



University Senate TRANSMITTAL FORM

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Title:	Recommendation to Establish a Family Care Resource and Referral Service at the University of Maryland
Presenter:	Eric Kasischke, Chair of the Faculty Affairs Committee Cynthia Shaw, Chair of the Staff Affairs Committee Kevin Tervalá, Chair of the Student Affairs Committee Valérie Orlando, Chair of the Human Relations Committee
Date of SEC Review:	March 10, 2010
Date of Senate Review:	March 25, 2010
Voting (highlight one):	<ol style="list-style-type: none"> 1. On resolutions or recommendations one by one, or 2. In a single vote 3. To endorse entire report
Statement of Issue:	<p>Over three decades, several University groups created numerous proposals that recommended adding child care centers, an infant care center, an intergenerational center, adult day care, flexible drop-in care, a resource and referral program, and full-time counselors/staff members to address work-family issues. However, despite senior leadership support for several proposals, a lack of resources has blocked all progress in creating any new child, family, and elder care facilities and services during the last 30 years. During this period, our peers added significantly to their portfolios of child care centers and family care services, leaving the University of Maryland far behind. There is currently a plan to develop an infant care center in the East Campus development—an important and greatly needed facility—but this plan is unlikely to be implemented for several years and will benefit a very small number of University families.</p> <p>In Fall 2009, the four Senate Committees resumed exploring ways to increase family care resources at the University. The committees supported developing comprehensive child and elder care services including on-campus infant/child care centers, an elder care facility, emergency/drop-in care, subsidized child care tuition assistance, resource and referral</p>

	services, and a family care website. However, given the current economic climate, there was particular interest in investigating family resource and referral services as an important first step.
Relevant Policy # & URL:	N/A
Recommendation:	The Faculty Affairs, Staff Affairs, Student Affairs and Human Relations Committees of the University Senate recommend that the University of Maryland establish a Family Care Resource and Referral Service for campus faculty, staff and students by September 2010. Specifically, this Service should offer: seminars on quality child care and elder care; professional consultations addressing family care needs, options, and resources; establishment of a family care website; and educational resources to facilitate informed child and elder care choices.
Committee Work:	<p>All four Senate committees examined the extensive 30-year history of efforts to expand family care facilities and services on the University of Maryland campus, drawing materials from the Archives of the President's Commission on Women's Issues (PCWI) and other sources.</p> <p>In February 2010, 25 representatives of the four committees met with the owner of a full-service, family care consulting company. The owner, who provides child care and elder care resource and referral services at George Washington University, outlined service options and projected costs of such services for the University of Maryland.</p> <p>Research was conducted on family care services provided at our peer institutions including, UC-Berkley, University of Michigan, UCLA, UNC-Chapel Hill and University of Illinois at Urbana-Champaign. In addition, surveys and research on work/life conflict and the benefits of family-friendly policies were reviewed.</p>
Alternatives:	The University could choose not to provide this service.
Risks:	If the University does not accept this recommendation, it may not be competitive as a family-friendly environment when compared to peer institutions.
Financial Implications:	A modest financial investment would be required in order to provide this service. We estimate that to be \$80,000-\$85,000.

Recommendation to Establish a Family Care Resource and Referral Service at the University of Maryland

The Faculty Affairs, Staff Affairs, Student Affairs and Human Relations Committees of the University Senate recommend that the University of Maryland establish a Family Care Resource and Referral Service for campus faculty, staff and students by September 2010. Specifically, this Service should offer: seminars on quality child care and elder care; professional consultations addressing family care needs, options, and resources; establishment of a family care website; and educational resources to facilitate informed child and elder care choices. The proposed Service recognizes the diversity of family care needs among individuals on the campus. A modest financial investment will provide cost-effective family care services that should have an immediate, positive, and widespread impact on the University community.

