## NAEYC's Management Team

**Amryl Prince**

*Director, Association Operations*

**Bill Melton**

*Building Manager*

**Brenda Osuch**

*Director, Business Planning and Analysis*

**Brian Wachur**

*Director, Marketing and Membership*

**Derrick Semeneh**

*Senior Director, Information Technology*

**Kristen Johnson**

*Senior Director, NAEYC Academy for  
Early Childhood Program Accreditation*

**Lauren Hogan**

*Senior Director, Public Policy and Advocacy*

**Mary Harrill**

*Senior Director, Higher Education  
Accreditation and Program Support*

**Monique Cabiness**

*Director, Meetings and Conferences*

**Stephanie Olmore**

*Senior Director, Global Engagement*

**Susan Friedman**

*Senior Director, Content Strategy and Development*

**Terri Carter**

*Senior Director, Human Resources*

# Public Policy



In 2015, NAEYC, along with its Affiliates and members, supported the sustained, bipartisan focus on early childhood education that continued to manifest itself in federal priorities and state investments across the country. From the release of the seminal report *Transforming the Workforce for Children Birth Through Age 8* from the Institute of Medicine and the National Research Council to the reauthorization of the Child Care and Development Block Grant (CCDBG) for the first time in 18 years, 2015 provided tremendous opportunities to advance NAEYC's strategic priorities related to young children and those who care for them.

While working directly to support the new CCDBG and provide key

recommendations, NAEYC also continued to engage members and advocates through the Children's Champion newsletter and alerts, as well as releasing a new [Call to Action](#). The Call to Action, accompanied by new and revised effective advocacy resources, provided clear steps for members to engage in public policy and introduced new opportunities to engage in electoral advocacy as well.

At the state policy level, NAEYC continued to share and support teacher certification resources while moving forward with the Professional Development Systems Indicators project. This included in-depth technical assistance and support to seven pilot states and presentations to gather

feedback through webinars and conferences across the country. At the federal level, NAEYC continued to advocate for increased investments to support early childhood education, supported the Strong Start for America's Children Act, and provided critical recommendations related to a proposed revision of the Head Start Performance Standards and the Elementary and Secondary Education Act (ESEA). Additionally, NAEYC began efforts related to the Higher Education Act.

Finally, NAEYC continued its partnership with the White House's Invest in US initiative and spearheaded Teacher Testimonials Month in June 2015. As part of this initiative, NAEYC's Confessions of the Profession campaign aimed to ensure recognition for the early childhood education profession as one that plays a vital role in the lives of our nation's youngest learners and in our society as a whole. Confessions of the Profession launched at NAEYC's 2015 National Institute for Early Childhood Professional Development in New Orleans. Attendees shared inspirational

stories about their experiences as ECE educators by tweeting, writing notes on a message board, recording their testimonials at a video booth, and proudly wearing their Confessions of the Profession t-shirts. All members were encouraged to participate, as well as partner organizations, many of whom shared their stories online using the hashtags #ConfessionsOfTheProfession and #InvestinUs.





## Early Learning Systems



NAEYC's Early Learning Systems department saw significant growth and change in fiscal year 2015. As NAEYC Accreditation celebrated its 30th anniversary, we had an opportunity to reflect on past accomplishments and look ahead to great things yet to come.

### 30 Years of Setting the Standard for Quality Early Learning

In 2015, NAEYC celebrated 30 years of setting the industry's standard for quality through the accreditation of early learning programs. This accreditation system continued to benefit from the increased attention to quality, with nearly 7,000 programs—serving more than 600,000 children—earning and maintaining accreditation. This

2.6 percent growth was spurred by enhanced partner engagement and increased relevancy in Quality Rating and Improvement Systems (QRIS) across states. The 30th anniversary of NAEYC Accreditation provided an opportunity to reflect on strengths, identify areas for growth, and strengthen NAEYC's commitment to quality for all children. With the infrastructure in place to support a more agile and responsive system, key enhancements are planned for the upcoming year.

