

Calvin Hill Day Care Center **IMPACT STUDY**



1970-2025

Examining 55 Years of Calvin Hill's Work
Through Our Community's Many Voices

This study was funded by generous support from the



Calvin Hill Day Care Center's Influence Through the Years

“When parents—whether university faculty, employees or students—have reliable, affordable and quality child-care, they are better able to focus on their own work. When a program provides a livable wage and essential benefits for its teachers, it demonstrates its respect and commitment to talented and dedicated staff and has a better chance of retaining individuals who are experts in their field. These teachers have a further impact on the broader New Haven and Connecticut Early Childhood communities when they share their expertise in local and state-wide workshops and conferences. Calvin Hill alumni (my own children among them) have the extraordinary benefit of a superb foundational early childhood education: one that encourages curiosity and creativity, values diversity, is grounded in developmentally-appropriate practice, supports social/emotional development, works in close partnership with parents, and genuinely embodies community. The positive ripple effects of such a program are infinite and so needed in these challenging times.”
– Parent/Board Member

Dedicated to Kitty Lustman-Findling

This Impact Study is dedicated to the memory of Kitty Lustman-Findling, whose visionary leadership, mentorship of students, and steadfast commitment to early childhood education helped lay the foundation for the Calvin Hill Day Care Center and the Kitty Lustman-Findling Kindergarten. Kitty's work was rooted in a deep belief that all children deserve spaces where they are seen, nurtured, and inspired to grow. Her role as the first woman head of a residential college at Yale and her mentorship of Yale's first women undergraduates reflect her lifelong dedication to equity, inclusion, and empowerment. The impact of her contributions—both within the walls of the classroom and across the wider community—continues to shape lives and institutions. It is in her honor that we offer this study, with gratitude for the lasting change she made possible.





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Welcome

To Our 2025 Impact Study

Dear Friends of Calvin Hill,

In conducting this study, we set out to assess Calvin Hill's success in fulfilling its mission and to strengthen—and perhaps expand—its ability to provide high-quality, affordable childcare to Yale and New Haven families. We also sought to reflect on what we believe is a significant contribution to Yale and the broader New Haven community.

As a small nonprofit, Calvin Hill Day Care Center (CHDCC) did not have the capacity to conduct a comprehensive impact study on its own. Thanks to a generous grant from the Kapor Foundation, we were able to examine, evaluate, and showcase what we do best—the care and education of young children, the support of their families, the academic engagement of undergraduates, and the creation of a diverse and inclusive learning community. Through our research, we connected with many sectors of our community, gathered thoughtful responses, and listened to the voices of those who have been a part of the Calvin Hill experience. We are proud to say that this study reaffirms our belief that our small school has had a lasting influence on our families, Yale University, its employees and students, our teachers and fellows, the wider New Haven community, and even beyond.

This Impact Study is a testament to the dedication and resilience of our staff, the unwavering support of our families, and the collaborative spirit of our partners. I am profoundly grateful to the Yale administrators who supported us along the way and to the countless individuals whose contributions have shaped Calvin Hill over the last 50+ years. Special recognition goes to those who were instrumental in CHDCC's founding, including cherished colleagues and friends we have lost. Their vision and commitment remain deeply embedded in our work.

At Calvin Hill, relationships are at the heart of everything we do. We build relationships with children, families, teachers, students, and the broader community. It is these connections that have allowed Calvin Hill to flourish and serve as a model for early childhood education.



Thank you for your continued support and belief in the power of our mission. I am pleased to share this Impact Study with you, and I invite you to reflect on the incredible journey we have undertaken together.

With gratitude,
Carla M. Horwitz
Director Emerita
Calvin Hill Day Care Center and Kitty Lustman-Findling Kindergarten

Information About This Study



This study draws on multiple sources spanning from the 1970s through 2025, offering more than five decades of insight into participation and representation. Our goal was to engage our diverse community with care, while acknowledging the broader historical context in which Calvin Hill has evolved. While we recognize the limitations inherent in any data set, the information in this study reflects our best effort to honor the varied experiences that shape our shared history.

OVERVIEW

This study was proposed and funded by Mitch Kapor in conjunction with the 50th reunion of his Yale class of 1971. Mitch and his wife, Freada Klein Kapor, envisioned a study to examine the impact of Calvin Hill's 50+ years of providing campus childcare on: Yale University's families and children, employees and students; CHDCC Teachers and Fellows; the New Haven Community, and beyond.

PLANNING AND BUDGET

Carla Horwitz (Director Emerita) served pro bono as the principal investigator/coordinator. The study was conducted during 2023-25. The work of defining and planning this study was done by Carla and a small committee of current and past members of the Calvin Hill Board, current and alumni parents, Bill Porter (a representative of the Yale Class of 1971), and Susan Taddei (Director). The budget for the study was \$25,000.



RESEARCH & DESIGN

- Technical support: Elif Kongar
- Background and history papers from former CHDCC Treasurer Ray Fair and from Yale Early Childhood Education class alumnae Hannah Perlman and Juliana Fan
- Undergraduate student research assistants: Noe Topping, Gabriella Cohen, Jessica Navarro, Cadence Brown, and Liam Heraty
- Graphic design: Mindi R. Englart
- Photos: Judy Sirota Rosenthal, Sue Yang, and Calvin Hill staff



Methods of Inquiry

OUR OVERARCHING QUESTION

This study is an investigation of Calvin Hill's long-term impact on Yale University—its families, children, employees and students; on Calvin Hill teachers, fellows, and alumni; and on the broader New Haven community and beyond.

METHODS OF INQUIRY

- Analysis of demographic enrollment data since 1970 with a focus on family income, tuition paid on the sliding scale, and Yale affiliation
- Interviews with 12 current and former Yale administrators with responsibilities for oversight of childcare at Yale and other members of the Yale administration past and present
- Surveys were sent to diverse members of the Calvin Hill community—those still in contact with Calvin Hill and/or for whom we had reliable email addresses. Questions about Calvin Hill's impact were tailored to the following groups:
 - current and alumni parents
 - current and former Calvin Hill teachers
 - Calvin Hill alumni (those old enough to reflect on memories of their experience)
 - current and former Calvin Hill Board members
 - current and former teaching fellows
 - alumni of Yale early childhood education and child development courses who did their observations in Calvin Hill classrooms, or those who worked there as a job
 - colleagues and community members familiar with Calvin Hill

We sent out 629 surveys and received 213 back. Of these, 437 were parent surveys, with 121 returned.



Detailed survey data summary information can be found here.

“This study explores the reflective spirit that has made Calvin Hill such a wonderful program in the past and a positively evolving program in its future.” – Parent/Early Childhood Education Researcher

OUR DATA COLLECTION FOCUSED ON THE IMPACT:

- of the sliding scale tuition on Yale employee access to affordable high-quality childcare, and its relationship to the families it serves.
- of continuous efforts in diversity and equity work that aim to foster a culture of inclusivity and sense of belonging.
- of Yale's investment in childcare at Calvin Hill and how it has benefited the university in attracting and retaining faculty and staff.
- on young parents for whom the experienced staff provide counseling and support about child development, parenting, and future educational planning.
- on children, who are beneficiaries of the robust pedagogy that supports a play and inquiry-based curriculum within the context of meaningful social emotional learning.
- on the teaching mission of the university, as three Yale courses involve students observing at Calvin Hill.
- on the training and mentoring experienced teachers provide for new staff, Yale students, and those participating in the year-long funded teaching fellowship in Calvin Hill's classrooms.
- on advocacy within New Haven, and beyond, for high-quality, developmentally-informed early childcare and education.

About Calvin Hill Day Care Center



For over 55 years, Calvin Hill Day Care Center (CHDCC) has been known for its responsive education, innovation, and lasting community impact. Founded in 1970, it is a private, nonprofit preschool and kindergarten affiliated with Yale University in New Haven, CT. Currently serving 54 children, Calvin Hill partners with families—both Yale-affiliated and from the broader New Haven community—and offers sliding-scale tuition to ensure access to affordable, high-quality care.

Rooted in the community and guided by a progressive, play-based philosophy, Calvin Hill fosters discovery, creativity, and social-emotional learning across three classrooms: Threes, Preschool, and Kindergarten. Its experienced educators create a nurturing, stimulating environment where children actively construct knowledge through inquiry and exploration.

In addition to serving children and families, Calvin Hill serves as a training site for Yale students studying early childhood education who observe weekly, as well as for students from other area colleges. A year-long post-graduate fellowship also supports the next generation of educators and advocates.



Calvin Hill Day Care Center

What We're About

A Message From Our Board President: Preethi Varghese-Joseph

"Calvin Hill holds a special place in my heart, as both of my sons spent their early years here in a nurturing environment that set them on the path to lifelong learning. The remarkable teachers created a space where my children felt safe, encouraged, and valued every day. The strong sense of community made Calvin Hill feel more like a second home, where lasting friendships were formed. I deeply value the mission of the school, which centers on equity, inclusivity, and developmentally appropriate learning. Even after my sons moved on, I have continued to serve on the board because I believe in the vital role Calvin Hill plays in supporting children and families with integrity and heart."



Creating Community

Community involvement is a core element of the success of Calvin Hill Day Care Center. We emphasize the collaborative efforts of families, teachers, and board members in planning, policy-making, and a variety of projects. CHDCC fosters a sense of agency and ownership among its members, contributing to its growth and development. Another key element of our success is the role we play in the broader New Haven community in terms of mentoring, providing professional development workshops, serving as an observation site for students and colleagues, and participating in advocacy efforts for childcare quality, access, affordability, and social justice.

