

**Maryland State Department of Education
Division of Early Childhood Development
Office of Child Care-Credentialing Branch**

Course Title: Director-Administration

This course is designed for childcare professional’s currently in or seeking leadership positions. The major concepts of child care administration and management to support effective licensed center based or family child care programs will be covered. Topics include: administration, program planning, staff supervision and evaluation, policy and procedure development and implementation, fiscal management, maintenance of State regulations, effective customer services, and parent and community involvement.

Outcomes	Indicators	Assessment Types	Sample Assessment Tools
The childcare professional will develop an understanding of the roles and responsibility of a program administrator.	<ul style="list-style-type: none"> • Articulate a basic understanding of the roles and responsibilities a child care administrator has to staff, children, families, and community. • Demonstrate an understanding of ethical conduct. 	<ul style="list-style-type: none"> • Extended Response • Restricted Response • Oral Presentation • Written submission 	<ul style="list-style-type: none"> • Develop a mission statement • Development of a childcare director/administrator job description • Research national/local education programs Code of Conduct (ex. NAEYC Code of Ethical Conduct: <i>Supplement for Early Childhood Program Administrators</i>)
The childcare professional will exhibit knowledge and understanding of MSDE-Office of Child Care: Child Care Licensing Regulations	<ul style="list-style-type: none"> • Identify regulations as it pertains to environment, health and safety, staffing, enrollment, attendance, and program planning and operation. • Identify and demonstrate an understanding of the content requirements for staff 	<ul style="list-style-type: none"> • Extended Responses • Restricted Responses • Oral Presentation • Written Submission 	<ul style="list-style-type: none"> • Review and critique individual programs policies and procedures to ensure alignment with Child Care Regulations • Demonstrate an understanding of Child Care Regulations forms and required documentation • Respond to typical daily child

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	orientation.		care scenarios with solutions that are aligned with Child Care Regulations <ul style="list-style-type: none"> •Develop a timeline to prepare for a scheduled licensing visit. •Develop a staff orientation in accordance with Child Care Regulations
The childcare professional will identify and demonstrate an understanding of curriculum and curriculum planning that will promote best practices in their childcare program.	<ul style="list-style-type: none"> •Identify appropriate practices for children. •Demonstrate an understanding of the components of a curriculum. •Become familiar with the content of the Maryland Model for School Readiness, Maryland Preschool Curriculum, and State approved curriculums. •Identify strategies for selecting curriculum. •Demonstrate an understanding of how to assess and meet the needs of children with special needs. •Identify assessment tools. 	<ul style="list-style-type: none"> •Extended responses •Restricted Responses •Oral Presentations •Written submission 	<ul style="list-style-type: none"> •Present information on State approved curriculums and the Maryland Preschool Curriculum •Complete observations of teaching staff and children to determine curriculum effectiveness •Complete a portfolio or a sample assessment •Develop effective support systems for the implementation of curriculum and on-going assessments

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<p>The childcare professional will identify selection criteria for purchasing developmentally appropriate materials and equipment.</p>	<ul style="list-style-type: none"> • Articulate how materials, equipment, environment, and staff meet the individual needs for children. • Identify materials and equipment for center/family childcare programs that meet the needs of specific age groups in both shared and or/permanent space and align with the programs curriculum. 	<ul style="list-style-type: none"> • Extended responses • Restricted Responses • Oral Presentations • Written submission 	<ul style="list-style-type: none"> • Develop an equipment and material list based on age, space, and Child Care Regulations • Develop policy and procedure that will ensure that material and equipment is available to staff and in safe working condition
<p>The child care professional will understand appropriate design when creating an environment (shared or permanent) that meets Child Care Regulations and the needs of staff, children, and families.</p>	<ul style="list-style-type: none"> • Identify the challenges and solutions for shared space environments • Identify and determine the needs for permanent space environments. • Identify Office of Child Care Regulations that monitors the environment for children, staff, and families. • Identify the regulations that monitor the staff role in the development and effectiveness of an environment. • Demonstrate an understanding of classroom capacity, staff to student ratio, and regulations for 	<ul style="list-style-type: none"> • Extended responses • Restricted Responses • Oral Presentations • Written submissions 	<ul style="list-style-type: none"> • Create an environmental blue print for shared and permanent spaces, including outdoor spaces • Identify common problems in environments with solutions that are in accordance with Child Care Regulations • Identify the role staff plays in the successful creation and maintenance of an environment • Develop staff/child supervision and staff/ child ratio policies • Develop a transition plan for children entering, moving within, and leaving the program