Northaven Co-op chose NAEYC accreditation when it first began because we knew it to be a sound plan to encourage quality care for America's children. Our motivation to maintain accreditation over the years has been to keep our eyes and hearts on offering the most nurturing and supportive environment for parents, teachers, and young children to learn and grow; and to be a model for high quality childcare and preschool education. Our dream for the future of early childhood education is that we can keep in touch with the basics for learning for young children, which are rooted in play, discovery, and developmentally appropriate activities and expectations. We hope that all children will experience quality, nurturing educational care and be ready for their transition into kindergarten and beyond. I would encourage all programs to engage with and enroll in this worthwhile endeavor. If everyone engaged in Accreditation, that would be a really good thing for the nation's children.

**Dr. Patricia H. Carlson**

*Director*

Northaven Cooperative Preschool  
Dallas, Texas

Since 1985, NAEYC Accreditation has hit some major milestones:



This 2.6 percent growth was spurred by enhanced partner engagement and increased relevancy in Quality Rating and Improvement Systems

## NAEYC's Higher Education Influence Continues to Grow

By the end of fiscal year 2015, 175 associate degree programs had earned accreditation from the NAEYC Commission on Early Childhood Associate Degree Accreditation. This represents approximately 20 percent of all institutions offering associate degrees in early childhood education—a notable achievement during the accreditation system's first nine years as a voluntary measure of program quality and tool for program improvement.

In 2015, through support from the W.K. Kellogg Foundation, NAEYC began a research endeavor to identify all early childhood

degree programs offered in US institutions of higher education. In the first phase of this project, NAEYC identified more than 2,000 degree programs across all degree levels. This data will be used to develop a public-facing, user-friendly database that will help students and other stakeholders search for preparation programs, better understand the landscape of programs in their states and across the country, and examine the supply and demand between workforce needs and higher education capacity.

Building on NAEYC's new strategic direction, which

elevates higher education as central to the early childhood profession, NAEYC began to lay the groundwork for expanding its higher education accreditation system to accredit programs at the baccalaureate and master's degree levels in addition to the associate degree level. The expansion of the system will enable NAEYC to serve the wide range of programs identified through its research on the early childhood degree landscape.

As NAEYC moves forward in the coming year, it will identify ways to continue to elevate and support higher education's role in the early childhood profession.

Higher education is the pipeline for the early childhood workforce, and the continued growth of our accreditation system reflects the commitment of degree programs to provide the highest quality preparation and support for early childhood professionals. During this period of growth—in numbers and influence—we will continue to hold fast to the integrity of the system and to ensuring that it remains a valuable framework for quality and continuous improvement for our programs.

**Kathy Allen**

*Chair of the Early Childhood Associate Degree Accreditation Commission and Dean of Business and Service Careers  
Blue Ridge Community College  
North Carolina*



## Strategic Initiatives—Global Engagement and Fundraising

In 2015, NAEYC proactively engaged with early childhood professionals worldwide in an effort to learn more about innovative approaches in early education, deepen the organization's knowledge base, and broaden its perspective.

### Grandes Comienzos at the NAEYC Annual Conference and Expo

NAEYC debuted the Grandes Comienzos (Great Beginnings) track at the 2014 Annual Conference in Dallas. Grandes Comienzos provides the early childhood community with access to sessions in Spanish and English on topics concerning young children, their families, and early childhood education throughout the Americas.

### Technical Assistance to Support High-Quality Early Learning

As part of the association's technical assistance work to support high-quality early learning around the globe, NAEYC provided consultation to the Early Childhood Program of the Open Society Foundation. Consultation and evaluation of projects in Kosovo and Montenegro were conducted. These projects work to ensure high-quality early learning in these countries by supporting teachers' professional development. These initiatives include a strong emphasis on collaboration with government, with an eye toward growing capacity and ensuring sustainability.