Our Mission

Calvin Hill Day Care Center and the Kitty Lustman-Findling Kindergarten aim to serve as a support for whole families, working in partnership with parents to help meet the emotional, social, physical, language, and intellectual needs of their children. CHDCC values the diversity of culture, language, goals, and values of its families and is made richer by the inclusion of our families' many backgrounds and strengths. CHDCC strives to establish and maintain strong relationships between teachers and families as well as to provide opportunities for growth and development in a stimulating, nurturing learning community for adults and children.

The Calvin Hill sliding scale upholds its mission to provide high-quality, affordable childcare and early childhood education to the children of Yale and the greater New Haven community. Our Board of Directors is committed to ensuring that the community of families enrolled is economically diverse.

Our Renewed Values Statement

In 2025, the teachers and Director Taddei, along with a consultant, reviewed and reaffirmed the values central to Calvin Hill.

At Calvin Hill, we want everyone to feel a sense of belonging in our school community. We establish trusting relationships so children, families, and teachers can express themselves freely in a safe and supportive environment. We affirm each other's individual and social identities in joyful ways. We explore and celebrate the diversity within our own classrooms, while introducing children to the larger world. We model how to treat one another with respect, kindness, and empathy. We help children recognize and respond to instances of injustice in their classroom and their communities in developmentally appropriate ways.

Interview with Director Susan Taddei

What's your role at Calvin Hill and in the broader early childhood education field?

Susan: I'm the director at Calvin Hill and serve on the board of the Greater New Haven Chapter of CTAEYC, the local chapter of the National Association for the Education of Young Children that accredits our center. Through CTAEYC, we offer professional development and community-building events for educators. I'm also a member of the New Haven Early Childhood Council, which supports programs that participate in the New Haven School Readiness Program.



How did you first get involved with Calvin Hill? I first connected with Calvin Hill in college after a chance encounter with longtime director Carla Horwitz. A short-term job turned into summer work (my first job after college) and I eventually enrolled my three children here. I later worked as Carla's administrative associate, served as the secretary of our board, and was invited to apply when the director position opened. Calvin Hill has been part of my life since I was 18; Carla has been one of the most influential mentors of my career in early childhood education.

What's working well at Calvin Hill? Our approach—child-led, play-based learning centered on social-emotional development and a project-based curriculum—has stood the test of time. Families consistently tell us they love our teachers. They're experienced, educated, and truly aligned with our values. Our low 1-to-5 teacher-to-child ratio supports individualized attention and teacher well-being.

What makes the teaching team unique? Our teachers bring both skill and heart to the work. The structure of the day and our shared philosophy give them time to be present with the children and enjoy their work. They take turns cooking real meals on-site, which creates a home-like atmosphere.

How does Calvin Hill engage with the wider community? We've built a reputation for high-quality care, with strong ties to Yale—75% of our families are Yale-affiliated. Yale also provides weekly mental health and health consultation, and maintains our building. Our sliding tuition scale, based on family income, allows families to access our program at all income levels. The New Haven School Readiness program subsidizes about a third of our spots even more. We also partner with organizations like Chapel Haven, welcoming volunteers and employees with developmental disabilities. Inclusion and equity are core values here.

What challenges are you facing? We're currently navigating shifting political priorities that threaten access to childcare. To stay grounded, we worked with a consultant to craft a clear Values Statement. Childcare is a constant balancing act in terms of budget—offering livable wages while keeping tuition accessible. Programs like the federal Child and Adult Care Food Program, which subsidizes our food program, have allowed us to continue to provide breakfast, lunch, and snack. COVID-19 revealed that many families rely on us for food security, but funding like this isn't guaranteed long-term.

What excites you most right now? I'm inspired by how our community has embraced our values. They guide everything—from hiring to admissions. It's an affirmation of the vision of our founders: social justice, advocacy, and deep care for families and children.

Celebrating Our Legacy

**Yale Class
of '71 alumni
with Board
President
Nancy Close
and Director
Carla Horwitz
at CHDCC's
twentieth
anniversary
celebration**



Kurt Schmoke, Nancy Close, Carla Horwitz, Bill Porter, and Rick Rogers



Kurt Schmoke, Kitty Lustman-Findling, Calvin Hill, and Mary Pearl

**Calvin Hill
Day Care Center
founders, with
namesake
Calvin Hill, at
25th anniversary
celebration**

As one often-told story goes, on a visit to CHDCC, **Calvin Hill** was asked by a little boy, "Why did your mother name you after a day care center?"

Calvin Hill Day Care Center Timeline

Yale fires food server after she misses work due to cost of childcare. Students protest, convince Yale to rehire her, and demand affordable day care for low-wage union employees. Yale students Kurt Schmoke ('71) and Mary Pearl ('72) become co-directors of proposed childcare center.

1969



Former Yale football star/NFL player Calvin Hill lends his name to the cause. Students' Strike Steering Committee demands Yale ensure that Calvin Hill Day Care Center (CHDCC) be functional by September. CHDCC is founded in space Yale provides at St. Thomas More House.

CHDCC becomes affiliated with Yale Child Study Center to serve as a "model childcare program."

1971

1970

Yale helps renovate University-owned firehouse and Calvin Hill moves in rent-free.



1972



Carla Horwitz becomes Head Teacher (and Director in 1976). CHDCC opens enrollment to more income levels at Yale.

1975

1978

Calvin Hill increases salaries and includes health insurance for its teachers. Summer program is added.

CHDCC Begins admitting non-Yale-affiliated children from New Haven area.

early 1980s



Calvin Hill renovates Preschool classroom, adding new science area. Teachers are offered retirement benefit.

1986

1983-85

CHDCC opens full-day kindergarten. Consortium of Yale-affiliated childcare programs created, supported by Yale Child Study Center and Lustman Foundation.

1991

Calvin Hill opens Toddler program that becomes a Young Threes program in 1996.

Teaching fellowships funded by Harris, Seedlings, and Lustman Foundations, and the Shor/Bianchi family. CHDCC partners with Connecticut School Readiness program.

1997 to present

2004

"Atelier" studio space is constructed, incorporating Reggio Emilia philosophy.



A formal agreement with Yale requires CHDCC to attempt to ensure enrollment is at least 75% Yale-affiliated families.

2011

2012

Sliding tuition scale is adjusted to ensure no family pays more than 10% of income, except those at the top of the scale.



Carla Horwitz retires. Susan Taddei becomes Calvin Hill Director.

2015

2020

COVID closes Calvin Hill in March; teachers hold online classes until June. Calvin Hill reopens in September, with smaller classes and additional Preschool classroom.

Calvin Hill resumes normal operations and celebrates 50th birthday, in conjunction with 50th reunion of Yale Class of 1971, the Center's founders.

2021

2023

CHDCC partners with Chapel Haven to employ adults with cognitive and social challenges.



New Values Statement is adopted, endorsing Calvin Hill's commitment to diversity, respect, and belonging.

2025

2025-26

Current Calvin Hill operation: Enrollment, 54 families, 75% Yale-affiliated; 15 professional staff, 2 fellows, a director, and an administrative associate.

How We Came To Be From Class of 1971 Alumni



Kurt L. Schmoke

As a co-founder of the Calvin Hill Day Care Center, I feel enormous pride in seeing how the dedicated staff has educated and nurtured children of the Yale/New Haven community for over five decades. The lives of young families have been enriched by the care their children have received at Calvin Hill and its kindergarten. This work has exceeded the dreams of the university students who started this effort so many years ago.

Bill Porter

Very few members of the Class of 1971 came to Yale thinking about childcare. Many of us were closer to being toddlers than having one! Yet for some, awareness began not with our own children, but when Davenport College became a Child and Family Care Center during the Black Panther protests on May Day weekend in 1970. A year later, a union employee walkout revealed how hard it was for the blue-collar workers who cared for us to find quality childcare for their own children. Appreciation grew as we watched the efforts of Kurt Schmoke '71 and Mary Pearl '72, with support from Calvin Hill '69, faculty, and administrators, lead to the founding of The Calvin Hill Day Care Center in a reconfigured firehouse on Highland Street.



Although Calvin Hill opened after our graduation, admiration for our classmates' efforts and the value of early childhood education grew. At our 20th reunion in 1991, the class adopted CHDCC as its "official charity," beginning informal fundraising. With enthusiasm from Rick Rogers and Bob Shapiro, momentum grew. Email and databases expanded our network. Class Secretaries Harry Levitt and Andy Kaufman raised awareness through the *Yale Alumni Magazine*.

In 2021, with our 50th reunion postponed and CHDCC facing pandemic challenges, the Class of 1971 stepped up. Spurred by a generous matching gift from Mitch and Freada Kapor, a record number of classmates contributed—doubling our largest previous donation. The next year, four classmates repeated the challenge, again drawing strong support.

From its founding to our continued efforts, the Class of 1971 has stood with CHDCC. A second Kapor gift funded this self-study, giving CHDCC a chance to reflect on its first 50 years and plan for the future. The feedback I hear confirms that classmates truly enjoy supporting this meaningful cause.

Calvin Hill has served more than 2,000 families since it began in 1970.



Our Place in History

Childcare and the Women's Movement

Calvin Hill Day Care Center was founded in 1970, a time of great societal change. The women's movement was gaining momentum, highlighting the need for affordable, high-quality childcare as more women entered the workforce. Nationally, discussions on early childhood education were expanding, with increasing recognition of its importance in child development and educational equity. Against this backdrop, a group of Yale undergraduates, faculty, and administrators came together to create a childcare center that would provide a nurturing and enriching environment for young children while also supporting working families—especially Yale's low-income employees.

