Dear friends:

There are moments as children learn and grow that can seem almost magical. From those first steps to first words and beyond, the process of exploring and discovering is nothing short of amazing. Yet, we know these “magical” moments aren’t magic at all, but part of a child’s brain development. The evidence is convincingly clear, we know that the early years are the most critical. We know that high-quality early learning programs, which include well-qualified teachers, research-based curriculum and assessment and parental involvement, are essential to nurturing young bodies and minds. In short, we know what a child needs to succeed.

Six years ago, we opened the United Way Center for Excellence in Early Education with a commitment to making high-quality early education a reality for all children, in Miami-Dade and beyond. Since that time, we have partnered with dozens of like-minded business, education and elected leaders, and local and national organizations, to make our mission a reality. Each day, we are making important strides and this 2012 annual report highlights many of our recent accomplishments.

• In June, we welcomed educators from across the state and Latin America to a first-ever South Florida Literacy Conference.
• In November, we began the United Way International Initiative in partnership with United Ways across Latin America to bring early education best practices to communities across the region.
• By year end, we had trained 5,265 early education administrators, practitioners and parents, including the sixth graduating class of our signature director’s program, Early Childhood Program Administrator’s Institute.

While these milestones are a source of great pride, our journey is far from finished. We thank you for joining us in this important work and we ask that you continue your commitment to this effort. Together, we can make our vision of access to high-quality early education a reality for all children, providing them with the best possible start in school and in life.

Jayne Harris Abess
Board Chair
United Way of Miami-Dade

Harve A. Mogul
President & CEO
United Way of Miami-Dade
The Center educates parents and early care professionals on how to best engage, inspire and nurture young minds. Professional training and resources, created and delivered by leading experts in the field of early education, address the educational and developmental needs of our most deserving citizens – our children. In the past year, innovative programs offered through the Center, including MAESTRO, Pathways to Quality and ECPAI, are helping create quality early learning experiences for young children not only down the road, but here and now.

The Center helps teachers create a path to quality in early education venues across Miami-Dade

When preschool teachers at Centro Mater began working with early education experts to plan specific goals for improving their program, it was as if a “new world” opened up to them. The direct support and guidance proved invaluable.

“It took teachers to another level of reflection and planning, and there was no turning back,” Miriam Roman, executive director, Centro Mater Child Care Center, said. “They can see the incredible changes in how the children learn and how each child benefits.”

Centro Mater is one of nine agencies – 24 programs in total – taking part in the Pathways to Quality project started in 2012 by the Center. Administrators and teachers at United Way-funded agencies receive ongoing guidance through professional development trainings and resources at the Center. United Way developed the program to help agencies improve the quality of their early education program by leveraging existing resources.

“I found Pathways an excellent tool to establish our goals, develop the strategies and support our yearly strategic plan in the education area,” Roman said. “For the first time we had our curriculum specialists and program directors at all our five sites working together on the Pathways program. This in and of itself brings great opportunities of growth.”

To qualify for continued United Way funding, each program is expected to meet several measurable goals on its “path to quality,” including implementing a growth plan, assessing progress of administrators, teachers and students, and securing accreditation from either the Accredited Professional Preschool Learning Environment (APPLE), National Association for the Education of Young Children (NAEYC) and/or National Accreditation Commission (NAC). Programs design their own way to reach these goals with input and guidance from staff at the Center.

Early childhood administrators invest a year to improve fundamental management and operational skills

A year ago, Jenny Maya-Munne received an email that immediately piqued her interest. It was a message about the Early Childhood Program Administrators Institute (ECPAI) at the Center. As the director of an early learning school in Miami, Maya-Munne had heard about ECPAI and thought the program would be a good chance to learn from her peers – which she did, and much more.

“My expectations were exceeded because I was not only able to network with other center directors and owners but with educational, financial, marketing and program specialists,” Maya-Munne, director of My Little School Academy, said. “All of these experts taught us how to improve our centers on an individual basis. It was a very rigorous year. One lesson learned that I apply daily is to never stop ‘assessing’ my center, for in self-examination comes growth.”