**naeyc**<sup>®</sup>  
**Global**  
Engagement



# Grant Work

In 2015, NAEYC accepted grants from four foundations as well as donations from more than 700 generous individuals. With the help of these foundations and individuals, NAEYC is able to work even more effectively toward the goal of high-quality early education for all young children.



NAEYC gratefully acknowledges grants from the following foundations in fiscal year 2015:

**The Alliance for Early Success**

To support state systems development to advance the early childhood workforce

**The Richard W. Goldman Family Foundation**

To support research and the development of a national recruitment and retention campaign for early childhood educators

**The Grable Foundation**

To support a meeting of the NAEYC Governing Board in Pittsburgh showcasing exemplary early childhood initiatives in the Pittsburgh area

**W.K. Kellogg Foundation**

To support increasing the number of effective early childhood professionals by improving the quality of teacher preparation programs and elevating the professionalization of their career pathways

## Affiliate Update

The Affiliates were busy in 2015 working with NAEYC to complete the work of the National Dialogue, create a new advisory council, and achieve significant successes on a local level. All of this hard work had a huge, immediate impact on the association while simultaneously laying the foundation for critical work to come.

**A New Affiliate Advisory Council**  
In June 2015, members of the NAEYC Affiliate Council unanimously approved the transition to a new governance structure and name (the NAEYC

Affiliate Advisory Council) to better reflect its purpose as a recommending body to the NAEYC Governing Board. This represented the culmination of a two-year internal review process to examine the Council's purpose and relevance, composition, and commitment to diverse leadership. The Affiliate Advisory Council comprises 15 seats open by application to all NAEYC members, with two seats reserved for an Interest Forum Facilitator and Affiliate staff. The Affiliate Advisory Council develops recommendations to

the NAEYC Governing Board on Affiliate- and Chapter-related issues, organizational health and wellness, accountability, nonprofit best practices, and member voice. The Advisory Council also ensures the principles of the National Dialogue are preserved and implemented in association decisions that impact Affiliates and Chapters. NAEYC is grateful to the leadership and vision of the NAEYC Affiliate Council in creating a dynamic and innovative governance structure in service to the association and its Affiliates.

### **Affiliate Council Executive Committee**

**Veronica Plumb**, Chair

**Kyra Ostendorf**, Chair Elect and  
Region 5

**Gege Kreischer**, Past Chair

**Robin Ploof**, Region 1

**Kathy Burke**, Region 2

**Nathalie Borozny**, Region 3

**Bill Ganza**, Region 4

**Sebreana Domingue**, Region 6

**Leann Andre**, Region 7

**Mary Jamsek**, Region 8

**Jennifer Kalas**, Region 9

**Robyn Lopez Melton**, Region 10

**Ida Rose Florez**, Governing Board Vice  
President and Affiliate Liaison

## NAEYC's National Dialogue Comes to a Close



The National Dialogue drew to a close in July 2015 with the NAEYC Governing Board unanimously approving a new Affiliate structure. The new structure is the result of a five-year process that explored the optimal relationship between NAEYC and its Affiliates through multiple perspectives and principled dialogues at the local, state, and national levels. The new structure embodies partnership across Affiliates as a core value, and is based on the health and capacity of a sustainable, nonprofit organization that operates with greater efficiency

and effectiveness. A second core value is an investment in membership expansion and growth, creating opportunities to widen the association's reach to early educators; enhance the influence the association has on shaping a national, state, and local agenda for young children; and equip a growing and engaged membership with effective structures and processes for carrying out the work of NAEYC's collective mission. An 18-month transition phase was implemented in August 2015.

NAEYC would like to thank the leadership of the National Dialogue Subcommittee for their tremendous contributions in developing the new Affiliate structure.