At its founding, Calvin Hill was not curriculum-focused in the way we think of early education today. Its primary mission was to provide a safe, caring space for children while their parents worked or studied. Over time, CHDCC evolved into a model of best practices in early childhood education, incorporating play-based learning, a respect for the developmental needs of young children, and the professional development of teachers. Strong relationships between teachers, children, and families became the foundation of CHDCC's philosophy—a principle that continues to guide its work today.

With Yale's support, Calvin Hill also became an invaluable training ground for university students interested in child development and education. CHDCC's commitment to a sliding tuition scale, diversity, and inclusion ensured that children from different backgrounds could learn and grow together, fostering a sense of community that extended beyond the classroom.

Over the decades, many dedicated individuals played key roles in Calvin Hill's growth and success. Some of these visionaries are no longer with us, but their legacies live on in the work we do every day. CHDCC's lasting impact on children, families, educators, Yale University, and the greater New Haven community stands as a testament to the power of relationships and the belief that every child deserves a strong start in life.



Yale students providing childcare at the May Day 1970 demonstration founded Calvin Hill.

“Yale stated its commitment to increasing the ratio of women on the faculty and dealt with the issues of promoting and attracting women to the faculty. Over the years, there was repetition of the argument that you have to recognize that child-rearing is going to be on the mind of most women who you are looking to advance. It's an expectation of women in the workplace.” – Yale Administrator on Calvin Hill's value to the university

For in-depth background on Calvin Hill's history see the following papers by Yale students:



“The Evolution and Impact of a Mission Statement: A Case Study of Calvin Hill Day Care Center” by Hannah Perlman



“Calvin Hill Day Care Center: A Case Study in Student Activism & Changing Conceptions of Childcare” by Juliana Fan



Making High-Quality Childcare Accessible

Our Sliding Scale Tuition



Tuition Policy and Equity Commitment

Childcare in our nation is expensive. Although tuition at Calvin Hill has steadily increased over the years in response to rising costs, consistent efforts have been made to maintain accessibility for lower- and middle-income families. Rather than offering scholarships or responding to individual requests, CHDCC has implemented and refined a sliding scale. The aim is for each family to pay the same proportion of its income, subject to market constraints. Families who earn \$100,000 or less pay 10% of their income. This approach eliminates subjective discretion—it applies equitably to all families, regardless of background or personal circumstances. The model reflects CHDCC’s long-standing commitment to affordability, equity, and transparency.



The theory behind our sliding scale is discussed in a 2006 paper for the Calvin Hill Board by Yale economist and former CHDCC treasurer Ray C. Fair. Scan to read the original paper in full.

“Calvin Hill was before its time in terms of supporting diversity through the sliding tuition scale. The sliding scale is very attractive and represented excellence and diversity before Yale started to pay attention to it.”

– Parent/Yale Administrator

“For the purposes of framing this study, demonstrating the value of the sliding scale is important. For full-paying families, it benefits them by exposing their children to New Haven and to a diverse range of backgrounds and opinions and experiences. So, I don’t view it from only the perspective of, this is a service we are doing for New Haven. I view it as a service to understand that Yale is a part of New Haven and the city has a lot beyond Yale that makes it a great community. It’s been a draw to faculty candidates...obviously the sliding scale including New Haven residents highlights why this is an important project beyond us.” – Parent/Board Member/Yale Administrator

“My husband was a student and I was a trainee during our years at Calvin Hill. We could not have afforded to send our children were it not for the sliding scale that Calvin Hill offered us, and for that we will always be grateful.” – Parent

“The sliding scale makes it so we can reach not only the Yale community but also the greater New Haven community.” – Parent/Board Member

“We were very grateful for the sliding scale and support received when our professional status got complicated.” – Parent

“We never could have pulled it off without the sliding scale tuition for which we are deeply grateful.” – Parent

“The board was always, always so conscientious about honoring the principles of Calvin Hill...that it should be a school for all, and that barriers should be lowered so New Haveners of all economic backgrounds could attend.”

– Yale Early Childhood Education Class Alum/Board Member

To view the 2025-2026 Tuition Schedule, go to calvinhilldaycare.org/enrollment



The majority of our families benefit from the sliding scale. Please consider a donation to help us sustain it.

A National Model of Early Childhood Education



“Institutionally, CHDCC has set the standard for daycare education and a culture for child development that permeated every other Yale-affiliated daycare and the Yale Child Study Center more generally; nationally, CHDCC is held, I believe, as a model daycare, and in my view, the very best that I have ever seen.”

– Parent/Board Member/Yale Faculty and Administrator



Colleagues and Friends

National Leaders in Early Childhood Education

We asked local, state, and national colleagues who work in early education and policy about Calvin Hill Day Care Center's impact. We sent out 23 surveys and received 17 back. This included professionals in the education community—teachers, directors, an assistant superintendent, a head of school, employees of Connecticut's Office of Early Childhood, and CHDCC professional development workshop participants. The following three respondents are nationally-recognized leaders in the field.

Sharon Lynn Kagan



Dr. Sharon Lynn Kagan is a distinguished leader in Early Childhood Education (ECE) and family policy. She is co-director of the National Center for Children and Families, holds the Virginia and Leonard Marx Professorship at Teachers College, Columbia University, and serves as an Adjunct Professor at Yale University's Child Study Center.

"Calvin Hill is the beacon of quality for young children, and it has influenced generations of young children and their families directly. It has also served as a professional development locus for generations of teachers, and has been the gold standard for quality for early childhood educators nationally. It has exposed many to young children and child development, rendering them more knowledgeable, and hopefully better, parents, consumers of ECE, and if they select ECE as a career, as very well-trained professionals. Calvin Hill stands tall in taking stances that benefit young children, at the local, state, and national level. It has inspired a commitment to ECE that transcends the people it touches directly."

Walter Gilliam



Dr. Walter S. Gilliam directs the Buffett Early Childhood Institute at the University of Nebraska and serves as a professor at the University of Nebraska Medical Center. He is an expert in early childhood education and mental health, and acts as a consultant to national policy makers.

"Calvin Hill has served as a model of exemplary early childhood pedagogy for many decades. I've met countless Yale students who have learned about young child development, early education, the role of childcare in the U.S., and basic observational skills through their work and studies at Calvin Hill. Yale faculty have benefited from Calvin Hill as a place where they can continue to learn about how early childhood education works; policy makers have visited Calvin Hill to see for themselves what high-quality early education is like. I've even seen an educational materials designer and manufacturer benefit greatly through collaboration with Calvin Hill."

Karen Pritzker



Karen L. Pritzker is an investor, philanthropist, and documentary producer. *"As a newcomer to New Haven, I quickly learned that Calvin Hill stood out as a nurturing, stimulating place where children thrive. Quality early childhood education has a lasting impact, and Calvin Hill offers it to children of all backgrounds, not just those affiliated with Yale. My perspective was shaped by seven years as an editor at Working Mother magazine, where I visited childcare programs nationwide. Calvin Hill stood out then, and it still does. It's not just a school—it's a model and a training ground for future educators. Inspired by its mission, I partnered with*

Calvin Hill and the Yale Child Study Center in 2006 to create the Seedlings Fellowship—a year-long opportunity for recent college graduates to work at Calvin Hill while being mentored by the incredible teams led by Carla and Susan. The program is now highly competitive and has launched careers in education, psychiatry, and policy. Our family foundation is named Seedlings because we believe nurturing young children creates a better world. Calvin Hill proves that even small investments in early education can have powerful, lasting effects."



A National Model of Early Childhood Education

We asked all respondents: Do you feel that Calvin Hill is a model for early childhood education? Most respondents said they view Calvin Hill as an exemplary model. While some noted concerns or comparisons with other programs, there was general agreement on the importance of its educational approach and the role of play-based learning. Respondents emphasized Calvin Hill's philosophy, curriculum, and impact on children and families.

“Calvin Hill ought to be in a class of recognized names like Reggio Emilia, Waldorf, and Montessori (though I recognize it borrows from each). In an era of hyper-standardized, impersonal education that sacrifices deep learning for the artifice of contrived statistical growth, Calvin Hill was a place that knew how to let children learn at the speed of wonder.”
– Yale Early Childhood Class Alum

“Calvin Hill's model of respecting and compensating educators is a model for how to achieve early child environments where early childhood teachers are professionals and leaders. In a profession where there is high turnover among educators, Calvin Hill has a lot to offer.” – Parent/Board Member

“We look at the whole child and meet them where they're at to help them grow in developmentally-appropriate ways. We use an engaging child-centered, child-focused and emergent curriculum, which is meaningful and effective.” – Teacher/Parent/Board Member

“Your leadership was very evident and influential in providing both the parents and the Yale community confidence that you had something quite special and very well-informed by early childhood development evidence. For good reasons, you stand out as really being the leader of that model you created.” – Yale Administrator

“Calvin Hill is definitely a model for early childhood education. Not only is it a model for early childhood education, but its philosophy is applicable to children at all ages.”
– Parent/Board Member



“Calvin Hill provides evidence for the efficacy of child-centered curricula to launch children towards their future. It is important to demonstrate that children's play is a core feature of high-quality early learning programs.” – Parent/Board Member

“It is certainly the single best provider of early childhood education that I have personally encountered in the U.S.” – New Haven Pediatrician/Parent

“Besides providing high-quality early learning opportunities for young children and child-care for working families, there are at least two other ways that a university-based program such as CH contributes to the field: by being a lab school (where new ideas are developed and studied) and by being a model program (where high-quality pedagogy is demonstrated). CH has served as a model of exemplary early childhood pedagogy for many decades.” – Founding Board Member

Teachers and Staff Helping Children Thrive

Threes Teachers



Nancy Pasacrete



Helen Riviere



Natalie Hodges



Blake Roche



*Joy Rodriguez
Negrón*



Blanca Tallaj

Preschool Teachers



Heather Williams



Becca Beard



Lance Ligon



Tiffany Lisa

Kindergarten Teachers



Juliet Avelin



*Rebecca
Baisden*



*Giselle
Cardona*



Kim Bellamy



Elvira Lopez

Administration



*Susan Taddei,
Director*



*Randi Alpert,
Administrative
Associate*

Health Consultants



*Dr. Michael
Kaplan, Mental
Health Consultant*



*Anisha
Dinsmore, RN
Nurse Consultant*



Our Teachers In Their Own Words

The teacher-student ratio at Calvin Hill is 1 to 5.

