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Dear friends and colleagues,

We know many children from low-income families start kindergarten behind and never catch up. We also know that these gaps start extremely early in a child’s life. By 18 months old, toddlers from disadvantaged families are already several months behind their more well-off peers in literacy development.

We need to do as much as possible as early as possible for children from low-income families. That’s why quality early learning programs are so important. Quality early learning programs can change the trajectory of a child’s life. It’s a wonderful thing to witness, and that’s what drives us every day at Think Small.

We’ve had many successes over the past year, and I invite you to read more about it in this report. But know that our work is far from complete. We will not be satisfied until every child in Minnesota has the start in life they need to succeed.

It’s a lofty goal, but we are absolutely committed to this mission. Thank you for joining us. Together, we can change the lives of children, and there is nothing more important than that.

Barbara Yates
President and Chief Executive Officer

Rob Grunewald
Chairman of the Board
Think Small is dedicated to improving quality early learning opportunities for children in their crucial years by teaching families about the importance of early education, training child care providers to improve developmentally appropriate learning in their programs, and influencing decision makers to keep early learning as a top priority -- always with children at the center of our focus.
Each year Think Small works to expand our reach to more neighborhoods and more people that affect the lives of children — parents, caregivers, educators, and policy makers.

**Last year we administered nearly 4,500 Minnesota Early Learning Scholarships and helped more than 900 families receive child care assistance in Ramsey County.**

Even while expanding the reach of Think Small our passionate team maintains the personal relationships that make the organization special and truly touch the lives of the children we are working for. This year we had a special example of that care and personal connection.

Our child care assistance team helped a dual-income family with two preschool-aged children get the funding assistance they needed to provide a quality learning opportunity for their children. Several months after assisting the family with their financial needs, one staff member saw a story on the news about a hit and run accident and instantly recognized the name of the mother. She was in critical condition. Knowing that the mother typically handled the paperwork for the program, the staff reached out to the family to help them work through the eligibility requirements and paperwork to help ensure they retained their funding under medical leave policies. The caring work of the Think Small staff allowed the children to continue to attend the program they were comfortable in while the family was recuperating.

The extra work of the Think Small staff helped the girls thrive during a stressful time in their lives and helped unburden the family so they could focus on working through recovery. We are happy to say the family is doing well and enjoying their time together.
In 2014, over 200,000 children participated in a child care program in Minnesota. Think Small is working hard to recruit as many of these programs as possible to voluntarily participate in Parent Aware, the quality rating system to display the high level of kindergarten readiness best practices present in a program.

Think Small joined several organizations, government agencies, and county officials to launch Parent Aware in 2012 and successfully rolled it out statewide this past year. This included recruiting and training thousands of child care providers to not only meet health and safety standards, but to also incorporate research-based early learning best practices so that all children in their care are ready for kindergarten, a key indicator of future success in life. Unfortunately, thousands of children still start kindergarten behind, and we know that many of those children never catch up. We also know that many of the children who start behind and stay behind are children from low-income families.

Transformation zones, such as Northside Achievement Zone and St. Paul Promise Neighborhood, structured their Race to the Top scholarship funds to be used at highly rated Parent Aware programs to prepare low-income children for kindergarten.

Parent Aware is one of the best tools we have to help children get ready for kindergarten. Think Small is working hard to recruit as many child care providers as possible to participate in Parent Aware. From January 2015 to June 2015 over 2,100 hours of coaching were provided to program participants. These efforts help ensure that more children from low-income families start kindergarten on track giving them a better shot of staying on track and graduating high school. Think Small has focused training and recruitment efforts in low-income neighborhoods and underrepresented communities of color.

The efforts are paying off. 83% of family child care providers participating in Parent Aware in Minneapolis are providers of color, and 62% in that same group speak a second language.

Bringing high-quality child care and early learning programs to all children in Minnesota, particularly from low-income families and in underrepresented communities, is crucial to make sure all children are ready for kindergarten, equipped with the tools they need to succeed in school and life.
Think Small’s award-winning publishing division, Redleaf Press, continues to support the mission for quality early childhood education with professional development and curriculum materials for educators and family child care providers. This past year also saw the addition of the lovable character, Wisteria Jane, to the Redleaf Lane line-up for young readers.