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	<p>outdoor play space.</p> <ul style="list-style-type: none"> • Demonstrate an understanding and identify steps in transitioning children into a program, move within the program, and leave the program. 		
<p>The child care professional will demonstrate effective and professional communication skills.</p>	<ul style="list-style-type: none"> • Identify effective and efficient communication skills. • Identify communication issues that are common in the early care and education environment. • Demonstrate appropriate/effective responses as they relate to a variety of typical child care scenarios. • Demonstrate and understand the importance of maintaining and developing professional and respectful relationships with parents, staff, community, and other stakeholders. 	<ul style="list-style-type: none"> • Extended responses • Restricted Responses • Oral Presentations • Simulations • Written Submission 	<ul style="list-style-type: none"> • Identify types of communication • Demonstrate appropriate responses to common administrative issues. • Demonstrate effective interview skills. • Draft response letters to parents and staff based on common issues in the child care environment • Develop a center wide newsletter
<p>The child care professional will demonstrate an understanding of staff supervision, scheduling, evaluation, and ongoing professional development requirements.</p>	<ul style="list-style-type: none"> • Identify types of supervision. • Identify policies and procedures that are appropriate for the early learning and education environment. • Identify evaluation tools and evaluation timelines that will assist with supervision of staff and 	<ul style="list-style-type: none"> • Extended responses • Restricted Responses • Oral Presentations • Simulations • Written submission 	<ul style="list-style-type: none"> • Identify and define types of supervision • Develop a new staff orientation that is in compliance with Child Care Regulations • Demonstrate appropriate responses to staff supervisory concerns

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	<p>monitoring performance.</p> <ul style="list-style-type: none"> • Demonstrate an understanding of staff scheduling and student enrollment aligned with Child Care Regulations. • Identify the need for and the requirements that guide professional development plans. • Develop interview skills. 		<ul style="list-style-type: none"> • Evaluate and critique staff policy and procedure manuals • Evaluate and critique staff evaluation tools • Demonstrate an understanding of Child Care Regulations by developing staffing patterns and schedules to meet student enrollment and program needs • Create a professional development plan, using the MSDE Child Care Center Staff Professional Development Plan for Continued Training • Develop interview questions for early care and education staff
<p>The child care professional will demonstrate an understanding of how to and the responsibilities of reporting incidents of child abuse and neglect.</p>	<ul style="list-style-type: none"> • Identify the procedures for reporting child abuse/neglect. • Demonstrate an understanding of the types of child abuse, and signs of abuse and neglect. 	<ul style="list-style-type: none"> • Extended responses • Restricted Responses • Oral Presentations • Written submission 	<ul style="list-style-type: none"> • Identify types of abuse • Clearly identify the role of the mandate reporter and who is considered a mandated reporter • Develop a resource guide for staff to assist with reporting incidents of child abuse and neglect
<p>The child care professional will</p>	<ul style="list-style-type: none"> • Develop an understanding of the 	<ul style="list-style-type: none"> • Extended responses 	<ul style="list-style-type: none"> • Develop a start-up budget for a

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develop an understanding of budget planning and fiduciary responsibility.	<p>overall cost of child care.</p> <ul style="list-style-type: none"> •Review current tuition trends. •Identify budget line items and basic budget development strategies. •Identify and understand the requirements of Child Care Subsidy (POC), Child and Adult Food Program, MSDE Child Care Credential, Tiered Reimbursement, and the Child Care Career and Professional Development Fund. 	<ul style="list-style-type: none"> •Restricted Responses •Oral Presentations •Written submission 	<p>child care center</p> <ul style="list-style-type: none"> •Identify an average cost per child in family and/or child care centers •Present information on MSDE-Office of Child Care program incentives program •Research Child and Adult Food Care Program •Research Child Care Subsidy (POC) Voucher program
The child care professional will be able to demonstrate an increase understanding of sound business practices.	<ul style="list-style-type: none"> •Identify necessary information and format for a business plan. •Demonstrate an understanding of the necessary content of employee and parent contracts. •Identify resources that will assist with record keeping. •Demonstrate an understanding of the information that should be communicated regularly with staff, parents, and the community. 	<ul style="list-style-type: none"> •Extended responses •Restricted Responses •Oral Presentations •Written submission 	<ul style="list-style-type: none"> •Research Child and Adult Food Care Program •Research Purchase of Care Voucher program •Develop a staff and/or parent contract •Create an enrollment folder
The child care professional will be able to demonstrate an understanding of available early care and education related	<ul style="list-style-type: none"> •Identify resources that would assist with program funding sources. •Identify professional 	<ul style="list-style-type: none"> •Extended responses •Restricted Responses •Oral Presentations •Written submission 	<ul style="list-style-type: none"> •Research Child and Adult Food Care Program •Research Child Care Subsidy (POC) Voucher program

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resources.	<p>development providers.</p> <ul style="list-style-type: none"> • Demonstrate an understanding of and the benefits that are associated with program accreditation and the Child Care Credential program. • Identify resources in both the local, state, and national arena that will provide information and referral assistance to staff and parents. • Identify resources and referral programs for children with special needs. • Identify community organizations that are available for enrichment activities: sites for field trips, community service organizations, etc. 		<ul style="list-style-type: none"> • Identify fund raising strategies • Develop a professional development resource guide for staff • Identify where information on accreditation and the Child Care Credential program can be located. • Demonstrate an understanding of how to complete a credential application • Develop a resource guide for parents and staff • Develop a process for assisting parents with referring children with special needs to specific programs: ex. Child Find

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