“CH shaped my teaching approach, and taught me about how to engage children in a child-led, play-based curriculum that focuses on the whole child within the context of their unfolding development. CH took family and community into account, and interwove these factors into curriculum. Care was also part of the curriculum, and children were allowed to be children—to be curious, to explore, to experiment, to be and learn at their own pace with agency.”

“CH helped me understand how to just be with children, to sit back and not have an agenda and to be open to what unfolds, which is integral to my work as a therapist. CH also helped me to understand that often caregivers need just as much support as children do; holding space for and listening to families in ways that respect their perspectives and identities is essential.”

“Calvin Hill provides so much exposure to professional development opportunities that I would not have otherwise been aware of.”

“From my Calvin Hill connection I have become a board member of the New Haven Association for the Education of Young Children and a facilitator at the Seedlings Summer Institute for Educators. These organizations advocate for excellence in early childhood education for all children.”

“Calvin Hill encourages and fosters an atmosphere of collaboration between teachers. I adore this team-teaching because I feel so supported.”

“My skills of observation were radically improved, as was my ability to collaborate and communicate. The most important strength that I developed, however, was my intellectual commitment to child-centered pedagogy and the importance of relationships (and relationality) in the study of education. These are driving forces in my current scholarship, and I have Calvin Hill largely to thank for this.”

“I wish there were more sliding scale options and more spots for children from lower income families who have less access to early childcare education programs like CH.”



“Calvin Hill had a very strong impact on my connection to advocacy for issues related to education and early childhood.”

“It has increased my understanding of developmentally appropriate practice and provided me with many leadership opportunities.”

“The overarching importance of stories in the lives of children—of art, drama, cooking, movement—is all so integral and is of increasing importance to apply to higher levels of ed.”

“Calvin Hill has helped me realize my teaching goals and helped me more firmly cement my teaching philosophy. Team teaching has helped me blossom as a teacher and develop my own teaching style. Overall, Calvin Hill helps me feel supported in my teaching journey. It’s a great place for a new teacher to be.”



In memory of John Cafferty, a beloved teacher who dedicated 43 years to Calvin Hill.



Our Teachers **In Their Own Words**

We asked our teachers about Calvin Hill's impact on their teaching approach, professional development, relationships with colleagues, and connection to advocacy and the fields of early childhood and education. We sent surveys to 22 teachers—past and present—and received 17 back. Overall, those who work at Calvin Hill care deeply about the school and its mission. The staff actively want the best for each other and for CHDCC children and families. They put a great amount of time and effort into working together to create engaging curriculum. They have supported children and families, and have grown professionally as a result.

Fifteen teachers have taught at Calvin Hill for more than ten years.

"It opened my eyes to Early Childhood Education. Even though I had a Bachelors and Masters degree in ECE, I uncovered a wealth of knowledge of how children learn. It was a celebration of what children can do and I continue this approach in my teaching today. Seeing the extraordinary in the ordinary. I developed and deepened my intellectual and emotional engagement in my teaching."

"Being at CH completely shifted my perspective of the ECE field, and taught me so much about how children develop, learn and interact with the people and world around them. CH and the support of my mentors there completely infused my work and deeply shaped my lens for understanding behavior and how best to support children and families from a strengths-based approach. I use what I learned at CH in my work as much as I use my PhD training."



"It completely shaped my teaching philosophy to be play-based, emergent, responsive, child-centered, focused on building warm and trusting relationships."

"I am still in contact with my mentors and colleagues from CH, and consider myself truly privileged to be part of this community even though I no longer work at CH."

"I think Calvin Hill could always do more—more advocacy work, more community work. I also think we need to serve a wider population."

"Very good life lessons on dealing with peers and more experienced colleagues (highly useful in law firm environment) and customers (parents and clients not that different)."

"My teaching approach reflects what I learned at Calvin Hill now, more than 30 years later."

"Established the foundation of what quality education can look like. More importantly, embedded in the philosophy of my time at Calvin Hill was a deep understanding of the purpose(s) of education, which is now entirely missing from discussions of assessment-driven and tech-focused schools."

"I have been encouraged to develop my own teaching approach, and supported along the way to grow and develop as a teacher."

"Calvin Hill does an amazing job serving all individuals regardless of their race, gender, ethnicity, socioeconomic status, etc. It is one of the most diverse schools I've worked in. I love the community feel it brings as we all come together to support one another. It is not just a job, it is a family! I do feel lots of support from staff and families!"

"Calvin Hill was the foundation of all my beliefs about teaching and young children. I learned an incredible amount from working there and being mentored by the staff."

Parents

Our Influence on Families





Our Parents **In their own words**



We asked parents a number of questions about their satisfaction and how their relationship with Calvin Hill affected their personal, family, and professional lives while their children were enrolled. We sent out 437 surveys and received 121 responses. Parents rated their overall experience at Calvin Hill as very positive. The total percentage of "Very satisfied" and "Satisfied" combined was 86% across all categories. While there were some parents who raised issues about the calendar/schedule, food, and individual personal concerns, most noted that having their children at Calvin Hill positively affected their personal and family lives. Additionally, parents reported being more productive at work, expressing peace of mind knowing their children were well cared for and intellectually engaged. Parents cited the sliding tuition scale as an important support for their family. Several respondents said they formed valuable professional connections, made lasting friendships, and received support from other families and staff within the community.

"'Excellent' may be an understatement. The school was a godsend, especially during the difficult years of raising young children. We will be eternally grateful for the support we got. Even now, when our daughters have grown, we see the fruits of the Calvin Hill education in them."

"We credit Calvin Hill for many of the successes that our son has had in life. He 'wrote' and constructed his first of many books thanks to the way his supportive teachers recorded his thoughts. If every child had opportunities like these, the world would surely be a better place."

"Calvin Hill was wonderful! While we love and were so grateful to be there, our appreciation has only grown after we've left in having more of a framework to compare with other early education programs and experiences!"

"While the teachers were great, my child struggled and we felt undersupported. Not Calvin Hill's fault necessarily, but while I think Calvin Hill is amazing for most children, it turned out to not be great for our specific child."

"While I can't pinpoint the one thing that made Calvin Hill amazing, it truly was a wonderful experience for my children. They received a lot of love and nurturing there. I didn't feel as guilty as a working mom leaving them at Calvin Hill."

"Calvin Hill brings together families of diverse backgrounds and provides all of its families with a supportive environment for their children."

"During my family's time there was only a brief toddler program; consequently, if a parent needed childcare from birth to five, this was not the place to go."

"Sending our children to Calvin Hill for Kindergarten was the best decision we ever made. Not only did our children thrive in the nurturing environment CH provided for them, but my husband and I felt supported as we became more confident parents. We were affirmed in our philosophy that young children aren't just cute, but important community members."

"The food program provided snacks and lunch, a benefit in time and nutrition for our family."



Our Parents **In their own words**



"Our family went through a very challenging time in our lives in the fall of 2014 into the spring of 2015. The stability of the environment was vital to all of us, especially our child."

"I don't know if I would be where I am today, if it wasn't for the support from Calvin Hill."

"The only thing I wish Calvin Hill could improve is nutrition."

"I was not a Yale employee, but I worked. I felt my child was in a nurturing environment where he could socialize and there were really good teachers there, not just anyone. It helped me get back on my feet."

"Calvin Hill's impact is felt through building community, through creating magical experiences for children, and through providing an amazing basis for citizenship."

"My exposure to quality teaching at Calvin Hill inspired me to change careers. I went back to school to become an elementary school teacher. I continued to learn more about teaching from my participation on the Calvin Hill Board."

"Calvin Hill was incredible. I'm sure a good part of my child's love of learning comes from her time there. The only drawback I experienced was that it was difficult to find childcare when Calvin Hill was closed for vacations and summer recess."

"The sense of curiosity and respect for others fostered by Calvin Hill has served our children well in personal, academic and professional settings."

"I think the influence has been profound, no matter what part of the Yale universe you come from, whether you're faculty, staff, administrator, or unionized worker at Yale. I think one of the great things about Calvin Hill is it kind of mixes everyone across Yale, as well as connects Yale to New Haven. So it kind of exposes you to a wide range of different people and perspectives, and really enhances the experience of what it means to be a parent in the Yale community. It kind of helps build that community where you feel comfortable to drop off your kid and go about your day. That enhances the value of your Yale contributions, right? Because you're able to be confident in the care that your child is receiving."

"You had a community at the school; it really felt that way. It was a kind of place, where, if you had a very demanding job elsewhere in the university, you knew your children had excellent care."

"Calvin Hill set the bar for what to expect for my children's education moving forward."

"My daughters developed into wonderful, well-adjusted individuals, and I give Calvin Hill a lot of credit for that. I could not develop professionally to where I am today without having the daughters Calvin Hill helped shape. Also, the family support we received at difficult early junctures helped me get through these difficulties and continue my career."