### National Dialogue Subcommittee

Lorraine Cooke, Chair

Carol Brunson Day

Ida Rose Florez

Ginger Swigart

Krista Murphy

Vincent Costanza

Amy O'Leary

Kelly Hantak

Susan Perry Manning

Chris Amirault

Lori Harris

Veronica Plumb

Kyra Ostendorf

Gege Kreischer

Leann Andre

Bill Ganza

Jennifer Kalas

Kathy Burke

Sebreana Domingue

Mary Jamsek

Robin Ploof

Robyn Lopez Melton

Nathalie Borozny

Jodi Askins

Gail Conway

Kim Tice



# NAEYC Events

NAEYC's events are a major part of our work and provide a critical in-person connection for our members and professionals in the field. In 2015, we celebrated a number of exciting new approaches to events and, in some cases, record-setting attendance.

## Annual Conference and Expo

November 5-8, 2014 | Dallas, Texas

NAEYC's 2014 Annual Conference and Expo drew more than 9,000 early learning professionals to Dallas, Texas, to network with colleagues, hear from the most notable thought leaders in the field, and connect with NAEYC. Attendees represented all 50 states and more than 40 countries across the globe, bringing a global perspective to the conference. For the first time in the association's history, NAEYC debuted a dual-language track specifically designed to address the needs of Spanish-speaking children and their families. Grandes Comienzos (Great Beginnings) included conference sessions simultaneously translated in English and Spanish and drew hundreds of participants from across the United States and Latin America to the conference.

The 2014 conference also featured 277 exhibitors and 15 sponsors offering their products, resources, and services to the thousands of attendees. NAEYC's Annual Conference and Expo continues to be the largest and most important gathering of early childhood professionals in the world. Attendees rely on the association to provide them with groundbreaking research, information on how to put new trends into practice, and opportunities to connect with a community that shares their passion.



## Public Policy Forum 2015

February 8-10, 2015 | Washington, DC

With an increased focus on inclusivity, diversity, and leadership development, NAEYC's 2015 Public Policy Forum brought a record number of early learning professionals to Washington, DC, to build skills, knowledge, and relationships with lawmakers from their home states. Nearly 100 advocates came for an extra half-day of a new "advocacy boot camp" to kick off the Forum. They were then joined by more than 100 experienced advocates for an informative and engaging day of sessions with early childhood education policy experts and leaders.

Roberto Rodriguez, who serves as Deputy Assistant to President Obama for Education on the Policy and White House Domestic Policy Council, began the day with an update from the administration, followed by a discussion on the federal budget and a bipartisan panel of congressional staff members. The day's keynote, sponsored by Lakeshore Learning Materials, gave participants a behind-the-scenes look at political reporting from congressional reporter Reid Wilson. With afternoon sessions featuring Affiliate leaders and organizational partners, participants focused on electoral advocacy, state policy agendas, and the early childhood profession. They then worked in state teams to prepare for NAEYC's Day on the Hill, where advocates, out in full force, met with senators, representatives, and staff to focus on critical investments needed to fulfill the promise of early childhood education for all.

# National Institute for Early Childhood Professional Development

June 7-10, 2015 | New Orleans, Louisiana

NAEYC's 2015 National Institute for Early Childhood Professional Development proved to be one of the most successful summer conferences in the association's history. A record 2,600 higher education faculty, trainers, researchers, and advocates gathered in New Orleans, Louisiana, to network with colleagues and discover the latest in early learning professional development, preparation standards, and more. In addition to the record-breaking attendance, the 2015 Institute also proved to be the highest-grossing Institute since its inception in 1992.

The theme of the 2015 Institute was "The Early Childhood Profession We All Want: What Will It Take to Get Us There?" This theme explored the variation in education of early childhood professionals and the resources at their disposal, and how the profession can still deliver on the promise of early learning with such vast differences. The thought-provoking opening plenary featured a panel of early childhood educators who spoke about defining the profession and what it would take to elevate it, while featured sessions covered vital topics from recruitment and retention to governance and public policy.