In education and publishing, we often hear that a book can change a life. This year we learned that one of our books may be changing many lives in a big way.

Far away from the typical classroom, the book Making It Better: Activities for Children Living in a Stressful World is helping children who need it the most. The book journeyed through a network of caring educators to the refugee camps of the Middle East, where it is being used to train local care providers and educators to effectively work with children traumatized by violence and loss. Helping these children heal through play will allow them to adapt to the difficult circumstances they are facing and thrive to create a brighter future for themselves and Syria. We are honored to be a part of the journey of healing for these children a world away.

Approximately 183,000 products are distributed annually worldwide.
2015 was a great year for young children at the Minnesota State Capitol. With a supportive Governor and a legislature that is becoming increasingly committed to early learning, overall state investment in early childhood care and education increased by $100 million, representing the single largest investment in a generation. This investment included a $48.5 million increase dedicated to Early Learning Scholarships and first time funding of $3.5 million for Parent Aware, the program guiding parents and providers to high quality child care. School readiness, Head Start, and child care programs all saw increases as well.

Think Small’s leadership and staff worked hard with our allies to build public support and forge the needed strategies to achieve these results. We led the grassroots efforts of the MinneMinds Coalition, which includes more than 100 organizations fighting for increased access to quality early learning for our youngest citizens.

Part of Think Small’s credibility in influencing public policy comes from our solid work on the ground administering the Early Learning Scholarships. Additionally, our quality coaches and early childhood trainers work with thousands of providers to enhance their skills and increase the amount of quality care options. The rich diversity of our staff enables us to reach cultural communities in ways that respect their values and traditions.

Much remains to be done for early learning. Even with the investments made, we are still providing less than one half of qualifying children with access to quality early learning programs. The model we support puts a premium on quality, parent choice, and building the capacity of childcare providers to give young children outstanding service. We are optimistic that we can continue to expand access to quality early learning by working with Governor Dayton’s Administration and the legislature. We are proud of our work, but we will not be satisfied until every young Minnesotan has access to quality early learning opportunities.
### FINANCIAL POSITION AS OF JUNE 30, 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
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<tr>
<td>Liabilities</td>
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<tr>
<td>Total Net Assets</td>
<td>$4,447,658</td>
<td>$4,202,640</td>
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</table>

### REVENUE AND SUPPORT

<table>
<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$1,177,036</td>
<td>$1,203,689</td>
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<tr>
<td>Government Contracts</td>
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<td>$15,879,974</td>
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<tr>
<td>Publishing</td>
<td>$3,493,373</td>
<td>$3,020,278</td>
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<tr>
<td>Other Revenue</td>
<td>$582,337</td>
<td>$738,789</td>
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<tr>
<td>Total Revenue &amp; Support</td>
<td>$25,198,270</td>
<td>$20,842,730</td>
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</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Expenses</td>
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<td></td>
</tr>
<tr>
<td>Community Outreach &amp; Access</td>
<td>$477,640</td>
<td>$487,355</td>
</tr>
<tr>
<td>Family Education &amp; Referral</td>
<td>$270,193</td>
<td>$409,221</td>
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<td>Library</td>
<td>$72,306</td>
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<tr>
<td>Policy, Advocacy, &amp; Initiatives</td>
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<td>$323,950</td>
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<tr>
<td>Professional Development,</td>
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<tr>
<td>Consultation, Coaching</td>
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<td>$1,771,177</td>
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<tr>
<td>Publishing</td>
<td>$3,253,231</td>
<td>$3,102,262</td>
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<tr>
<td>Scholarships &amp; Other Financial Supports</td>
<td>$17,139,098</td>
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<tr>
<td>Total Program Services</td>
<td>$23,702,469</td>
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<tr>
<td>Support Services</td>
<td></td>
<td></td>
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<tr>
<td>Administration</td>
<td>$945,491</td>
<td>$789,941</td>
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<tr>
<td>Fundraising</td>
<td>$305,292</td>
<td>$281,250</td>
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<tr>
<td>Total Support Services</td>
<td>$1,250,783</td>
<td>$1,071,191</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$24,953,252</td>
<td>$20,682,215</td>
</tr>
</tbody>
</table>

**Programs & Services**: 95%

**Administration**: 4%

**Fundraising**: 1%
Think Small is proud of all the families, child care providers, and children helped throughout the last year.