"The Goodbye Window"

Calvin Hill Alumni Graduates Who Took Our Survey



Mika Goren-Eisenberg



Noah Charney



Leah Goubourn



Derin Bahtiyar



Aggie McPartland



Jasmine Simmons



Elias Joseph



Selma & Lejla Regan



Kaylah Goubourn



Rachel Plattus



Mia Flowers



Will Naclerio



Calvin Hill Alumni **In Their Own Words**

We asked alumni from 1970 to 2017 to tell us about their experience of Calvin Hill and its impact over time. We sent out 20 surveys and received 15 back. Overall, alumni described Calvin Hill as a place where their earliest memories were filled with joy, discovery, and a sense of belonging. They recall being seen, celebrated, and encouraged to be themselves—experiences that shaped lasting confidence, empathy, and self-worth. The program influenced alumni personally and professionally, with many returning as caregivers in the Calvin Hill summer program, volunteers, or advocates.

“Calvin Hill shaped my academic, personal, and professional life in countless lasting ways. Being a student and caregiver at a place that so valued the inherent wisdom of children about their own experiences, bodies, and ways of relating and learning meant I searched for...and later worked to create learning environments that embodied these values. Coming back to Calvin Hill as a teenager and young adult gave me a deep appreciation for how much is possible when people lovingly steward institutions and communities for a long time!”



“My time at Calvin Hill taught me how to be part of a community—how to work together, compromise, and care for others. I remember it as a place where I always felt safe, cared for, and respected. Calvin Hill gave me the freedom to grow, explore, and be myself.”

“Calvin Hill was one of the most transformative, foundational points in my life. I genuinely think that (along with my parents and family, obviously) Calvin Hill is the reason I am a real, genuine, caring, and empathetic person.”

“I think the lasting impact was really doubling down on starting kids off with a sense of confidence and that what we produce, and who we are, is of value.”

“I participated a lot in the dramatic play area and I think the doctor setup may have sparked my interest in science and in becoming a doctor myself.”

“Calvin Hill established me with an amazing foundation that I think was and is at the basis of my academic achievement. I also think the socialization aspect of Calvin Hill made me a better friend and more thoughtful, respectful person. I decided to come back and work at Calvin Hill. The amount of thought, energy, and love the teachers pour into the children is incredible and has made me appreciate even more how I believe Calvin Hill has shaped me as a person.”

“It all began in those warm and joyful classrooms where curiosity, creativity, and expression were truly valued. I loved drawing and building with blocks. I was always encouraged to draw. I’m currently a freelancer in graphic design...those early experiences of being seen, supported, and given tools to create helped shape who I am today.”

“Calvin Hill made a lasting impact on my life. It inspired my love of learning, creativity, and empathy, values I still carry with me today.”

“Having a strong foundation in learning has made a very significant difference in how I think, observe, and understand concepts. Many of the traits that I carry, such as teamwork and leadership, were introduced through learning at Calvin Hill, and I enjoy volunteering at Calvin Hill’s Summer program.”

“Being able to pursue my interests and being encouraged to explore what I was curious about stuck with me. I’ve been doing a lot of independent research at Princeton and I think a lot of that was because of a lifelong curiosity [instilled in me at a young age].”

Board of Directors

Uniting Talents



Preethi Varghese-Joseph



Richard Zubek



Marc Levenson



Shiri Goren



Monique Moore



Campbell Stewart



Christine Barker



Shannon Callaway



Ray Fair



Themba Flowers



Heidi Hamilton



Greg Huber



Karim Ibrahim



Joy Kim



Elif Kongar



Julia Simon-Kerr



Dominique O'Connell



Yaira Matyakubova



Nancy Pasacreta



Surjit Chandhoke



Jasmine Simmons



Heather Williams



Duncan Goodall



Gangqiang Liu



Susan Taddei

*Not pictured:
Rosalie Mutonji
Justin Simon
Tricia Simon*



Board Members **In Their Own Words**

We asked current and former Board members why they served—and why many continued even after their children had graduated—as well as what they gained from the experience and how they contributed to Calvin Hill. Of the 64 surveys sent, 28 were returned. The responses reflected deep appreciation for the school’s leadership, its values, and its strong ties to both Yale and the New Haven community. Many long-term members remain involved out of a deep commitment to Calvin Hill’s mission and a desire to “give back” to a program that had been meaningful to their families. Their continued participation—19 reported serving for an average of 8.9 years—demonstrates a high level of engagement and shared leadership. (Ray Fair, alumni parent and former Board Treasurer, has served for an extraordinary 45 years!) The data also highlight strong involvement in governance and policy work, with additional contributions in areas such as child development expertise and financial support. Board members brought a wide range of skills to the table and supported the school’s mission in both short- and long-term ways. While some suggestions for improvement were noted, the overwhelming sentiment was one of gratitude—for the school’s impact on children, for its broader educational mission, and for the opportunity to shape the policies, priorities, and direction of Calvin Hill.

“I formed relationships with many wonderful people and feel very proud of the work we did together.”

“I think CH is an excellent program, where child development has always been at the forefront of its mission. The retention of staff speaks volumes to the mentoring, monitoring, and continuing education provided and expected. Regarding the larger university impact, Carla and others at Yale Child Study Center were instrumental in providing the education for students who were interested in pursuing a career in education. Carla and Nancy Close brought in faculty members who gave of their time and expertise.”

“[I gained] friendship with other board members, learning about early childcare organizations and what they face.”

“I wish the center had more diversity on its staff.”



“I thought CH was a model daycare, not only for the community at Yale, but nationally, and I wanted to both learn from CH leadership and consultants, but also maybe contribute to child development curriculum and culture.”

“I also feel that I help in small ways such as ensuring teachers’ salaries continue to grow, adjusting the sliding scale so that it is fair to middle class families, and even advocating for a slight adjustment of the calendar so that it is more aligned with the Yale one.”

“I was an architect, so I was part of all the building remodeling and construction projects. Due to the length of my tenure, I also had acquired a significant amount of institutional knowledge that could help future decision making.”

“I promoted the argument that Calvin Hill needed to enhance the usefulness of outdoor play areas and promoted the idea that expanded enrollment (the Kindergarten) would help achieve a scale that could better afford the leadership Calvin Hill needed.”

“I feel I contributed by participating in discussions and decision-making that supported CHDCC’s mission and operations. In the short term, I helped address immediate needs; in the long-term, I worked collaboratively to ensure CHDCC’s ongoing commitment to providing high-quality early childhood education.”



Board Members **In Their Own Words**

"I appreciate how mission-driven CH was/is and am inspired by the dedication of the long-term board members and teachers and administration. The fact that the school is effectively a learning lab for all involved is quite beautiful. CH seems to promote growth and humanity."

"It has been really wonderful seeing how dedicated and committed everyone on the board is. When they share about their children in high school, college and beyond, it reminds me of how important Calvin Hill has been to so many families."

"I gained a greater understanding of the importance of high-quality early childhood education and the collaborative effort required to sustain such a program. It also gave me the opportunity to contribute to a meaningful cause and connect with a dedicated group of people who shared a commitment to supporting children and families."

"I am one of the two teacher representatives. I bring a voice from the classroom/teacher perspective. Everyone cares about Calvin Hill, but Nancy, Susan, and I are the ones living the day-to-day at Calvin Hill, so it's helpful to hear from us."



"I was intimately involved with every decision in the early years. I knew Marian Kessen (the second CH director) well and wanted to support her; I endorsed the appointment of Carla Horwitz, whom I had seen as a teacher. Because we moved in 1987, I lost involvement with Calvin Hill, but continued to support it. I visited more than once...I also attended celebrations. I was impressed by the continuous support given by alumni of the Yale Classes of 1971 and 1972."
– Founding Board Member



"I deepened relationships with the staff and other parents. I learned a lot about what it takes to be a high-quality early care and education program, which I brought into my professional life."

"I contributed to in-depth conversations, especially about Calvin Hill's social justice mission, and also its relationship to the New Haven community, as well as supporting the teachers."

"I felt I represented one aspect of the Yale Community (as an administrator at Yale, not as a faculty member, and also as the spouse of a junior/ untenured faculty member). I viewed Yale through a different lens from that of senior faculty families, especially those from Yale professional schools, and so could speak from that perspective in discussions of policy changes and outreach to new families."

"I gained a sense of pride in seeing the program flourish and meet the needs of many families. Gained trust and friendship, a sense of community."

"I helped bring increased attention to nutrition at the school, the ways in which CH integrated nutrition and food into the curriculum, and communicated CH's commitment to nutrition and the health of its students."

Fellowship Program

Tomorrow's Educators and Advocates



“The mentorship I received as a fellow is unlike any other professional development opportunity available, in terms of breadth and depth. High-quality early care and education cannot be learned from textbooks; it is increasingly difficult to find in this age of standards that favors letters over blocks. The Calvin Hill experience hearkens back to a time when preschool was all about building community, relationships, and worlds of possibility.”



Our Impact on Calvin Hill Fellows

Founded in 1997 to address the shortage of early childhood educators, our year-long fellowship in Child Development and Early Childhood Education is offered in partnership with the Yale Child Study Center. The fellowship was designed by Michele Goyette-Ewing, Kitty Lustman-Findling, Nancy Close, and Carla Horwitz. With support from the Harris, Seedlings, and Lustman Foundations, and the Shor/ Bianchi family, 53 fellows have completed the program, which combines clinical coursework with hands-on classroom experience to prepare young professionals to make a lasting impact on children and families. We sent out 51 surveys to fellows and received 24 back.