ECPAI is a series of courses specifically geared toward directors, owners and administrators of early education centers. Now in its sixth year, the program gives participants the opportunity to expand their knowledge in all areas of early childhood education, and as a result, scored higher in accreditation points for their centers.

In the coming year, ECPAI will expand into underserved neighborhoods in Miami thanks to a $100,000 grant from the Wells Fargo Foundation. The program will engage early childhood professionals serving Liberty City and adjacent neighborhoods, some of whom will work toward college credit.

“The ability to go into Liberty City and provide these dedicated and hard-working early education professionals additional training and support is remarkable and marks a milestone in our work,” Gladys Montes, vice president, United Way Center for Excellence in Early Education, said. “Our goal is to use our Liberty City outreach as a model to take our program to the next level targeting center and family-based child care.”

ECPAI has been possible thanks to a partnership between The Children’s Trust, The Early Childhood Initiative Foundation, Wells Fargo Foundation on behalf of Wells Fargo Home Mortgage, Quality Counts Career Center, and Miami Dade College.

In 2012, the Center provided 278 trainings, impacting 5,265 teachers, administrators and families throughout Miami-Dade County.

How we do our work

EDUCATE
DEMONSTRATE
ADVOCATE

Creating opportunities for early care professionals, supporting parents, and improving quality

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Frances Lozada-Tirado walked into her first preschool classroom two years ago not knowing what to expect. Until that point, she had cared for infants and toddlers. Preschoolers, she quickly discovered, were an entirely new ball game.

“I’m not afraid to admit it, I was completely overwhelmed,” Lozada-Tirado said looking back at those first few weeks. “I would walk in some days and not know where to begin. I had no idea how to scaffold a lesson, or plan engaging activities for that age.”

When her director at Holy Redeemer, a child care center run by Catholic Charities in Liberty City, invited Lozada-Tirado to take part in a new program called MAESTRO, she jumped at the opportunity. “I know the only way I’m going to be a great teacher is if I am constantly learning new skills and educating myself,” Lozada-Tirado said.

MAESTRO (Mentoring All Educators, Supporting Teachers, Raising Outcomes) works with early childhood teachers to improve their literacy instruction through a combination of one-on-one coaching and a series of large group trainings. The MAESTRO program is an outgrowth of the Center’s 3-year program called Project LEER (Literary Enhancement for Early Readers), a U. S. Department of Education-funded program that ended in December, 2012. Created by the Center’s Early Reading First team, MAESTRO is being funded through a 3-year grant from The Children’s Trust.

Currently, MAESTRO works with 30 early childhood professionals at nine centers to improve the literacy skills of preschoolers. Each of the centers in the program previously scored below average on their kindergarten readiness assessment. MAESTRO teachers participate in more than 40 hours of training in early literacy. This training builds their foundational knowledge of literacy concepts in four key areas: alphabet knowledge, phonological awareness, print awareness and oral language. Additionally, teachers receive 72 hours of one-on-one on-site coaching sessions to support them as they implement the new skills and techniques learned at the trainings.

With a bright smile and an obvious enthusiasm for teaching, Lozada-Tirado explains how far she’s come in a short period. “After the second training, I could see the difference in my classroom – the day runs much smoother when I plan activities based on what I’ve learned, and then get immediate feedback from my literacy coach,” she said. “Theories are beautiful, but I really benefit from the hands-on approach.”

“Frances is a wonderful example of what we are trying to accomplish with this program,” Laura Haim, senior manager, early childhood development, United Way of Miami-Dade, said. “She has embraced the trainings and then worked with her coach to use that new knowledge to make significant changes in her classroom.”

To expand MAESTRO’s reach, each early childhood center nominated a participant to earn the Family Development Credential (FDC). The FDC program collaborates with agencies to teach family workers how to coach families to promote early literacy at home.