Rationale

During the last 30 years, numerous government agencies, businesses, and colleges/universities have expanded family care resources for their employees, including child and elder care facilities, resource and referral services, and flexible work policies. Recent demographic trends underscore the need for additional family care services for a wide range of employees:

- Four out of five couples are in dual-earner relationships, an increase from 66% in 1977 to over 79% in 2008 (1).
- Currently 94% of fathers and 71% of mothers with children under 18 are in the labor force (2).
- In 2007, 51% of mothers with children under age one, 60% of mothers with children younger than three, and 64% of mothers with children under six were employed (3).
- The 2008 National Study of the Changing Workforce revealed that 43% of U.S. workers had taken regular care of an individual over 65 in the previous five years, and 51% of employees (men and women) expect to have this responsibility (4).
- Work-life conflict for employees throughout the nation increased significantly from 1977 to 2008, especially for men; the percentage of employees reporting work-life conflict rose from 34% to 45% among men and from 34% to 39% among women (1).

Research within academe also reveals significant concerns about work-life conflict. In one recent study of more than 8,300 doctoral students across nine University of California system campuses, 74% of men and 84% of women were somewhat or very concerned about the family friendliness of university employers (5). Among doctoral students who were parents and supported by federal grants (e.g., NSF, NIH), only 16% of women and 35% of men perceived careers at research-intensive institutions to be “family friendly” (5). As a result, many of the best and brightest students from top-ranked doctoral programs are not applying for academic positions in research universities because they do not believe they can balance the demands of work and family life (5). The shift away from interest in research university careers to business, government and industry was greatest among doctoral women in the sciences, a finding deemed especially troubling given the low number of women in science, technology, engineering and mathematics (STEM) doctoral programs (5). Studies using data from the national NSF Survey of Doctorate Recipients also reveal that for women with Ph.D.s, the combination of marriage and childrearing dramatically decreases women’s

likelihood of entering a tenure-track position (6). Moreover, faculty women who have children within five years of receiving a Ph.D. were less likely to obtain tenure than either men or women who delay or forsake childbearing (6). In a 2006 study of almost 600 faculty members at the University of Iowa, conflict between child care and work demands was the second major cause of faculty attrition (7). Approximately 35% of female and 30% of male assistant professors at the University of Iowa cited access to child care as a major obstacle to faculty recruitment and retention. Taken together, these studies suggest that the convergence of the probationary period before tenure with the prime years for faculty childbearing and childrearing will continue to be a major challenge for universities seeking to recruit, retain, and promote talented faculty.

Peer Institutions

In response to such research, many of our peer institutions, such as the University of California, Berkeley and the University of Michigan, have taken leadership roles in establishing family care services to facilitate recruitment and retention of the best students, faculty, and staff. These services are viewed as “fundamental to an equitable and productive academic environment” that enhances work/life balance (UC Berkeley, APM-760-0). Our five peer campuses report benefits of family-friendly services that are comparable to those found by business and government employers, including boosting recruitment, enhancing job satisfaction, increasing productivity, lowering absenteeism, decreasing stress-related health problems, and reducing job turnover (8, 9). In one private sector study, a major corporation (Johnson & Johnson) reported saving more than \$4 for every \$1 invested in its work/family programs, including child care resource and referral services (9). Representatives of the University’s five peer institutions reported “improved employee morale,” “higher work productivity,” and “valuable help for student parents trying to finish their degrees” as among the major benefits of family resource and referral services.