In addition to these informative sessions, NAEYC also debuted a brand-new mobile app for attendees to use throughout the conference. Attendees posted status updates, shared photos, rated sessions and left comments on session content, customized their agenda, and much more. Many attendees noted that this app created a heightened sense of community during the conference, allowing networking opportunities to happen organically and conversations to continue throughout the conference.





## Publications Update

In 2015, NAEYC created a new division focused on overseeing the development of high-quality early childhood content across all platforms, including print and digital.

The new Content Strategy and Development department brings together team members from NAEYC's publishing, digital content, and other divisions to offer the early

childhood field current, relevant, research-based guidance on providing high-quality educational opportunities for children from birth through age 8.



## Digital Content Update

In 2015, NAEYC's website saw incredible growth in audience size and engagement. These platforms have been a vital component of our effort to reach new audiences while engaging with younger members who are more active online. With the ability to better connect with these individuals, NAEYC is able to influence a greater majority of early childhood professionals.

### NAEYC.org

More than 1.7 million early childhood educators and others interested in early education visited the NAEYC website more than 8 million times throughout fiscal year 2015. Site visitors found information on NAEYC membership (accessed 236,000 times), developmentally appropriate practice (147,000 times), and NAEYC's positions statements (111,000 times). We are actively collaborating with teams across the association to update and improve these and other key areas of the site.

### NAEYC.org/blog

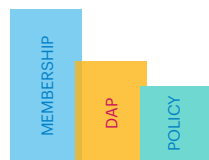
Readership of the the NAEYC blog grew by 44 percent this year. Readers especially enjoyed a seasonal post refeatured from 2013, "Advice for a New Preschool Teacher." The most popular new post of 2015 was "What Happened When Our School Stopped Assigning Nightly Homework? More Learning!," which was subsequently picked up by The Washington Post education blog. A multimedia feature, "Tacos Anyone? Preschoolers Investigate a Taco Truck," posted during the **Week of the Young Child™**, proved especially popular on the website and in social media.

### families.NAEYC.org

The NAEYC For Families website had another successful year of web traffic, thanks to article promotion on social media, a monthly newsletter, and visitors coming to the site to search for NAEYC accredited child care programs. In total, the site had 817,961 page views with visitors spending an average of two minutes visiting the site.

Families.naeyc.org was chosen as an *OMMA Awards* finalist in the category Family/Parenting/Women's Interests within Website Excellence. This was the third time the website was chosen as a finalist since the website was created in 2012.

### Digital Content Stats



Key site areas

 **44%**  
NAEYC BLOG VIEWS



Average time spent on  
[families.naeyc.org](http://families.naeyc.org)

The high-performing articles on NAEYC.org and families.NAEYC.org were often those that resonated on social media.

The NAEYC For Families newsletter took home the silver award for Best Newsletter in the *TRENDS All Media* Contest. The newsletter, designed in-house by NAEYC's creative services team and edited by the digital content team, has more than 13,000 subscribers.

## NAEYC on Social Media

In 2015, NAEYC saw tremendous growth on its social media platforms with a presence on five platforms: Facebook, Twitter, YouTube, Pinterest, and Instagram. Of those, Facebook showed the greatest success, starting the fiscal year with 77,929 followers and ending with 97,000—a 25 percent increase. An average of 600-700 people engaged with content each month. The highest performing articles tended to focus on practical resources for the classroom, tips and checklists, developmentally appropriate practice, and hot-button topics like wages and compensation and professionalizing the workforce.

Similarly, NAEYC's Twitter account saw increased success. The account gained an average of nearly 800 followers per month during fiscal year 2015.

NAEYC's presence on the video-sharing platform YouTube also continued to expand. Videos posted to NAEYC's account during the fiscal year received a total of 39,960 views, a 435 percent increase over the previous fiscal year. This is mainly due to several videos posted that promote the NAEYC Annual Conference and Institute, as well as videos that were produced for and at the conference, including several by Annual Conference

sponsor ReadyRosie. These high-quality videos were linked to in daily recap emails as well as from the NAEYC home page and Annual Conference pages.