Surveys conducted in 2014 and 2024 show the Fellowship has been a transformative experience, marked by deep personal and professional growth, strong mentorship, and lasting influence. Many alumni have gone on to become teachers at Calvin Hill or pursued careers in education, research, medicine, design, advocacy, and public service. Other alumni draw on what they learned as parents and community members.

66% of fellows surveyed continue to work in education and related fields.

“The Fellowship was so formative in shaping my interest in working with young children and families. I have devoted my professional career to serving and supporting children under five and their caregivers, and my research, clinical practice, and advocacy all focus on this age range. The Fellowship really taught me the value of observation of development and relationships, which is a tool I still center in all of my work and that I try to really impart to the undergraduate and graduate students I work with.”

“The Fellowship has certainly helped guide me into an education-related field. I’m currently doing a PhD ultimately to ensure technology can be leveraged to support young people.”

“As the foundation of my work in education, the Fellowship set a high bar for the quality and comprehensiveness of learning programs, building my expectation for what I should receive as a trainee.”

“The Fellowship at Calvin Hill was a better education for me than anything I took at Yale and has ultimately motivated me to return to graduate school and academia.”



“My time at Calvin Hill has left an indelible impact on my personal and professional pursuits. I am currently an architectural designer and think daily about how people—young children especially—perceive and experience space. The Fellowship honed my design acuity and sensitivity to these perspectives and I advocate for young children and families in my design work every day.”

“The Fellowship program is truly unique and has a profound impact; I hope it continues to develop and strengthen over the coming 50 years.”



Our Fellows In Their Own Words

“The Fellowship was the single most meaningful, impactful professional experience I have had.”

“The Fellowship shaped me and the way I think about children and teaching. I will forever think back on my experiences when I make decisions as a teacher about curriculum, classroom, children's behaviors, families, and more.”

“Understanding the importance of the early childhood years has made me a more aware parent and has helped me in working professionally with parents.”

“The Fellowship was the springboard for my entire career. It highlighted many of my strengths, while also helping me to focus on my weaknesses. My experiences through the Fellowship allowed me to explore venues for future career pursuits that I would not have known of otherwise.”

“I learned the importance of developing caring and supportive relationships with families, supporting each child along his or her developmental trajectory, and thoughtfully creating a warm and engaging classroom environment based on the highest standards in early childhood education. The program allowed me to understand my strengths as a teacher; the mentorship gave me consistent and necessary feedback on areas of improvement and became the standard by which I compare many of my current educational experiences.”

“The Fellowship was such a unique opportunity to get a window on both clinical and classroom career pathways for working with children. My time at Calvin Hill ultimately convinced me to pursue a career in the classroom.”

“These fellowships dramatically altered my professional and personal paths. My work as a school-based counselor has revealed the benefits of having been trained so acutely in the art of participant-observation and in the art of shaping child-centered, emergent approaches to education and therapy with children and families.”

“The Fellowship was instrumental in introducing me to the fundamentals of pediatrics. Every time I do a developmental assessment of a young child in clinic, I think back to the spectrum of children I encountered between Calvin Hill and the Yale Child Study Center.”

“While I am a pediatric gastroenterologist, currently my specialty within this field is working with kids with autism and other developmental delays, so things have come full circle from my time at Calvin Hill and the Yale Child Study Center.”

“As a result of the Fellowship, I have a much greater appreciation for child-centered learning and a better understanding of the ways in which educators can support children's individual interests so that learning is an active and enjoyable process.”

“I think it is important to pay extra attention to the experience of fellows and new/young teachers, and offer them safe opportunities for honest feedback.”

“I strive to shape my actions as a teacher—the way I interact with my students, their parents, and my colleagues—on what I experienced at Calvin Hill. I'm also incredibly grateful for the opportunity I had in the Fellowship to engage with the Yale Child Study Center.”

“The sheer amount of support and mentorship provided helped me flourish. That is the biggest support of this program—though you are thrust straight into the action, you have so many ways to receive mentorship.”

Alumni of Yale Early Childhood Education Classes



Amy Kwartang



Sam Ryan



Juliana Fan



Ted Palenski



Abdul-Razak Zachariah



Amy Rothschild



Teddy Vlock



Hannah Perlman



Fish Stark

“I can attribute my time at Calvin Hill to opening my eyes about how centering care for children and young people needed to be a part of my life—academically, professionally, personally, and creatively.”



Alumni of Yale Early Childhood Education Classes In Their Own Words

Calvin Hill Day Care Center and Kitty Lustman-Findling Kindergarten have been transformative for Yale students enrolled in courses that included observations at Calvin Hill; they often cited this as the most meaningful part of their studies. Calvin Hill offered hands-on experiences where child development theories came alive through observation and reflection. This combination of rigor, practice, and compassion shaped careers in education, pediatric medicine, urban planning, advocacy, and more—often revealing callings grounded in care, equity, and respect. Many alumni became educators or policy leaders, tracing their roots to Calvin Hill.

We asked students who took child development and early childhood education classes with Carla Horwitz and Nancy Close, and observed at Calvin Hill, about lasting impacts on their academic, professional, or personal lives, and CHDCC's impact on New Haven. We sent 12 surveys and received 11 back.

“Calvin Hill was the single most important learning experience for me outside the classroom while at Yale.”

“My observation time at Calvin Hill helped me truly understand the importance and complexity of quality early childhood education. Having an opportunity to observe and work with young students made the coursework feel relevant in a way that many other courses at Yale failed to do for me. I have always loved working with kids, but this was one of my first experiences of doing so in a more intellectual environment, and I really enjoyed the thoughtful approach to development and hope to take that experience forward in a career in pediatrics.”

“There's no substitute for getting in the field. I didn't just learn about child development; I learned a specific type of discipline that has helped me in future efforts, from building a successful tech startup to running a nationwide advocacy organization. Get in the field, test your theories against experience, understand how the phenomena in books play out in the real world, and more importantly, understand where and why they don't. That was also the class where the theories themselves stuck with me the most, because I was able to see them playing out before my eyes. If all Yale classes were like the ones at Calvin Hill, with clear links between theory and practice, creative, joyful, rich and deeply human, the university would be a better place.”

“Tremendous impact—introduced me to early childhood education as an intellectually rewarding, politically radical endeavor. It was one of the best parts of my time at Yale, a time I felt most connected to community, and the most consistent through line with my later professional life. Schools are micro-democracies in action, and in our day and age it is extremely rare to experience democracy as fully and robustly—and pleasantly—as one does at Calvin Hill.”

“I can attribute the fact that I became an early childhood teacher and spent the first ten years of my career working in early childhood education to my experience at Calvin Hill. Even now, as an upper elementary educator, I can still rely on some of those early lessons.”



Alumni of Yale Early Childhood Education Classes In Their Own Words



“After graduating, I was a grant writer (for LEAP, a New Haven nonprofit) and then a youth worker with high school and college students. I became extremely interested in place-based approaches to supporting youth racial and civic identity development, as well as urban planning and community development decisions that impact young people and their families. This led me to go on to graduate school to pursue both a Master’s Degree of Education and a Master’s Degree in Urban Planning. My first project, while updating the City of Boston’s zoning code to allow home-based and center-based childcare centers in all Boston neighborhoods, was to remove regulatory barriers that were contributing to a lack of childcare spaces in areas of Boston that had significant childcare gaps. Being a youth worker trained in education and adolescent development who happens to work in urban planning has been a defining feature of my last two years of work.”

“A significant creative side of my life as a children’s book writer is connected to my time at Calvin Hill, where I got to observe and think about the importance of reading materials for children that represent them, especially children of color.”

“My career as an early childhood educator connects directly to my involvement at Calvin Hill. I now have a Master’s degree in Early Childhood Education and Special Education from Bank Street College of Education, a program I specifically chose because of its pedagogical alignment with Calvin Hill. Calvin Hill was a defining feature of my time at Yale, both in the grand and in the day-to-day sense. I served as a Board Member for the 2019-2020 school year—a role that helped me understand the administrative aspects of early childhood education, and also allowed me to explore the heart and soul of Calvin Hill. That same year, I completed my Education Studies Capstone Project, which was a case study on the evolution of Calvin Hill’s mission statement, from its inception through present times. Further, I still rely on Professor Horwitz’s mentorship to reflect on and refine my practice in the classroom. Finally, I am proud that my capstone presentation at a 2020 Calvin Hill board meeting impacted the sliding scale adjustment that year. I am also honored that my capstone project inspired a small portion of this Kapor study.”

“In all of my experiences at Yale, my time at Calvin Hill was the most valuable and filled me with the strongest sense of purpose. I am becoming a pediatric neurologist in part because it gives me the same sense of wonder I felt in the classrooms of Calvin Hill.”

Our Impact on Yale

A Relationship of Reciprocity



“Calvin Hill has exposed students and faculty and administrators to the potency of early childhood education.”

– Higher Ed Faculty/Early Childhood Policy Researcher



Reflections on Calvin Hill's Impact on Yale

We asked the different constituencies responding to this Impact Study if they felt Calvin Hill has had an impact on Yale, its faculty, employees, and students. The data suggest that Calvin Hill has played a significant role in supporting Yale and its working parents. We found that many employees said they were able to focus on their work because they had access to affordable, nurturing, educational childcare. Broader community impacts, accessibility, and influence on early education were also key points raised in the responses. Some also noted areas for improvement, such as enhancing diversity and expanding outreach. Another common theme was the confidence that their child's development would be nurtured at Calvin Hill. Additionally, many respondents highlighted the value of the full-day program, which allowed them to dedicate more time and focus to their professional responsibilities. These responses underscore the strong role Calvin Hill played in work-life balance, particularly for Yale faculty, administrators, and staff.