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**Promoting Early Literacy**

The importance of fostering reading skills early in life cannot be overstated. Research shows that children who learn to read well by third grade will not only read more independently, but also achieve greater success in math, social studies and science. These students are also more likely to graduate from high school and pursue higher education. The return on investment down the road also includes higher graduation rates, better job skills, increased homeownership and less chance of criminal activities. Given those remarkable outcomes, it is no surprise that the Center – together with a host of local and national partners – is committed to boosting early literacy.

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**On-site coaching and professional development helps create better teachers**

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Elizabeth Leight, chair, Center Committee

**Reason for getting involved:** “Within the Center, it is hard not to be drawn into the work, where the culture is defined by striving towards excellence, always seeking how to do better, learn more, and help those around you. The Center mirrors a family, with all of the love, concern and effort to work towards a common experience – lifting our community to empower and educate our families, teachers and children.”

**Encouraging others to volunteer:** “Whether you wish to read to a child for an hour a week or join the public policy efforts, we are better because of the people in our community. I say to my friends, United Way is one of the places that represents all that is good in Miami.”

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Elizabeth Leight, pictured with Glady Montes, vice president, United Way Center for Excellence in Early Education
United Way of Miami-Dade is one of 10 United Ways in the state to receive a private grant from Carol Jenkins Barnett, chairman and president of Publix Super Markets Charities, and Barney Barnett, Publix vice chairman, to connect volunteer readers with young children.

ReadingPals volunteers commit to reading to students once a week for 24 weeks. The first session started in the fall of 2012. Volunteers are matched with small groups of students to help build vocabulary and key literacy skills through reading quality books and engaging students in interactive learning. To date, nearly 300 volunteers and 28 early learning centers throughout Miami-Dade have been engaged in the ReadingPals program, reaching approximately 1,000 Voluntary PreKindergarten (VPK) students.

"As volunteers, we serve as role models to these children and give them inspiration to believe in themselves," Elise Halberstein, ReadingPals volunteer at Holy Redeemer, said. "I look forward to seeing them each week!"

Joining United Way in this ReadingPals initiative are local partners: The Children’s Movement of Florida, Miami-Dade County Public Schools, The Children’s Trust, Early Learning Coalition Miami-Dade/Monroe, and Miami-Dade County Public Library Systems.

In Florida, more than one-third of third graders in public school cannot read at minimum levels of proficiency.
Families play a critical role in helping their children learn and develop. As an Early Head Start provider, the Center works to build strong and healthy relationships between parents and children both in its Demonstration School, Educare of Miami-Dade, and in the community.

Launched in 2010 as part of its effort to ensure all families receive the support and guidance they need to thrive, the Center began working with homeless children and families. Funded by Miami-Dade County Community Action Agency and the United States government, the Center’s Early Head Start Home-Based Program helps meet the needs of low-income pregnant women and their families through home visits and group socializations. Working with the Lotus House Women’s Shelter, a resource center and residential facility serving homeless women and infants in the heart of Overtown, the Center ensures 12 families receive an array of individualized services.

The home-based program’s principal goal is to support parents in their role as their child’s “primary teacher” by ensuring parents have access to resources and can create a safe environment for their children to learn and grow. Both the parent and educator work collaboratively to establish realistic goals for the infant or toddler each year, and help him/her to transition to a Head Start Center-Based program.

The program is two-fold: weekly, year-round, 90-minute home visits support parents in educating and nurturing their children, as well as providing services to expecting mothers such as prenatal care, postpartum depression and a variety of educational experiences; and biweekly group socialization to strengthen and support the parents. Home-based educators also provide additional support to families experiencing multiple stressors, including maternal depression, violence in the home, health complications or other family crises. Beyond emotional support offered by the program, participants receive assistance with basic resources such as clothes, food, transportation, strollers, car seats, and educational supplies.

As a child’s first teacher, parents are the foremost and most influential educator in their child’s life; especially in the first three years, when 85 percent of children’s core brain structure is formed.

