

County Council of Howard County, Maryland

2026 Legislative Session

Legislative day # 6

RESOLUTION NO. 66-2026

Introduced by: Chairperson at the request of the County Executive

Short Title: Appointment – Sandy Pagan – La Alianza Latina Commission

Title: A RESOLUTION confirming the appointment of Sandy Pagan to the La Alianza Latina Commission.

Introduced and read first time on May 4, 2026.

By order Michelle Harrod
Michelle Harrod, Administrator to the County Council

Read for a second time and a public hearing held on May 18, 2026.

By order Michelle Harrod
Michelle Harrod, Administrator to the County Council

This Resolution was read the third time and was Adopted , Adopted with amendments ____, Failed ____, Withdrawn ____ by the County Council on June 1, 2026.

Certified by Michelle Harrod
Michelle Harrod, Administrator to the County Council

NOTE: [[text in brackets]] indicates deletions from existing language; TEXT IN SMALL CAPITALS indicates additions to existing language. ~~Strike-out~~ indicates material deleted by amendment; Underlining indicates material added by amendment.

SANDY PAGAN

Ellicott City, MD

SUMMARY OF QUALIFICATIONS

Visionary leader with over 20 years of experience in early childhood education, specializing in high-quality Reggio Emilia program administration, curriculum implementation, and staff development. Maryland Early Childhood Director qualified with extensive knowledge of child and youth development theories practices of Vygotsky, Gerber, Malaguzzi, and Piaget in the implementation of Reggio Emilia and Resources for Infant Educators (RIE) inspired programs. Dedicated to strengthening early childhood systems by expanding access, elevating the early education workforce, and partnering with families to ensure Latino children in Howard County thrive from the earliest years.

KEY PROFESSIONAL EXPERIENCE

Young School
Head of School

October 2017 – March 2021
Meadow Creek Location | Westminster, MD

Led a 152-capacity Reggio Emilia-inspired early childhood program, with a focus on child-led, project-based learning, utilizing the environment as a third teacher and prioritizing a culture of family engagement.

- Managed overall operations, personnel management, facility operations, annual and monthly budgeting, and curriculum implementation, for 35 educators and a four-member management team.
- Provided tours to prospective families of children ages infant to six years old, increasing enrollment from 66% enrolled to 96% enrolled.
- Provided instruction, resources, and training to develop and prepare teachers in educational best practices in the RIE and Reggio Emilia learning approaches
- Taught and modeled appropriate interactions with children and overall best practices to help improve overall program quality, student education, and to identify staff training needs.
- Led restructuring of leadership roles, resulting in improved staff retention, parent satisfaction, and community.
- Fostered a strong sense of community by developing formal parent involvement opportunities and offering monthly parent trainings.

Young School
Head of School

May 2015 – October 2017
Kings Contrivance Location | Columbia, MD

Led a 286-capacity Reggio Emilia-inspired program, supporting approximately 70 educators and 5 directors, serving as enrollment director and on-site Early Childhood Behavior Specialist for children ages infant to five years.

- Consistently maintained student enrollment at 95% enrolled.
- Developed and maintained records, progress reports, and spreadsheets to identify, interpret, and track the school's advancement towards budget, program quality, and enrollment goals. Used information collected in parent surveys, environmental rating scales, and inspections to prepare

quantitative and narrative reports for the Office of Child Care, our parent population, and our Corporate Office.

- Established partnerships with both private and state child / youth organizations to provide families with the necessary services to identify developmental delays, administer developmental screenings, create treatment plans, and administer applicable services.

Children's Creative Learning Centers
Executive Director

2007 - 2013
Fort Meade, MD

Managed all aspects of a 288-capacity, NAEYC-accredited, Department of Defense childcare program, with a six-member management team and a staff of 80 teachers.

- Served as the school's National Association for the Education of Young Children (NAEYC) Program Administrator for six years. Managed budgeting, human resource, marketing, customer relations, compliance, and program quality.
- School selected from 25 candidates as the model child development center for a Congressional visit by U.S. Representative Dutch Ruppersberger in 2012, highlighting excellence in early childhood education and community impact.
- Led team to earn a 100% inspection from both Department of Defense (DoD) and Maryland Licensing's Office of Child Care in 2012 and 2013 and to earn/maintain NAEYC Accreditation ensuring program excellence and compliance with federal and state regulations.
- Strategically partnered with the Department of Defense and the National Security Agency on writing new procedures and training plans for overall program implementation (e.g. child and parent programs partnership programs, Active Shooter Drills for staff, and Emergency Preparedness Plan for the school).
- Facilitated bi-monthly parent advisory meetings and assisted in facilitating parent training sessions on various child development topics to help cultivate relationships and coordinate activities and partnership with the Fort Meade community.
- Selected to lead an expert panel of senior directors presenting at the 2012 National CCLC Center Director Conference in Phoenix, AZ.

EDUCATION & CERTIFICATIONS

- Master of Education; Early Childhood Education; Towson University
- Bachelor of Arts, Psychology with a minor in Applied Learning & Development; University of Texas at Austin
- Maryland State Department of Education Approved Trainer
- Director Qualified with MSDE

PROFESSIONAL AFFILIATIONS

- National Association for the Education of Young Children (NAEYC)
- National Military Family Association
- Child Care Aware of America
- Military Child Education Coalition