Additionally, Pinterest had almost 4.9k followers with around 2,700 daily impressions, and NAEYC

started an Instagram account in 2015 and attracted more than 700 followers.

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The highest performing articles tended to focus on practical resources for the classroom, tips and checklists, developmentally appropriate practice, and hot-button topics

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## Professional Learning & Engagement

As part of its strategic priority to support the profession, NAEYC is reenvisioning its strategies and approaches to professional development.

Guided by a multiyear, scalable business model, this work is organized under the newly named Professional Learning & Engagement team.

A highlight of the new model includes strategic plans for a comprehensive system of digital badges for early childhood professionals. A multitiered approach encompasses a variety of badge categories to engage and recognize NAEYC's volunteer leaders and engaged members and, eventually, to recognize early childhood professionals for their mastery of professional skills and early childhood competencies. The first round of engagement badges have a planned launch in 2016.



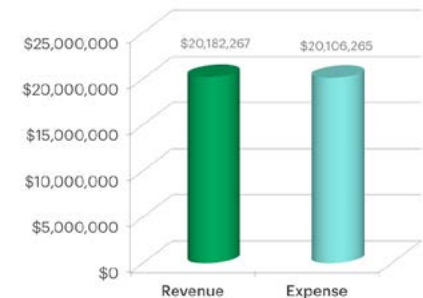
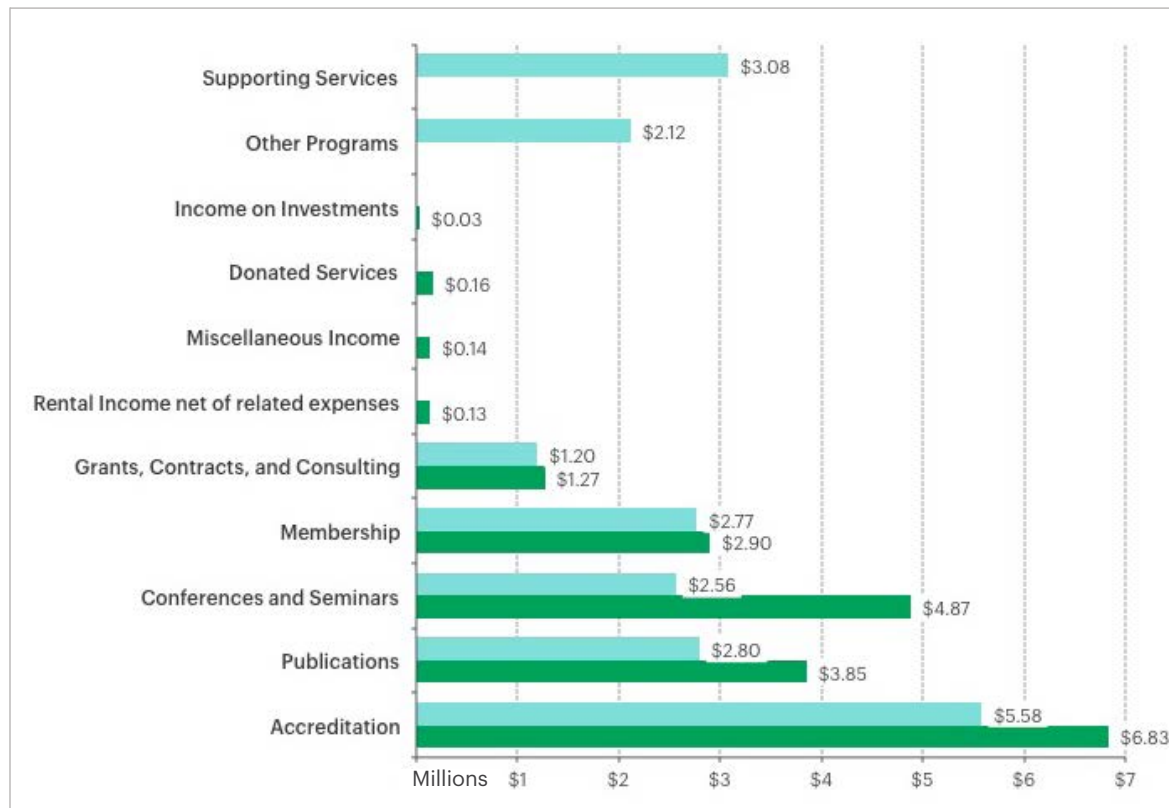