Unique home-based program supports mothers in educating and nurturing their children

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The Center demonstrates how to improve the quality of services and programs available to young children by serving as a model for observation and implementation of best practices. Additionally, it models a variety of cost options for those interested in revamping or building centers of high quality. All best practices modeled at the Center’s Demonstration School, Educare of Miami-Dade, are supported by research. The unique composition of the building allows for in-depth observation of those practices without interrupting the children’s learning process. This year, we received visits from practitioners across the country and internationally interested in observing early education best practices.

The Demonstration School, Educare of Miami-Dade, focuses on the development of the whole child

A small group of preschoolers at the Center’s Demonstration School, Educare of Miami-Dade, sat in a circle one morning throwing different colored beanbags into a wicker basket.

“Max, cuál quieres, rojo o verde?” the teacher asks a student in Spanish to choose from the red or green beanbag she is holding up. Max proudly says “rojo” and grabs the red one to toss into the basket.

While the children are clearly having fun, their teachers know these activities are building important skills. Their play is intentional and focused – a fact not lost on a visiting teacher taking notes across the room. She is observing, among other things, how teachers at the Demonstration School incorporate dual language into the curriculum.

“We understand that we not only serve the 156 children, ages 8 weeks to five years, enrolled in the school, but the hundreds of teachers, administrators and parents who observe our work, and implement those lessons in their own homes and classrooms,” Paula Moujalli, principal, Demonstration School, Educare of Miami-Dade, said.

Now in its sixth year, the School continues to incorporate research-based best practices in early childhood education, including innovative and creative language and arts programming. The comprehensive approach by administrators and teachers at the School is intended to address the social, emotional and physical development of each child.

Language and communication development

Children enrolled in the School are exposed to a literacy-rich environment to promote early reading and writing skills. Children learn to distinguish sounds in spoken language, identify letter names and their sounds, and demonstrate knowledge about environmental print.

Another key component of the School’s literacy program focuses on dual language acquisition. English and Spanish lessons are incorporated into classroom experiences, according to developmentally appropriate practices.

Social-emotional development

The School strives to create an environment for children which encourages them to develop a positive self-identity, practice empathy, regulate their feelings, resolve social conflicts, engage in cooperative play, and participate in the classroom community.

According to Nobel Prize-winning economist, Dr. James Heckman, returns to dollars invested in early education are as high as 15-17 percent per year.
Science and math skills

Creative play in the School’s garden, kitchen, art and block areas are all intended to enhance children’s understanding of numbers and operations, geometry, patterns, measurements, and position in space. These varied experiences support the concept of a “living lab” within the School, where children learn to explore, observe and experiment.

Creating environments

Planning and arranging space is a key – but often overlooked – component of high-quality early education programs. “The environment is the third teacher in the classroom,” Paula Moujalli, principal, Educare of Miami-Dade, said. “The environment is not about decorating, it is about having an intentionality with the materials we use. Teachers are constantly asking themselves ‘how is the environment provoking children to think and interact?’”

Art exploration

Exposing children to a work of art promotes the expression and representation of what children observe, think, imagine and feel. Through one of the School’s programs, Piensa en Arte/Think Art, children and teachers engage in purposeful dialogues and exercises generated from works of art. This process promotes investigation, questioning and creation. The program is a partnership between Fundación Cisneros and United Way Center for Excellence in Early Education.

Visible Thinking

Visible Thinking is a teaching tool that helps teachers develop a culture of thinking within their classrooms. At the School, teachers and children make thinking visible by creating an environment in which children and teacher are both learners and teachers by sharing ideas, explaining things to one another, and brainstorming solutions; children are empowered to be life-long learners and problem solvers. Visible Thinking was created from over 30 years of research by Harvard University’s Graduate School of Education and brought to South Florida by Florida International University. The Center is actively engaged in conferences and activities of the Visible Thinking South Florida group.

