
Improving Child Care at Purdue University

Child Care Task Force Report

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This document summarizes the proposed recommendations by the university task force assigned to evaluate child care needs and resources at Purdue University.

A. Table of Contents

Executive Summary	3
KEY RECOMMENDATIONS:	4
Long term actions (greater than one year)	4
Short term actions (greater than six months but less than one year)	4
Immediate actions (less than six months).....	4
B. Task Force Charge.....	5
C. Council on the Status of Women (CSW) report on Child Care at Purdue	5
D. Purdue Population Data	8
E. Purdue Child Care Centers.....	9
F. Affordability.....	11
F.1. Average Price for Accredited Childcare in Lafayette/West Lafayette as of September 2013	11
F.2. Average Price for Non-Accredited Childcare in Lafayette/West Lafayette as of September 2013.....	11
G. Current Supported Family Friendly Policies, Programs, and Resources	11
H. Benchmark and Peer Comparisons	13
I. Community Assessment	16
I.1. Availability of Care in the Community.....	16
J. Campus Survey Review.....	17
J.1. Infant to Preschool Children.....	17
J.2. Infant Care	22
J.3. Parents of children with special needs.....	23
J.4. Usefulness of Resources to Families with Children.....	23
J.5. Professional Travel	24
J.6. School Age Children (6 – 18 years).....	25
J.7. Response Themes to Open-Ended Questions by Classification	26
J.7.a. FACULTY.....	26
J.7.b. ADMINISTRATIVE/PROFESSIONAL STAFF	27
J.7.c. CLERICAL/SERVICE STAFF.....	28

J.7.d.	GRADUATE STUDENT.....	29
K.	Recommendations.....	31
K.1.	Long term actions (greater than one year)	31
K.2.	Short term actions (greater than six months but less than one year)	31
K.3.	Immediate actions (less than six months).....	32
K.4.	EXPANDED RECOMMENDATIONS - detailed definition of items above in recommendations	32
K.4.a.	Build an additional child care center on campus or near campus.	32
K.4.b.	Evaluate what Purdue can do to support special needs care	32
K.4.c.	Evaluate summer care for school age children in trimester system.	33
K.4.d.	Create a child care coordinator position within Human Resources that is dedicated to the remaining recommendations.	33
K.4.e.	Develop and initiate a campaign to raise funds.....	36
K.4.f.	Secure a variety of slots in accredited or PTQ4 community facilities to aide in immediate recruitment or retention needs	36
Appendix A.	Purdue Campus Child Care Survey Text	37
Appendix B.	Survey Written Results	50
B.1.	FACULTY.....	50
B.2.	A/P STAFF	54
B.3.	CLERICAL.....	62
B.4.	GRAD STUDENT	68

Executive Summary

The Child Care Task Force was charged with evaluating the state of child care at Purdue and making recommendations regarding changes that were cost-effective, impactful, and achievable in the near-term, in order to strengthen Purdue's efforts in the recruitment and retention of quality employees and students.

After evaluating related existing reports and data, we created and distributed a campus-wide survey in the Spring of 2013 to assess needs for infant to pre-school and school-age dependents. The results of the Child Care Task Force survey highlights four key needs for our campus: affordability, on-campus availability, flexibility, and quality.

Affordability

A market analysis was completed comparing Purdue accredited child care centers to accredited and non-accredited centers in the community. While Purdue's average pricing is slightly above the market, the demand for care through these facilities continues to exceed the number of slots available in each center. Recommendations in this report include establishing subsidized travel grants, seeking supporting funds from the Department of Education for Child Care Access Means Parents in School (CCAMPIS) grant for students, and initiating a fund-raising campaign to provide more affordable quality care for employees and students in lower incomes.

On-Campus Availability

The task force analyzed demographic data on dependents from existing Purdue health plan data on the West Lafayette campus, along with FAFSA data from the Division of Financial Aid. We identified a total known population of 4,399 children: 2,133 children aged five years and less, equivalent to four percent of the university's total population, and 2,266 children aged between 6 and 12 years.

Purdue currently provides on-campus care for infant through pre-school age children on the West Lafayette campus at the Ben & Maxine Miller Child Development Lab School, Patty Jischke Early Care and Education Center, and Purdue Village Preschool, representing a total of 212 full-time slots. This capacity accommodates only 10 percent of Purdue dependents aged five years and less.

We benchmarked these data against the campus child care spaces and resources provided by our peer institutions, as a ratio of campus population. Purdue ranks in the bottom third of our peer institutions for the ratio of full time child care slots provided. Based on a weighted average of spaces provided versus known population, Purdue's target goal for on-campus child care is 340 full-time slots, which is a shortfall of 128 spaces. Adding this capacity will move us from 10th out of 12 peer institutions to 5th, and provide spaces for 16% of our infant to pre-school population.

Eighty-five percent of families who did not choose care at a Purdue center did so because there was no availability, indicating that a Purdue facility would be a first choice for many. Recommendations in this report include building a new child care center, and expanding an existing center in order to increase availability. Additional recommendations include offering back-up care services for unexpected needs, and expanding programs and services during summers and holiday breaks.

Flexibility

Flexibility is crucial in understanding today's workplace, and particularly an academic workplace. Dual-career parents, grandparents raising grandchildren, single parents, parents of children with special needs, and graduate students raising children, are just a few of the examples of child care needs that exist in today's Purdue community. All are unique with varying needs of care and support.

Recommendations to address the need for flexible care include coordinating Purdue break schedules with greater West Lafayette and Lafayette schools, offering back-up care services for care outside of normal care hours (e.g., for those teaching and taking evening courses), and subsidized travel grants to assist with care during long distance professional travel, such as conferences or speaking engagements.

