

TO: Susan Resneck Pierce, President

FROM: Childcare Advisory Committee (Signatures below)

SUBJ: Update, Cost-Benefit Analysis, and Recommendations

DATE: May 9, 2003

First, we want to thank you for your support of this important project. Thank you, too, for extending our work together through the 2003 spring semester.

In this, our final memorandum to you, we submit updates on family-friendly initiatives, our thoughts on the Bright Horizons cost benefit analysis and our follow-up activities with Bright Horizons, an update on the possibility of partnering with Multicare, and our recommendations regarding a childcare center on the Puget Sound campus.

Update on Family-Friendly Initiatives

The status of your June 2002 requests to our staff and student colleagues is described here.

- a. You wrote, "I ask the Student Employment Office to consider your recommendation that it expand the current childcare registration service in the ways you describe and if SEO finds it feasible to do so, that it move forward on that initiative."

Career and Employment Services (formerly SEO) assessed the capabilities of the current service and determined that the recommended expansion is largely dependent on an online solution that will allow students to maintain their own records, thereby achieving the currency that is the hallmark of the committee's recommendation. CES is committed to the expansion, but determined that the project was not feasible to do this year because of multiple other projects. CES will carry the recommendation forward in its planning for 2003-2004 (see Attachment #1).

- b. You wrote, "I ask Facilities Services to consider your recommendation to add diaper changing stations to one men's and one women's restrooms in Wheelock Student Center, Jones Hall, Music and the Fieldhouse and to change the signs for those restrooms accordingly. If Facilities Services finds the recommendation feasible, I will fund the cost of those changes out of a presidential discretionary account."

We are pleased to report that the diaper changing stations have been added to the restrooms in the buildings specified. We have received positive feedback about the changing stations from members of the University community. We were delighted to note that diaper changing stations were added to the restrooms in the new Baker Stadium facility. We recommend that diaper changing stations be added to the restrooms in any new or renovated public facilities on campus.

- d. You wrote, "I ask the Division of Student Affairs to work with Human Resources to identify and then add free parenting literature to the free literature currently provided in Wheelock Student Center."

Student Affairs staff concur that having parenting magazines available would be a good beginning, but have not pursued the notion. Therefore, we recommend that one possible solution to consolidating available resources (both hard copy resources like magazines and web-based resources like those named in e. below) might be to do so in Counseling, Health, and Wellness Services (CHWS).

- e. You wrote, "I ask Human Resources to consider ways to make available to members of the campus community, in all likelihood on-line, the resources available to parents on campus and a directory of local agencies that can assist parents with such issues as finding childcare. Appropriate web pages, (e.g. the Student Affairs and the HR home pages) could carry links to these resources."

From the HR home page, faculty and staff members can select "related links" and move directly to the Working Solutions/United Behavioral Health web site ([www.liveandworkwell.com](http://www.liveandworkwell.com), access code 5391). From the web site faculty and staff members can check benefits, request

services, read articles, access tools, and join discussions. For example, faculty and staff members can personalize their view of the web site based on their interests and needs; new parents can sign up for a new parents' electronic newsletter; etc.

As noted in d. above, our recommendation is that CHWS be charged with providing a repository of resources for students who are parents, including non-proprietary web links, which can be added to the CHWS web page.

- f. You wrote, "I ask Student Affairs to explore the possibility of designating either a room in the Diversity Center or in the Transfer House as needed as a 'mothers' room' for nursing mothers. I recognize that the Diversity Center is heavily scheduled in the evening, but some space may be available during the day for this purpose."

Student Affairs staff have the specifications for a "mothers' room" and have talked about the possibility of using the Off Campus and Transfer Student House for this purpose. Student Affairs is considering a summer project to explore the idea further.

- g. You wrote, "In light of your recommendation that ASUPS be asked to consider planning, advertising and staffing babysitting services for the campus during University-wide special events such as Commencement, finals week, faculty meetings, etc., and to encourage other student groups to do so as well, I ask Director of Business Services John Hickey to research whether there is any potential liability to the University in staffing such a service of uncertified students in non-childproof babysitting space. If there is no such liability, I would then ask ASUPS to consider this request."

John Hickey reported to the committee that the University's insurer recommends against babysitting services as described above because childcare carries significant liability risks even for persons who are trained and certified and who provide care in appropriately designed facilities. The University should not sponsor childcare in any way (through ASUPS or through any other University agent) by persons who are not trained, background checked, or supervised. Any incident involving a

commission or omission by such a care provider would present a significant liability risk.

- h. You wrote, "I ask the Union Board to consider establishing a 'children's corner' somewhere in a corner of a lounge space or the loft in Wheelock that might include children's books, some toys and child-sized beanbag chairs. I will be glad to entertain a proposal to fund this project out of a presidential discretionary fund."