Family engagement

Family involvement is a key component of the School’s work and each family is required to complete 30 hours of volunteer work each year. The goal is to lay the foundation for children’s healthy development. The School uses Touchpoints, a framework developed by Dr. T. Berry Brazelton, that focuses on the parent-child relationship and utilizes the knowledge parents have of their child to best address his/her developmental needs.
 Championing effective, evidence-based early childhood policies, programs and services is a critical component of the work at United Way Center for Excellence in Early Education. In order to create a comprehensive and efficient early childhood system, the community—including parents, business leaders and lawmakers—must mobilize to demand, support and improve policies for young children. In the past year accomplishments in the advocacy arena include adopting the Florida United Way Consensus Agenda, organizing of a voter outreach project and launching a statewide literacy initiative. Additionally, programs such as the United Way International Initiative and the Global Leaders Initiative are spreading our message to business and community leaders around the world.

Florida United Ways join forces in support of policies that improve the lives of children

Once again, United Way of Miami-Dade joined forces with United Ways across the state to develop a consensus agenda on key education, health and financial stability issues. The Florida United Way Consensus Agenda is a powerful advocacy tool for United Ways to clearly state with one voice the critical issues affecting the communities that United Way serves.

Each of the priority issues in this past year’s consensus agenda achieved positive outcomes. The 2013 Florida United Way Consensus Agenda, adopted by more than 30 United Ways this fall, maintains a strong emphasis on state and federal legislation, policies and investments to promote early learning and support for young children and their families. It includes the following legislative priorities:

- Funding and quality improvements to Florida’s Voluntary Prekindergarten (VPK) and School Readiness programs
- Expansion of KidCare to cover all children eligible for health care under federal guidelines.

In addition to working with United Ways around the state, our local, state and national policy partners include Miami-Dade County Public Schools, The Children’s Trust, Early Learning Coalition Miami-Dade/Monroe, Greater Miami Chamber of Commerce, United Way Worldwide, Birth to Five Policy Alliance and First Five Years Fund.

The Center hosts a series of legislative visits

In an effort to engage and inspire influential leaders, including policymakers, to support high-quality early education programs and policies, United Way – together with The Children’s Trust, Early Learning Coalition Miami-Dade/Monroe and The Children’s Movement of Florida – stepped up its efforts to bring legislators and policymakers to the Center. Visitors included: Miami-Dade County Mayor Carlos Gimenez; City of Miami Mayor Tomás Regalado; State Senator Anitere Flores, among others.

Florida First Lady Ann Scott reads to children at the United Way Center for Excellence in Early Education

“Access to high-quality early learning opportunities for Florida’s children continues to be a high priority for Florida’s 32 United Ways. The Florida United Way Legislative Consensus Agenda positions us to have an even greater impact in addressing this and other critical education, financial stability and health issues that will help all Floridians enjoy a better lives.”

Ted Branger, president, United Way of Florida

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United Way begins a Latin American collaboration on early education

As the economic and social well-being of Miami-Dade County and Latin America continue to grow more interdependent, United Way of Miami-Dade is collaborating with eleven other United Ways in Latin America and United Way Worldwide on an international initiative. Working together, the United Ways identify opportunities to improve health and human services within their countries and Miami-Dade, and engage multinational business leaders and individuals in developing the resources and programs to address needs. The first area of focus is improving the quality of early education through the development of a block-building early education project called “Play with a Purpose.” The United Ways presented their proposals for this group’s first joint project which will get underway in the second half of 2013. The focus of the project is to promote math and engineering through block play. Providing volunteer oversight to this effort is a committee of philanthropists and corporate leaders who oversee their company’s business interest in the Latin America region.

Center hosts meeting with early childhood advocates from the United States and the Caribbean

The goal behind the Center’s newest partnership with the World Forum Foundation is to engage leaders to support and advocate for high-quality early childhood programs.

In November, the Center hosted the North American and Caribbean Global Leaders Meeting, which included more than 40 leading early childhood advocates from the U.S. and the Caribbean. These early childhood advocates were mentored by Joan Lombardi, a national and international expert on early childhood and the former deputy assistant secretary and inter-departmental liaison for Early Childhood Development.