# Financial Information

In fiscal year 2015, NAEYC posted a gross revenue—\$20,182,267—and a net revenue—\$76,002. Ensuring the organization is in a strong financial position enables NAEYC to explore new strategic opportunities in

addition to continuing the critical work already underway. As we look to the future, we are dedicated to ensuring NAEYC maintains its sturdy financial footing for years to come.

Revenue Expenses



NAEYC 2015  
net revenue:

**\$76,002**

*Excludes gain in net assets from interest rate swap of \$1,857,100, financial income of \$100,978, and the reversal of a real estate tax liability of \$268,734 that dated to FY 2008.*

## Officers

**Carol Brunson Day**, *President, Consultant*, Maryland, Term ends: 2017

**Gera Jacobs**, *Past President*, University of South Dakota, Term ends: 2015

**Deborah Cassidy**, *President Elect*, University of North Carolina, Term ends: 2019

**Ida Rose Florez**, *Vice President*, Elementary Institute of Science, California, Term ends: 2018

**Susan Perry-Manning**, *Secretary*, Delaware Office of Early Learning, Term ends: 2018

**William H. Isler**, *Treasurer*, The Fred Rogers Company, Pennsylvania, Term ends: 2017

## Board Members

**Iliana Alanis**, University of Texas, Term ends: 2019

**Lorraine Cooke**, Egenolf Early Childhood Center, New Jersey, Term ends: 2016

**Vincent J. Costanza**, Race to the Top Early Learning Challenge, New Jersey, Term ends: 2019

**Chad Dunkley**, New Horizons Enterprises, Minnesota, Term ends: 2017

**Cristina Gillanders**, University Colorado Denver, Term ends: 2016

**Kelly Hantak**, Missouri First Steps, Term ends: 2018

**Jim Lesko**, Delaware Department of Education, Term ends: 2015

**Nili Luo**, Southwestern College, Kansas, Term ends: 2017

**Carl Mack, Jr.**, Alliant International University, California, Term ends: 2018

**Tammy Mann**, The Campagna Center, Virginia, Term ends: 2016

**Krista Murphy**, Orange County Department of Education, California, Term ends: 2019

**Amy O'Leary**, Strategies for Children, Massachusetts, Term ends: 2015

**Jan E. Stevenson**, Georgia Department of Education, Term ends: 2018

**Ginger Marie Swigart**, Sacramento County Office of Education, California, Term ends: 2015

**Ann McClain Terrell**, Milwaukee Public Schools, Wisconsin, Term ends: 2017

## Ex-Officio Board Member

**Rhian Evans Allvin**, *Executive Director*, NAEYC



The National Association for the Education of Young Children (NAEYC) is a professional membership organization that works to promote high-quality early learning for all young children, birth through age 8, by connecting early childhood practice, policy, and research. We advance a diverse, dynamic early childhood profession and support all who care for, educate, and work on behalf of young children.

The association comprises thousands of individual members of the early childhood community committed to delivering on the promise of high-quality early learning. Together, we work to achieve a collective vision: **All young children thrive and learn in a society dedicated to ensuring they reach their full potential.**

[NAEYC.org](http://NAEYC.org)



[facebook.com/naeyc](https://facebook.com/naeyc)



[twitter.com/naeyc](https://twitter.com/naeyc)



[instagram.com/naeyc](https://instagram.com/naeyc)