Thanks to Kristi Maplethorpe and the Union Board, Dining & Conference Services now has two high chairs that families can use while dining on the main floor of Wheelock Student Center. The high chairs are kept in visible places near The Diner exit or inside The Diner. Faculty member Judy Tyson, staff member Barbara Racine, and Kristi put together a toy box for children, which is kept in the lobby of WSC and brought into the Information Center each night. Families can find puzzles, books, stacking toys, etc., in the toy box. We have received positive feedback about the availability of these amenities from members of the University community. Kristi reported to us that the Union Board was happy to help. They would like to assess the use of the toy box before allocating space for a "children's corner."

Please convey our thanks to all of those named above who have been engaged in these important deliberations.

#### Bright Horizons

We were gratified to learn last fall that you had authorized an expert organization to conduct the cost-benefit analysis. We appreciated the opportunity to work with Bright Horizons (a for profit organization that specializes in providing employer-sponsored on-site childcare and that consults with employers on such matters), first in an informal luncheon meeting and then to discuss their report. The Bright Horizons report is attached for your review (Attachment #2).

Bright Horizons evaluated last year's campus-wide survey of faculty, staff and students, as well as Human Resources data on workforce demographics, to determine whether there is sufficient demand for an onsite childcare facility at Puget Sound. Based on the data, Bright Horizons determined that there is sufficient and on-going demand for onsite childcare. Bright Horizons made recommendations pertaining to

childcare center capacity and classroom configuration, as well as the financial responsibilities associated with an onsite facility. The cost benefit analysis included project start-up costs, an operating budget (which will change depending on whether or not we include infant care in our model) and a basic formula to adjust these costs based on a variety of factors such as fee scales, number of children, and operating hours.

Following our meeting with the Bright Horizons consultants to receive their report we met with Facilities Services Director Craig Benjamin and John Hickey to learn from them about the possibility of using existing University-owned facilities for a child care center. With their valuable help, we identified University-owned houses on N. 17<sup>th</sup> Street as possibilities. We invited Debbie Brown of Bright Horizons to tour the houses with Craig, John and other colleagues from Facilities Services with renovation expertise. Here is what we learned:

The yard space around the houses on the south side of 17th Street seems to be more than sufficient, as do the parking and drop off possibilities. The location meets the criteria the committee developed. The houses themselves, however, will not accommodate our model, even though the “on paper” square footage was promising. The only usable space for childcare is on the main floors of the houses. Even if there are non-bearing walls that can be removed, in the best of circumstances we would only be able to accommodate a small number of children. An alternative would be to consider one or two childcare homes, rather than a center. However, the University would still have to make a significant investment in renovation to benefit a much smaller number of University families. Additionally, student housing capacity (and the associated revenue) would be reduced at a time when the University is committed to increasing residency.

On April 28, 2003 four members of the committee, John Hickey, Craig Benjamin, and Project Development Coordinator John Underhill visited a Bright Horizons center in Renton that is similar to our model. Here is what we learned:

The Wizards Family Center serves the approximately 600 employees of Wizards of the Coast. The company spent about \$600,000 remodeling a loading dock and its staging area into a delightful facility that is licensed for 53 children--infants, toddlers, and preschoolers. The center was very child-friendly, clean, bright, and well-staffed, with nice playgrounds outside and a small kitchen and

staff chef to provide meals and do cooking projects with the children. We all felt it was a place we would be happy to leave our children.

As Bright Horizons' Debbie Brown led us on a tour of the center, she pointed out that the center has about 70 square feet per child, which was certainly adequate, although she suggested that 80 square feet (the number used in the Bright Horizons cost benefit analysis for Puget Sound) would be better. The Wizards of the Coast subsidizes the cost of the center by paying rent, maintenance, utilities, etc., but the approximate cost to the parents is still high – it costs about \$836-\$975 per child per month at Wizards, depending on age. The Wizards Family Center provides a good model for a high quality childcare center for University of Puget Sound community children.

We want especially to acknowledge Debbie Brown and Bright Horizons not only for the quality of their work on the cost benefit analysis but also for the follow up advice and counsel Ms. Brown provided on a pro bono basis.

#### Multicare

In your June 25, 2002 memorandum to the committee, you asked Finance & Administration Vice President Karen Goldstein, "working with our colleagues in the appropriate areas, to continue to explore and evaluate" the option of partnering with Multicare. Subsequent to the first meeting between Karen Goldstein, Rosa Beth Gibson, and Multicare administrators, Rosa Beth, John Hickey and Associate Vice President for Finance and Controller Sherry Mondou participated in conversations with Multicare regarding a possible partnership. Rosa Beth has continued to have regular contact with Multicare representatives. She has asked Multicare to keep the University apprised regarding the expansion of the Multicare center and the collaboration that might be possible with such an expansion.