During the meeting, presentations focused on increasing the understanding of the issues around early learning in the region. Participants also discussed how to collaborate on different projects, find solutions, and strategies to expand community outreach.

The World Forum Foundation was started more than a decade ago with the idea of bringing together early childhood professionals around the globe. Bonnie and Roger Neugebauer, owners of Exchange magazine, and Carmel and Rodney Kenner, owners of Pademelon Press, are the founders of the World Forum Foundation. The Exchange magazine focuses on the administration of programs for young children and the Pademelon Press is the largest early childhood book press in Australia.

“At FedEx, we primarily work with programs that aim to strengthen early education for children in Latin America and the Caribbean. Why? Because we know that education is the foundation of sustainable economies.”

Juan N. Cento, regional president FedEx Express Latin America and Caribbean division

The first project of the international initiative, “Play with a Purpose,” will be focused on promoting math skills through block play.
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Gerald C. Grant, Jr.
AXA Advisors, LLC

Jose L. Hernandez-Torizon, Esq.
Holland & Knight, LLP

Peggy M. Holland
The Succession Group

David A. Landsberg
The Miami Herald/Nuevo Herald

Elizabeth B. Leight, Ph.D.
Jack Lowell
Flagler Real Estate Services, LLC

Michael S. Meredith
Public Super Markets, Inc.

Harve A. Mogul
United Way of Miami-Dade

Debbie Wasserman Schultz
Ileana Ros-Lehtinen

Congresswomen Debbie Wasserman Schultz and Ileana Ros-Lehtinen co-sponsor federal appropriations bill in support of the Center.

Our Milestones

JANUARY 2007:
The Demonstration School opens for the first day of school on January 8, 2007.

SEPTEMBER 2007:
74 early childhood program administrators participate in the first cohort of ECPAL.

JULY 2007:
The Center receives the first grant from the Early Learning Coalition (ELC). Through this 6-year partnership, the Center has provided professional development opportunities to nearly 2,400 early care and education practitioners.

FEBRUARY 2008:
The Center formally joins the Educare Learning Network.

SEPTEMBER 2008:
Fundación Cisneros and the Center enter into a formal partnership.

FEBRUARY 2010:
Congresswomen Debbie Wasserman Schultz and Ileana Ros-Lehtinen co-sponsor federal appropriations bill in support of the Center.

JANUARY 2012:
The Center’s professional development programs are featured as the cover story of Exchange magazine, a leading publication for early educators.

Toni Randolph at the Center’s 5-year anniversary celebration

Toni Randolph, immediate past chair, Center Committee

Reason for getting involved: “The ages of zero to five have always been dear to my heart, and to see an organization like United Way willing to bring early education to the forefront was remarkable. I knew I had to be a part of this dynamic group.”

Magical moment: “At the Center’s 5-year anniversary celebration it was so moving to hear directly from parents how the programs offered here have impacted their children and improved their lives.”
The Center has benefited from relationships at national universities:

Barry University
Lilu C. DiBella, Ed.D.

Harvard University
David Perkins, Ph.D.; Ron Ritchhart, Ed.D.; Shari Tishman, Ph.D.

Florida International University Visible Thinking, Miami Project
Angela Salmon, Ed.D.

Florida State University
Mimi Graham, Ed.D.

Miami Dade College
Susan Neimand, Ph.D.

Nova Southeastern University
Wilma Rubio de Melendez, Ph.D.

University of Miami
Daryl Greenfield, Ph.D.

University of North Carolina
Donna Bryant, Ph.D., Franklin Porter Graham Child Development Institute

Western Kentucky University
Luis Hernandez

Center Committee

Magaly Abraham, Ph.D.
Miami-Dade County Public Schools

Fernando Amendi
Benbenes & Amendi

Yolandia Berkom
W.J. Blanchard, MD
Beetha Abess Children’s Center

Maria R. del Busto
Royal Caribbean Cruises, LTD

Amelines De Costa Girnus
Lilia C. DiBella, Ed.D.