"Calvin Hill is viewed kind of like a safe, crown jewel of Yale." – Yale Administrator/Parent

"I am not a Yale employee but my husband is. We were able to continue our career development without worrying about high-quality childcare." – Parent

"Yale endeavors to teach aspiring leaders. I believe Calvin Hill contributes to that mission by providing a truly immersive learning environment within the context of child development. It is a learning experience like no other classroom experience I had in college." – Yale Early Childhood Education Class Alum

"There are many small and somewhat invisible (or else, less visible) ways Calvin Hill impacts the university. First, it supported the community of parents who work or study at Yale, even at such early times when it was still not considered crucial by the institution. As such it became a model for other early childhood centers." – Parent/Board Member

"From an administrative standpoint, I know that childcare has an effect on things like how faculty progress on their tenure plan or how productive they are. Same thing with employees." – Yale Administrator

"From being on the board, I am aware of our various agreements with Yale, things like IT, infrastructure, facility support, security, or other things that are not as appreciated by parents or students but are kind of a backbone. It's been a delicate dance to be Yale and not Yale at the same time, but my sense is Calvin Hill has charted a good path in that regard over time." – Parent/Board Member/Yale Administrator

"Calvin Hill not only provides a service to the families with children who participate in the program, it also serves as a laboratory school for students from Yale, as well as for those in post-graduate and professional schools. Additionally, many of the educators serve as leaders to the New Haven and Connecticut early childhood educator community." – Parent/Board Member

"Calvin Hill has most certainly had a positive impact on the university, employees, students. Calvin Hill has a longstanding and impressive reputation for high-quality (and affordable) early childhood education and serves a wide range of Yale-affiliated families and non-Yale members of the New Haven community. It is a wonderful, welcoming, and enriching space for young children and their families." – Parent/Board Member



Reflections on Calvin Hill's Impact on Yale

“Calvin Hill has made a meaningful contribution to Yale’s teaching mission by offering undergraduates and professional students an immersive, hands-on experience in early childhood education. As a former student in Yale’s early childhood education course, I witnessed firsthand how working directly with children deepened our academic understanding and personal connection to the subject. By bridging theory and practice, Calvin Hill helps Yale nurture more empathetic, informed, and globally-minded graduates.” – Yale Early Childhood Education Class Alum

“The university views childcare as a recruiting tool. If Yale didn’t have available excellent daycare like Calvin Hill adjacent to the campus, they wouldn’t be able to attract people.” – Parent/Board Member/Yale Administrator

“Calvin Hill makes it possible for many parents to be employed at Yale and other places by providing care hours that many families need. Early education is childcare, and childcare should be early education.” – Parent



“I certainly feel Calvin Hill has generally had a positive impact on the children and parents who have come into contact with it, many of whom are affiliated with Yale. Beyond just providing quality childcare that would be hard to replace if Calvin Hill did not exist, the values it cherishes and imparts have a positive impact on children and parents as well as its teachers and fellows. I do feel the recent research done by a Yale student was a good reminder, though, that there’s work to be done to expand how much we are connecting with a large segment of Yale’s staff to better serve them and stay connected to our original mission of serving Yale’s working class staff.” – Parent

“The child-centered inquiry-led vision and the pedagogy is simply remarkable and has long-lasting effects on our children’s approaches to learning, but also to who they are. In addition, there are generations of Yale students who were involved with Calvin Hill, from coming to observe as part of Carla and Nancy’s class, to working as student workers, to simply learning both the academic theories of education and the daily practices—these long-lasting impacts are immeasurable. There’s no question that being involved with Calvin Hill and being exposed to its progressive education mission made me a better parent. I’m sure it’s the same for others, whether they were parents, Yale students, children who enrolled at Calvin Hill, university administrators or community members.” – Parent/Board Member

“Over time, Calvin Hill contributed to the articulation of the university’s recognition in furnishing childcare for its community as one of its responsibilities in running a university and having its employees and women feel well taken care of so that it could attract the faculty and the graduate students and staff that it needed to run the university.” – Parent/Yale Administrator

Our Impact on New Haven



“Calvin Hill’s national reputation is an asset to the university and New Haven, and its high standards for early childhood education are a model for other centers in the community.”

– Parent/Board Member



Students use blocks to create the New Haven Green after a visit.



Our Impact on New Haven

Honoring Our Community



Teachers on the New Haven Green at a 2025 rally in support of childcare.

Calvin Hill Day Care Center has long served not only as a nurturing environment for children, but also as an active partner in the broader New Haven community.

Within Calvin Hill, teachers, parents, and Board Members have worked together to support and nurture young families, participate in planning and policy decisions, and foster a sense of shared ownership—whether through classroom involvement, community celebrations, or construction and cleaning projects.

This spirit of collaboration extends beyond Calvin Hill. Our center has served as a mentoring hub, hosting professional development workshops, offering observation opportunities for colleagues, students at Yale and other Connecticut colleges, and providing leadership at the local, state, and national levels. We also partner with local organizations like Chapel Haven, the Diaper Bank, and Read to Grow.

Board members, teachers, and Director Susan Taddei continue to contribute to multiple local and statewide initiatives. We work closely with fellow childcare programs and maintain an active role on the New Haven Early Childhood Council and in the New Haven and Connecticut Associations for the Education of Young Children.

A Note on COVID-19

During the early months of the COVID-19 pandemic, when childcare centers were closed, Calvin Hill helped convene and sustain a coalition of local childcare center directors, creating a vital support network that continues today. COVID disrupted the heart of what makes Calvin Hill special—its deeply collaborative, in-person community. This study affirms that even in the face of unprecedented challenges, CHDCC upheld its values, maintained outreach, and stayed grounded in its mission. Today, we see signs of renewal as our ability to be together is restored, and our values have not only endured but deepened.



CHDCC Director Susan Taddei created a “COVID Notebook” to document and share continually-evolving health, safety, and educational policies and procedures with other childcare colleagues in New Haven.



Reflections on Calvin Hill's Impact on New Haven

We surveyed parents, teachers, fellows, alumni, students, Yale administrators, board members, and early childhood education colleagues, both local and national, about Calvin Hill's impact on New Haven. This collection of reflections from many perspectives captures the profound and far-reaching impact of an institution widely regarded as a cornerstone of quality care and education in New Haven and at Yale.

“Calvin Hill’s creation is inextricably tied with the broader New Haven community. It literally was born in response to the community’s lack of affordable childcare and then established amidst a period of social justice movements in New Haven. Calvin Hill continues to utilize a sliding scale tuition and provide School Readiness spots, opening its doors to families across a range of economic statuses in New Haven. Additionally, because of Calvin Hill’s strong pedagogical foundation and investment in teachers, it contributes a source of high-quality early childhood education to families associated with the university but also from New Haven more broadly.” – Yale Early Childhood Education Class Alum

“I feel that New Haven is an especially active and passionate city for advocacy around children, families, and teachers, and that CH was very tuned into/encouraged this. I am grateful that CH prioritized engaging in these advocacy efforts.” – Teacher

“The number of your connected community after, say, 10 or 15 years of operation was pretty sizable. If you add up those families and their first degree of connections, the children create a network of families through their friendships, and their families and friends become a part of the network. The way that those relationships build can have an impact (on New Haven).” – Parent/Yale Administrator

“Yale administrators knew about Calvin Hill because they had children who went there, or family or friends who went there. Some were involved in aspects of the university administration, like faculty recruitment, where a prospective faculty member would ask, ‘If I were to come to New Haven, where would I send my children?’ There were also administrators who are in HR/employee benefits. Especially among faculty, there is always a big question about childcare.” – Yale Administrator

“Calvin Hill’s leadership and staff contribute their time and knowledge to helping the early childhood community in New Haven thrive.” – CT Office of Early Childhood Division Director

“By modeling high-quality early childhood education and showing how much more early childhood education can be than merely an ‘anti-poverty vaccine,’ the way it is often spoken of in the media. Calvin Hill’s history rooted in social activism of the 1960s and ongoing commitment to a sliding scale model a different way of engagement with New Haven than I otherwise encountered—here, Yale was not the savior, but a community participant in an unassuming way.” – Yale Early Childhood Education Class Alum

“I have no doubt that Calvin Hill has had a far-reaching impact on the Yale University community and beyond!” – Parent/Board Member



Reflections on Calvin Hill's Impact on New Haven

"I continue to work with people whose paths I crossed as a fellow and teacher. I feel so lucky to be part of the vibrant community centered in CH and made up of those working in early childhood education and related professions in New Haven and CT." – Teacher

"CH is a critical and important part of New Haven. It is probably more critical for Yale as it is one of the few community-facing initiatives that allow non-Yale families to have a positive and meaningful interaction with Yale." – Parent and Childcare Director

"Calvin Hill teachers reached out to organizations in New Haven and at the national level to share what they did at Calvin Hill. The school had so much to offer others. It is a model for early childhood education." – New Haven Early Childhood Education Colleague

"It's my sense that Calvin Hill is a positive asset to the university, and to New Haven. When I reflect on some of the reasons, there are children that my son stayed in touch with. He spent some time back at Calvin Hill last summer. He spent some time working in the Summer Program, and that is something he deliberately asked for. And he's doing all these other things; he's writing for The New Haven Independent. He wants to become a journalist, lawyer, and human rights advocate." – Parent/Yale Administrator

"It's inspiring to think about the impact that Calvin Hill has had on the entire New Haven community over 50 years—a very profound one, that's for sure." – Parent/Architect

"Families, families of color, families with limited resources, rising teachers, and the greater education community in New Haven all have benefited from Calvin Hill." – New Haven Independent School Head



"Calvin Hill is an important employer that makes it possible for others to be employed. It also contributes in terms of the early learning of young children who will enter local public and private schools." – Parent/Early Childhood Education Researcher

"I have gained a greater understanding of the great breadth of influence that Calvin Hill continues to have in the greater New Haven community, and of the long-term relationships it has fostered, both for parents, and for its alumni." – Parent/Board Member

"Calvin Hill has provided a stellar example of what early childhood education should look like. It provides evidence to the New Haven Early Childhood Council of model programming that will support all students." – New Haven Public Schools Assistant Superintendent

"New Haven has a number of good and great early childhood education programs. Calvin Hill is a light on the hill to the New Haven early childhood community." – Early Childhood Teacher and Co-president of the New Haven Chapter of the National Association for the Education of Young Children (NAEYC)

Key Reflections

Opportunities for Growth





Key Reflections

Moving Ahead with Awareness



Considering Our Findings

Calvin Hill was founded in a time of turbulence, engagement, and transformation at Yale and in the nation. It sought to address financial barriers for low-income Yale employees and support working mothers at the university. As times have changed, the question now is: How should Calvin Hill continue to evolve to best meet the needs of today's families, children, and educators?