Following is a summary of family care services currently offered by the University and its peers. *Resource and referral services similar to those proposed for our campus are indicated in italics.*

University of Maryland

- Early childhood education program (Center for Young Children): serves 99 preschool and kindergarten children of faculty, staff, and students, ages 3 to 6

University of California, Berkeley

- Early childhood education program: serves 280 children of faculty, staff, and students, ages 3 months to 7 years
- Child care program: serves 80 children of faculty, staff, and students from 6 weeks to 5 years, including children with disabilities
- Subsidized child care for low-income students
- *Elder care counselor: consultations, referrals, support, website*
- *Family support counselor: available on campus two days per week*
- *Family care [website](#)*

University of Michigan

- Early childhood education program: serves 800 children of faculty, staff, and students from 6 weeks to age 5
- Subsidized child care for low-income students
- *Family care resource and referral services (used by 2,731 University families between January 2006 and September 2007)*
 - *Individual consultations on day care and elder care*
 - *Parenting seminars and educational programs*
 - *Emergency child care and family helpers*
 - *Elder care services: counseling, assessment, referrals*
- Family care [website](#)

UCLA

- Early childhood education program: serves 360 children of faculty, staff, and students from 8 weeks through preschool
- Child care tuition assistance for low-income families (including students)
- *Family care resource and referral services: serve more than 1,000 families annually*
 - *Individual consultations/assistance with child care, including location of off-campus care and help with child care transitions*
 - *Child care and parenting seminars*
 - *Elder care services: counseling, assessment, referrals, and seminars*
- Family care [website](#)

University of North Carolina at Chapel Hill

- Early childhood education program: serves 78 children of faculty, staff, and students from 6 weeks to age 5, including children with disabilities
- Child care center: serves 120 children of faculty, staff, and students from 6 weeks to age 5
- Subsidized child care for low-income families
- *Family support counselor: available on campus twice a week*
- *Elder care services: adult day care, resources and referrals*
- Family care [website](#)

University of Illinois at Urbana-Champaign

- Early childhood education program: serves 96 children of faculty, staff, and students from 2 years 9 months to 6 years
- Limited child care tuition assistance for full-time students and employees
- *Child care resource and referral services*
 - *Child care consultations*
 - *Emergency child care*
 - *Child care and parenting seminars*
 - *Written resource materials*
 - *Online referral database*
- Family care [website](#)

UM History of Family Care Proposals

All four Senate committees examined the extensive 30-year history of efforts to expand family care facilities and services on the University of Maryland campus, drawing materials from the Archives

of the President's Commission on Women's Issues (PCWI). Much of this work was conducted by the PCWI and its subcommittees and task forces, including the Family Friendly Task Force, the Intergenerational Task Force, the Students as Parents Task Force, the Elder Care Committee, the Day Care Committee, and the Child Care Committee. The University's Quality of Working Life Coordinating Group and the Task Force for Faculty Life and Professional Success also examined the status of family care services on the campus, as well as family-friendly services offered at peer institutions.

Over three decades, these groups created numerous proposals that recommended adding child care centers, an infant care center, an intergenerational center, adult day care, flexible drop-in care, a resource and referral program, and full-time counselors/staff members to address work-family issues. However, despite senior leadership support for several proposals, a lack of resources has blocked all progress in creating any new child, family, and elder care facilities and services during the last 30 years. During this period, our peers added significantly to their portfolios of child care centers and family care services, leaving the University of Maryland far behind. There is currently a plan to develop an infant care center in the East Campus development—an important and greatly needed facility—but this plan is unlikely to be implemented for several years and will benefit a very small number of University families.

In Fall 2009, the four Senate Committees resumed exploring ways to increase family care resources at the University. The committees supported developing comprehensive child and elder care services including on-campus infant/child care centers, an elder care facility, emergency/drop-in care, subsidized child care tuition assistance, resource and referral services, and a family care website. However, given the current economic climate, there was particular interest in investigating family resource and referral services as an important first step. In February 2010, 25 representatives of the four committees met with the owner of a full-service, family care consulting company. The owner, who provides child care and elder care resource and referral services at George Washington University, outlined service options and projected costs of such services for the University of Maryland.

Why Family Care Services?