Barry University

Tania D. Domínguez
Cisneros Group of Companies

Deborah Duro, MD, NS

Marisel Elias-Miranda
Miami-Dade County Public Schools

Jane Gilbert
Wells Fargo

Dorina Giron
Crossroad Consulting Group

Peter Gorski, MD, MPH
The Children’s Trust

Mileidis Gort, Ed.D.
University of Miami

Pete Giarina
Bendixen & Amandi

Glynnis Goodale
Early Learning Coalition of Miami-Dade/Monroe

Elizabeth Letcht, Ph.D.
Grants United Way Center for Excellence in Early Education

Bela Wendorf
Educare Learning Network

Susan Heinz, Ph.D.
Miami Dade College

Julie Popey
Strategic Business Consultant

Georgia Prato
The Joy of Learning

Rebecca Ritchie
The Children’s Trust

Wilma Rubio de Melendez, Ph.D.
Nova Southeastern University

Ron Ray
Miami-Dade County Public Schools

Angela Salmon, Ph.D.
Florida International University

Abe Sepcak
The Early Childhood Initiative

Dorothy Terrell
Abby Thomason, Ph.D.
Thomason Strategy Group

Janelle Tropilo
Miami-Dade County Community Action Agency Head Start/Early Head Start Program

Elissa Vanaver
Breakthrough Miami, Inc.

Jose Wito, CPA
CIBD

Marinena Villamil
The Washington Economics Group, Inc.

Jessica Wendt
United Way Center for Excellence in Early Education, Parent Committee

Juan Carlos Zapata

United Way International Initiative Advisory Council

2012 – 2013 NAMER
Maria Ignacia Agoo
Cisneros Group of Companies

Steven Bander
Cisneros Group of Companies

Alain Bautista
Alain Bautista Networks

Sandra Caldera
Alain Bautista Networks

Marcelo Capello
Tenet America LLC, Inc.

Maria Isabel Castellanos
Consejo General de Colombia en Miami

Ingrid Cedeño
Ingrid Cedeño

Lily Consuegra
Lily Consuegra

Daniel Corral
Novartis Pharmaceutical Corp.

Lauro de Carvalho
IntraHealth

Abby Byrnes
InterContinental Hotels Group

Bill Foley
KPMG LLP

Marcelo Fumasseti
Novartis Pharmaceutical Corp.

Cynthia Garcia
Novartis Pharmaceutical Corp.

Paulo Goffert
Goffert International

Dra. Isabel Gomez-Baussas
Universidad de Colón

Richard Hartwell
Mastercard Worldwide

Francis Hertel
Mastercard Worldwide

Maria Jarabo
Centro de Salud de Colón en Colombia en Miami

Sundrick Johnson
Colombian National Congress

Dr. Marcela Lombart
Instituto de Medicina Latina

Esthergracia Lopez-Munoz
FedEx Express

Mirtilla Macedo
Ocean Bank

Henry Martinez
Discovery Networks

Marvin Mather
RBC Money, Inc.

Randy Williams
Cl普通

Ayda Morillas
FedEx Express

Juan Carlos Morales
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Juan Carlos Paredes
Eastman Chemicals Latin America, Inc.

Adriana Perez-Orionza
Covena Real Estate

Pete Pizarro
Walsh Group International University System

Janelle Prieto
Elway

Oliver Puch
Novo Latin America

Miriam Rivas
Univision Radio

Sergio Robles
Novo Nordisk

Laura Ross
SPR International

Carolina Sener
Solvay

Quan Smith
South International Legal Consultants, P.A.

Diego Storch
Foragro Latin America Inc.

Michael Stoller
Baptist Health South Florida

Jorge Urci
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Rafael Urba
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María Teresa Velez
Univision Networks

United Way Center for Excellence in Early Education 2012 Report

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