By asking all constituent groups the same questions—"What impact did Calvin Hill have on you, on Yale, on New Haven, and beyond?"—we gained a deep and comprehensive understanding of our influence over the past 55 years. While there weren't many surprises, the process affirmed what we sensed: Calvin Hill is a cherished institution. It has taken all of us—our skills, talents, and perspectives—to create a place where children, families, teachers, and students learn and grow together.



This Impact Study gave participants the chance to step outside their personal experiences and consider the broader picture, and we offer that same opportunity to you, our readers. It reaffirms our legacy, highlighting the profound and lasting influence CHDCC has had, but it also reveals challenges. While the remarks of our respondents were mostly positive, we would be remiss if we didn't also report the constructive criticisms that were offered. Some are issues the Board has long grappled with and will require future study. Some are in recognition of new realities in today's changing environment. In our complex world, we must make intentional choices to remain responsive, inclusive, and sustainable.



Challenges Identified

Respondents identified several areas for improvement:

- Underrepresentation of low-income Yale employee families
- Lack of diversity in families and teaching staff
- Funding to maintain affordability and sustainability
- Teacher compensation and collaboration
- Growing need for infant/toddler care
- Accommodating diverse learning needs
- Calendar limitations
- Food and nutrition
- Long-range planning and decision-making



Key Reflections

Charting the Path Forward

Questions for the Board

- Was the original mission fulfilled?
- Who does Calvin Hill serve now? What societal forces shape their lives?
- How do we anticipate and prepare for changes in the early childhood landscape: enrollment, competition, educational expectations, and funding streams?

To remain relevant and transformative, Calvin Hill must consider whether to recommit to, reconsider, or redefine its mission—grounded not only in its legacy, but in the evolving realities of today. By being thoughtful and proactive, Calvin Hill can remain a leader in early childhood education. As we move through today's uncertainties, including potential challenges to public support for childcare and education, Calvin Hill's adaptability and commitment will be essential.

Our hope is that this study will be useful in mapping future decisions. Based on the feedback we received, the Board has the opportunity to consider the following:

- Increase outreach to attract diverse families, especially those who are low-income at Yale, staying faithful to our founding mission.
- Recruit and attract an even more diverse teaching staff.
- Identify additional funding to support and expand the sliding scale and for future growth.
- Support teachers through team building, mentoring, and competitive wages, leading the way in a historically underpaid field.
- Expand the program to include infant/toddler care to attract families earlier.
- Enhance supports to meet the needs of different learners, drawing on resources from Yale and the New Haven community.
- Align the calendar more closely with the needs of our families.
- Continue to evaluate and refine our food program.
- Engage in long-range planning to respond to family needs and technological, political, and social change.
- Maintain local/national leadership in early childhood education and childcare advocacy.

Call to Action

Calvin Hill holds extraordinary assets: a powerful vision, dedicated families, staff, and Board, a meaningful educational philosophy, a strong community, and support from Yale. For Calvin Hill to lead in the next era of early childhood education, we must choose our focus with intention and care.



Gratitude and Acknowledgments Moving Forward Together





A Closing Summary

From Carla Horwitz, Director Emerita



Over the past 55 years, Calvin Hill Day Care Center has been more than a childcare program—it has been a model, a mentor, and a movement. Rooted in the values of equity, respect, engagement, and collaboration, we have created a space where children, educators, and families, grow together, learn from one another, and build lasting community.

The Kapor Impact Study affirms what many of us have long known and felt. It brings clarity to our strengths and names the areas that most need our attention. We listened deeply, and what we heard gave us renewed focus—and a shared understanding of what matters most. Calvin Hill has left a lasting mark on Yale, on New Haven, and on the field of early childhood education. Our legacy—of caring for children while supporting families, nurturing educators, mentoring Yale students, and modeling inclusive excellence—stands strong.

Since its founding, Calvin Hill has navigated complex tensions: how to support Yale’s most financially vulnerable employees while sustaining a socio-economically diverse and high-quality program. Despite these enduring challenges, Calvin Hill has evolved and flourished—a testament to the vision, resilience, and dedication of generations of parents, educators, board members, donors, Yale partners, New Haven allies, and countless others. Together, they have carried forward a commitment to affordable, high-quality care and education, equity and access, advocacy, and shared responsibility.

I believe that—especially in times like these—caring for children with integrity and love is one of the most powerful antidotes we have to fear, division, and uncertainty. And the enduring love that generations of families and educators express for Calvin Hill is a powerful reminder of what we’ve built—and what’s still possible.

This study is not simply a reflection—it’s a call to action. If we answer it with clarity and courage, Calvin Hill will not only endure but thrive, continuing to bring joy, connection, and learning to generations to come.

As I look back on my time at Calvin Hill, I’m filled with deep affection, immense gratitude, and a sense of wonder at all we’ve created together. This place has shaped me in countless ways, and it has been the privilege of a lifetime to spend my professional journey in such a thoughtful and deeply committed community.

Now, we find ourselves at a meaningful crossroads—a moment that feels like both a culmination and a new beginning. It’s an opportunity to imagine what Calvin Hill can become, while holding close the values that have always defined us. I know the Board and this remarkable community will chart the path ahead with care, vision, and heart. Our legacy is strong—and, therefore, so is the promise of what is to come.



Calvin Hill children with Director Emerita Carla Horwitz, teacher Marina Miller, and current Director Susan Taddei.



The Power of a Shared Vision

Thank You To Our Generous Community

We have so many people to thank; parents, teachers, board members, fellows, staff, children, and our Yale and New Haven community members have helped to shape Calvin Hill.

We extend our deepest gratitude to all who contributed to this 2025 Calvin Hill Day Care Center Impact Study. Special thanks to the Kapor Foundation, and to Kurt Schmoke ('71), Mary Pearl ('72), Bob Shapiro, Bill Porter and other members of the Yale Class of 1971.

We acknowledge the efforts of the members of the initial Impact Study planning committee, and especially Elif Kongar, whose technical expertise and commitment were instrumental in the creation of this report. She led the distribution and analysis of our surveys, examined enrollment data, and contributed countless hours to this project.

We are also deeply grateful to Yale students Hannah Perlman and Juliana Fan, whose thoughtful research into Calvin Hill's founding and growth enriched the study.

We honor the dedication of Director Susan Taddei, Administrative Associate Randi Alpert, and current Board President Preethi Varghese Joseph. To all our teachers—past and present—we offer heartfelt appreciation. Special recognition goes to long-serving educators, such as Winnie Naclerio, John Cafferty, Helen Reviere, Diane Cipollini, Donna DaCosta, Meg Myers, Heather Williams, and Nancy Pasacreta. We thank our fellows, staff, Yale students, board members, funders, parents, mentors, and consultants for their roles in sustaining our mission. We thank, as well, former director Marion Kessen and founding Board Members Virginia Wilkinson and Mary Jane Taft.

Calvin Hill's success has always been rooted in collective effort. From the early leadership of Yale's faculty and administrators—Sam Chauncy, Kingman Brewster, John Wilkinson, Bill Kessen, Albert Solnit, Kitty Lustman-Findling and the later engagement

of Donald Cohen, Fred Volkmar, Linda Mayes, Dorothy Robinson, Linda Lorimer, Stephanie Spangler, Deborah Stanley-Macauley, Ted Wittenstein, and George Joseph—to the generous contributions of parents from many walks of life, every milestone and moment of growth has been shaped by collaboration.

New programs such as the Toddler/Threes and Kindergarten emerged from committees that turned vision into action. Our spaces were created and maintained with the leadership of Bill Brown, Chris Anderson, Sam Gardner, Alan Plattus, and John Bianchi, making sure our physical space reflects our values. The Studio was made possible in part by Gray/Organschi Architecture. Our finances have been carefully stewarded by treasurers Ray Fair, Greg Huber, and Richard Zubek. Thank you to Judy Sirota Rosenthal for photographic documentation over decades. Nancy Close—parent, longtime board president, and consultant—has shared her wisdom and guidance for many years.

We also celebrate the many others—too numerous to name—who contributed time, talent, and support. Thank you to everyone who has been part of this journey—for your passion, dedication, and belief in the power of early childhood education and care. Your contributions have made Calvin Hill a place of learning, belonging, and growth for generations—and, we hope, for generations still to come.





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