There is significant need for additional family care services at the University of Maryland. Current economic challenges make it very unlikely that the University will construct and subsidize new child care or elder care facilities in the near future (beyond the proposed infant care center). Moreover, there is substantial demand for a wide range of family care services by faculty, staff, and students who have diverse family structures, child/elder care responsibilities, financial resources, geographic locations, work/study schedules, and work and family concerns. Prospective faculty and students are also seeking child/family care information as they make decisions about whether to come to the University. The need for a broad array of family care services is immediate and ongoing. After significant research, the four Senate Committees determined that the most cost-effective way to begin to address this need and serve the greatest number of campus community members is the establishment of a Family Care Resource and Referral Service.

It could be argued that individuals have a responsibility to research these family care options on their own. However, there is clear evidence that time spent investigating child/elder care resources and attempting to resolve family care problems often diverts faculty/staff from their work and students from their studies for considerable periods of time. Offering the expertise of a professional

child and elder care counselor will help families to focus their research and problem-solving and take greater control over their family care situations. The Service will not only enhance individual and unit productivity, but will also be an important step toward achieving the University's goal of establishing a more equitable, inclusive, and supportive campus environment.

Proposal

We propose that the University establish a Family Care Resource and Referral Service comparable to those offered at many of our peer institutions. The Service would provide the following to University faculty, staff, graduate students, and undergraduates at no charge:

- 1) Child care and parenting seminars on topics such as: choosing quality child care centers, identifying and hiring home day care providers (interviewing, licensure, background/complaint checks), preparing for infant care, selecting summer camps, selecting after-school programs, preparing school-age children for independent care, obtaining child care for children with special needs, balancing work and family demands, and other parenting topics.
- 2) Elder care seminars on topics such as: assessing the needs of aging parents and relatives, selecting elder caregivers, housing options for the elderly, family communication and its impact on elder care, coping with caregiver burden, and selecting high quality nursing homes and assisted living arrangements.
- 3) Consultations (one-on-one, in person or via the telephone) to identify and evaluate the family's child care or elder care needs, options, and resources, and to provide assistance in locating optimal care arrangements.
- 4) Website that provides best practices in selecting child and elder care services, recommended family care resource materials, and links to area child care/elder care referral websites and daycare licensing standards (e.g., Maryland, DC, northern Virginia).
- 5) Educational materials to assist University students and employees in making informed child care and elder care choices (e.g., low-cost pamphlets).

Consultant Option

One option to provide these services, particularly initially, is to hire a consulting company on a renewable annual contract, put out for re-bid each year. It is essential that family care resource and referral staff have extensive knowledge of child care and elder care issues affecting students, faculty, and staff, as well as professional experience with local care services, care networks, care assessment, and related legal issues. The consultant's work may eventually be transitioned to a University staff member or members. Decisions about the best provider(s) of these services should follow an annual evaluation of the Resource and Referral Service (see Evaluation below).

Cost

The total cost of launching the Resource and Referral Service will depend on who provides the services and factors such as the number of seminars, number of one-on-one consultations, cost of

the new website, and expenditures for low-cost educational materials. However, based on services provided at George Washington University, an investment of \$80,000 to \$85,000 per year (budgeted annually) should provide:

- At least 12 seminars, including informational packets for all participants
- 240 personal consultations (generally two, one-hour sessions per family; consultations will be equitably divided among faculty, staff and students in the first year; additional consultations will be available for a fee)
- Website design, launch, and maintenance
- Low-cost child/elder care pamphlets for at least 2,000 campus community members

Evaluation

Seminar attendance, seminar evaluations, and records of one-on-one consultations are among the data that will be tracked by the service provider. A comment/suggestion box on the family care website will also be established. In addition, an ad hoc Committee on Family Care (see below) will be charged with analyzing evaluation data from the service provider and conducting an independent assessment of first year use of the Family Care Resource and Referral Service. This evaluation will enable the University to determine the desired mix of services (e.g., seminars, consultations) for subsequent years, allocate consultations equitably to campus constituencies, and expand or reduce specific family care services based on their use and perceived value.