Referral specialists directly served 3,200 families, with over 25% being non-English speaking

We are proud of our work but far from satisfied. We know that children who start school behind often never catch up. Not only that, but children who enter school unprepared are 60% more likely to never attend college and 70% more likely to be arrested for a violent crime.

We must do more, or else we risk leaving even more children behind, with the odds stacked against them.

In the next year, Think Small will recruit and train more child care providers in underrepresented communities to provide the best possible early learning environments to children from low-income families. We will urge policymakers to guarantee that every child from a low-income family has the resources they need to attend the highest quality early learning programs. We will support even more parents by helping them narrow the Word Gap between children from low-income families and their more well-off peers.

This work includes continuing to collaborate with organizations across the state. Think Small was proud to partner with Nickelodeon Universe and the Mall of America to fill backpacks with school supplies for kindergarteners. Local neighborhood organizations, Northside Achievement Zone and the St. Paul Promise Neighborhood, assisted with the distribution of the backpacks to low-income families. These relationships are crucial to future successes.

Our work is not done until every child has access to the resources and opportunities they need during their crucial early years. This is a lofty goal, but it is absolutely imperative that we achieve it.

Next year, we will work even harder and smarter to reach this goal. Children are counting on us.

Volunteers

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Mai Thao
Chee M. Yang
Ya Yang
Yeur Xiong
Shao V. Xiong
May Lee Yang
Nang Khang Yang
Bao Yang

Looking Ahead

Think Small recognizes with gratitude the time volunteered and financial support by the following.

Thank you!
If we have overlooked anyone or made an error, please notify us by calling our development department at 651-641-3545 or emailing development@thinksmall.org.

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Yeur Xiong
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Nang Khang Yang
Bao Yang
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Zang Yang-Lee
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Pang Mious
Mee Yang Sherwood
Suzanne Thao
Dai Xiong
Xou Xai Yang
Pang Yang
Mi Yang
May Lee Yang

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Rose Guthrie
Jon Jacka
Carrie Johnson
Pat Landy
Rhoda Redleaf
Gail Roberts
Rica Van

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and many thanks to Mary Ann
Barrows Wark and Rhoda Redleaf
for their many contributions to the
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David Wark in honor of
Judy Krasnow’s special birthday
Mrs. Lee Wattenberg
Carol and Sanford Weisberg
John Windhorst, Jr.
Thomas J. and Michelle M. Woessner
Dr. John Wolff
Ann J. Wynia
Barbara Yates
Kathleen Zabinski
Mark and Andrea Zukar

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The Buuck Family Foundation
Cargill Foundation
Deluxe Corporation Foundation
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David Allen
Deborah and Thomas Colling
Lindsey Fish
Thomas Fish
Jon Jacka
Vi and Steve Lincowski
Gayle and Jack McLunick
Rhoda and Paul Redleaf

GIFT IN MEMORY OF TO
THE DEBRA S. FISH EARLY
CHILDHOOD LIBRARY AT
THINK SMALL
In Memory of Donna Anna Peterson
Sharon and Dennis Gerber
Jon Jacka
Mark Peterson
Rhoda and Paul Redleaf
Micki Lechner-Riehle
Rica J. Van
Barbara Yates

In Memory of Alice Bloedoen
Rhoda and Paul Redleaf

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Sue Ostfield
Todd Otis
Micki Lechner-Riehle
Diana Rockstad
Douglas Schmitz
Janet L. Ward
Mary Ann Barrows Wark
Look inside to find the answers!

Referral specialists directly served:
A. 1,791 families
B. 2,843 families
C. 3,200 families

How many hours of coaching were provided from January 2015 to June 2015?

What percentage of our expenses go to administrative costs?

Which Redleaf Press title is having an impact on children in Syrian refugee camps?