#### Recommendations

When you appointed us to the Childcare Advisory Committee in January of 2002 you asked us to "review how the University is currently providing support for students, staff and faculty who are parents" and to "think creatively about the possibilities both for formal daycare and other ways in which the campus might perhaps more informally address some of the needs for childcare." We recommend that these aspects of the committee's work be continued in the following ways:

1. Because the advisory committee's work ends with our submission of this memorandum, we urge you and President-elect Ron Thomas to continue the work that you began more than a year ago. We recommend that you reiterate the importance of the items listed under "Updates on Family Friendly Initiatives" above and encourage those responsible for the initiatives not yet implemented to include the initiatives in their planning for 2003-2004.
2. We recommend that you and President-elect Ron Thomas ask division vice presidents to assess the extent to which the programs, practices, and services in their divisions can be made more family friendly.
3. We recommend that this final memorandum be posted to the University's web site so that our faculty, staff, and student colleagues will know that we have completed our work; that we have, with your support, fully addressed the charge you initially presented to us; and that we have made the recommendations listed herein.

Your primary charge to the committee was "to examine the need for and feasibility of onsite day care for dependent children." Here is our response to the charge:

The Childcare Advisory Committee urges the University of Puget Sound to include an on-site childcare center in its campus master plan. Our recommendation is based on a year's study that includes: a thorough, professional survey of the campus community (faculty, staff, and students), interviews with childcare centers of selected peer institutions, and a committee on-site visit to a childcare center in Renton. Most importantly, we conducted a cost-benefit analysis through Bright Horizons. We conclude that a childcare center on the University of Puget Sound campus is a feasible project and that based on the strong demand and need of the community, the establishment of such a center should have a priority in the plans of the University.

We would be happy to meet with you to answer any questions you may have about our work and these recommendations.

Understanding that our recommendations extend the University's consideration of these important issues into 2003-2004 and beyond, we would be happy to meet with President-elect Thomas next fall as well. As you know from our report last year, the Trinity College Community Child Care Center was one of the centers included in our survey. We are delighted

that the University's President-elect will be coming to Puget Sound with a clear understanding of the importance of such a service for recruiting and retaining faculty, staff, and students.

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Mirelle Cohen

Chris Cummins

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Carol Curtin

Julia French

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Rosa Beth Gibson

Rob Hutchinson

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Paul Monaghan

Ily Nagy

## **CES Responses to Childcare Feasibility Report**

**We recommend the following actions to expand current on-call list services to the campus community.**

### **Short-term (Implement by Summer 2003)**

- Update current on-call list to include *specific* (i.e. days and times) availability of students for childcare services.
- Modify the current EXCEL list for Childcare and sort according to times students are available to work (i.e. weekdays, weekends, etc.)
- On publications and in interactions with customers, be sure to let them know we can email the file if they have compatible computers. \*  
Make sure to have a file that is ready to be sent via email.

### **Next Steps towards Long Term Service Enhancement (In progress)**

- Work towards enhancing CES website and on-line access and functionality. Determine when this new service can be developed on-line given other competing resource requests.
- Continue to devote time to plan for what the future system may be able to do.
- We envision the future on-call list to have the following capabilities:
  - Students can sign up on the list at anytime/anywhere (they would not be bound by office hours).
  - Students are able to enter the information themselves directly to the system and the information could be uploaded immediately.
  - Students can also update their information easily on-line (including times they are available to work). If they wish to be taken off the list they can simply click a button.
  - Employers will be able to easily do a search for students who are able to work the times they are looking for.
  - At the end of each term an automatic email message could be sent to students and employers along with survey information.
  - Also, there should be easy print functionality so if we have people who currently do not have access to computers we can still send the form out.
  - Potential employers could access the information via the CES website. They could register their personal information in the system and have automatic ability to view and print the list from home. It should be set up so they are automatically added to a distribution email list so that when the employer

surveys are sent out they can be distributed via the web. This would decrease staff time, time for the list to travel through snail mail, money for postage, and more feedback may be sent back from an easier method.

- New system would have a feedback function for students and employers that can be accessed easily.

The benefits of on-line functionality would decrease staff time, reach more people at varying non-traditional times, assist with tracking outcomes of the service, and increase reliability of the information from both users of the system- students and employers!

*The following statement comes from President Susan Resneck Pierce's May 2003 campus update:*

**Childcare advisory committee:**

I have just received an excellent report from the childcare committee, which provided updates on family-friendly initiatives; the committee's thoughts on a cost-benefit analysis done for us by an outside group, Bright Horizons; the committee's follow-up activities with Bright Horizons; an update on the possibility of partnering with Multicare; and the committee's recommendations regarding a childcare center on the Puget Sound campus. The full text of the report can be found at <http://www.ups.edu/humanresources/home.htm>.

Ultimately, the committee concluded that we have no appropriate space for a high quality childcare facility on campus and so recommended that the University "include an on-site childcare center in its campus master plan... [believing that] a childcare center on the University of Puget Sound campus is a feasible project and that based on the strong demand and need of the community, the establishment of such a center should have a priority in the plans of the University."

I have shared the report with President-elect Thomas, and we agree that the question of a childcare facility should be part of the master planning effort as the University considers the priorities for capital projects in the future. We are, furthermore, pleased to support the committee's additional three recommendations, quoted below:

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