Committee on Family Care

The Senate Executive Committee (SEC) will appoint an ad hoc Committee on Family Care, including representatives of the Faculty Affairs, Staff Affairs, Student Affairs, and Human Relations Committees, to oversee implementation and evaluation of the Family Care Resource and Referral Service. The committee will present an annual evaluation of the Service to the SEC, as well as recommend future child and elder care initiatives for the campus.

Who Will Benefit?

A significant fraction of the university community—including students, faculty, and staff—will be direct beneficiaries of the Family Care Resource and Referral Service. These individuals will acquire knowledge and problem-solving strategies to effectively address child and elder care needs, enabling them to devote more time to study, teaching, research/scholarship, service, and family activities. Chairs, directors, and staff supervisors who attend family care seminars may also increase their capacity to guide unit members in resolving work-family problems.

The University will also benefit. Based on previous research and reports from peer institutions, the Service should improve faculty and staff recruitment and retention, boost productivity, lower absenteeism, reduce turnover, and improve students' degree completion rates. Graduate student parents who receive child care assistance may become more confident of their ability to balance work and family demands, increasing their interest in research university careers. The proposed website will broadly communicate the University's commitment to promoting a family-friendly environment. Finally, establishing a Family Care Resource and Referral Service will move the University closer to achieving parity with its peers and support its goals of excellence, equity, and inclusion endorsed in our Strategic Plan.

References

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7. University of Iowa Gender Equity Task Force. (2006, May 1). *Gender Equity at the University of Iowa*. Iowa City, IA: University of Iowa.
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Appendix

Items Reviewed by the Senate Faculty Affairs, Staff Affairs, Student Affairs, and Human Relations Committees during their Research

- 1995 PCWI Summary of Child Care Needs and Issues from 1974-1994
- Proposal for Drop-In Child Care, submitted by the PCWI Child Care Committee, chaired by Elizabeth Platz in 1995
- Survey Results from the 1995 PCWI Child Care Committee's Inter-Campus Child Care Survey, sent to 36 Universities with an 80% return rate
- 1998 Intergenerational Task Force Strategic Plan, with the goal of creating a University Intergenerational Care Center to address issues and needs of individuals from infancy through senior life
- 1998 Women's Resource Guide, prepared by the 1997-1998 PCWI, with listing of current resource programs
- "Task Force Aims to Establish Campus Intergenerational Day Care Center," Outlook news article from March 9, 1999
- List of priorities for the 2000-2001 academic year, which included Intergenerational Care, prepared by Larissa Grunig, Chair of PCWI
- Research on Child Care and Elder Care Services at Peer Institutions gathered by PCWI in 2000
- Minutes of October 3, 2001 PCWI meeting at which President Mote described plans for a potential family care center that would accommodate 120 children and 10 elderly adults
- List of priorities for the 2001-2002 academic year, which included an Intergenerational Care Center and Creation of a Staff Person to address Family Care Services, prepared by Larissa Grunig, Chair of PCWI
- Excerpts from the Recommendations of the Quality of Working Life Coordinating Group's Benefits and Services Survey Subcommittee, submitted by Chair Judith Broida on May 25, 2001. Recommendations included: 1) Developing at least one child care facility on or near campus, or minimally, contracting with a private child care provider, and 2) Developing a comprehensive Resource and Referral Service for adult care
- Child care presentation submitted by Bright Horizons Family Solutions at a Child Care Center Retreat in August 2002
- Research on Peer Institutions' Child/Family Care Services and expectations for the vendor, parameters, staffing, fee structures, and other considerations for a center by the PCWI Day Care Committee in 2002
- Request for a Child Care Center site approval and approval to proceed with a Request for Proposal (RFP) reviewed by the Facilities Council in 2002
- "Little Relief for Student Parents," Diamondback news article from 2005
- Survey Results of UM and Peer Institutions' Family Friendly Policies submitted in Fall 2005 by the Family Friendly Task Force