Quality

High quality care is an expectation of the Purdue University community. Two of our existing centers on campus are accredited by NAEYC and are rated level 4 in Paths to Quality (PTQ) ratings. Consistent with these ratings, 85 percent of families with children in the care of Purdue programs are satisfied or very satisfied with their child care. This level of quality care also drives first-choice demand for Purdue centers.

Accreditation shows a commitment to meet national standards beyond what is expected at the state level. Recommendations to maintain and improve quality include development of a recruitment and retention program, support for accreditation for one Purdue child care center, development of a database to support all on-campus centers with links to social media, and collaborating with community centers to support PTQ4 level status.

KEY RECOMMENDATIONS:

Long term actions (greater than one year)

1. Build an additional child care center on campus or near campus with an emphasis on infant care needs and expand the existing Patty Jischke Center by two classrooms.
2. Evaluate what Purdue can do to support special needs care.
3. Evaluate summer care for school age children in trimester system.

Short term actions (greater than six months but less than one year)

4. Create a child care coordinator position that is dedicated to finding and maintaining solutions for recommendations for back-up care services, recruitment and retention, travel grants, database program development, marketing/resource materials, collaboration in the community and on campus, grant opportunities, coordination of break schedules, lactation support programs and serve as a resource.

Immediate actions (less than six months)

5. Develop and initiate a campaign to raise funds to support the affordability of child care for employees and students in lower pay tiers, while incentivizing child care centers to maintain or increase quality of care on the Paths to Quality scale.
6. Secure a variety of slots in accredited or PTQ4 community facilities to aide in immediate recruitment or retention needs.

Summary

Recruiting quality employees and students to Purdue, particularly in a community not embedded in larger urban environments, and one in which families are not adjacent to their extended families, requires a commitment to providing campus-based services that fulfill important needs for the work-life demands of 21st century families. Families with child care needs require quality, affordable, and flexible child care options to allow them to be successful managing the demands of work and family life. Our peer institutions provide superior services, and this means a competitive disadvantage for Purdue recruitment and retention efforts. We ask that our recommendations be reviewed and implemented in order to work towards improving the quality of life for our Purdue families and community.

B. Task Force Charge

Understanding that child care is critical to overall quality of life of Purdue faculty, staff, and students, Provost Sands and Executive Vice President for Business and Finance, Treasurer Al Diaz, and Morris Levy, Chair of the University Senate, established the Child Care Task Force. The nine member task force represented various groups concerned about child care and included future parents, parents, grandparents or colleagues' of those with children. The Child Care Task Force was charged with reassessing the state of child care at Purdue and making recommendations regarding the most cost-effective and impactful changes that could be accomplished in the near-term, as well as the long-term, to strengthen Purdue's efforts in recruitment and retention.

Anticipated growth of the University, coupled with a shift to a trimester system, is likely to create future demand that is even larger than anticipated at the convening of this taskforce, or that is captured with the current statistics presented. Growth through the expansion of the School of Engineering that has already begun and President Daniel's recently announced Purdue Moves program will include increases in faculty and staff positions with the majority of the hires focused on Assistant Professor and entry level professional positions, where the needs for child care are greatest. Anticipated shifts to a trimester system will primarily impact faculty and students who may normally be home with their children in the summer but now will be faced with finding year-round care for their children. Most child care arrangements for infant to pre-school age children will not be affected, but care for school-age children will become a more critical issue as a result.

Care for children is an important issue for all employees and students of Purdue University, although the most critical issues may differ for faculty, administrative/professionals, clerical/service staff, or students (including graduate employees). Accordingly, throughout the report we may differentiate needs according to classification of employees and students.

C. Past Reports on Child Care at Purdue

In the past we have had two major committees that have brought forth information related to child care at Purdue. The Council on the Status of Women submitted a proposal in 2002 and a Child Care Feasibility Study Committee was appointed in 2003.

Taking into account the recommendations brought forth by the Council on the Status of Women and the Universities growing concern for a greater need for child care, the Child Care Feasibility Study Committee was

appointed. Their original task was to explore the feasibility of renovating a local school into a child care center. After extensive review of the project the committee was given the opportunity to expand its study into exploring additional child care options such as building a new center on campus. Following the submission of their report in 2004 the Patty Jischke Early Care and Education Center building project was approved. The needs identified at that time were 1) high-quality care; 2) dedicated capacity for infant care; 3) care for children from 6 weeks old to kindergarten; 4) full-time and regular part-time care that meets the flexible schedules of University employees and students; and 5) affordability are not much different than the recommendations today. This committee was also able to put into place some additional recommendations from the Council of the Status of Women report.

Stated below are a summary of Purdue accomplishments and unmet needs to date based on the original 2002 Council of the Status of Women report recommendations and accomplishments of the 2003 Child Care Feasibility Committee.

2002 Recommendations and Current Status:

1. **Recommendation:** Establish a new on- or near- campus child care facility:

1. a. Using existing space (e.g. Burtsfield School) until a new building can be funded and built;
1. b. Identifying and raising funds for a dedicated facility
1. c. Exploring the use of existing facilities for expanded services such as evening care.

To date accomplishments: Funding was dedicated and an onsite facility, known as the Patty Jischke Early Care and Education Center was built at 90 Nimitz Drive and opened in 2008 accommodating 86 full-time slots for day care.

Unmet needs: Evening care has not been addressed.

2. **Recommendation:** Increase licensed capacity from 77 to at least 200 (the average capacity across the Big Ten was 223 in 2002), with programs to provide services for the following:

2. a. Infants and toddlers under the age of two
2. b. Part-time, occasional (drop-in) and evening care
2. c. Sick child care

To date accomplishments: Capacity for care has increased across campus to 182 full time slots and 60 part time slots providing care from infancy to preschool. Sick care was not included due to cost of implementing and maintaining a program with a history of low usage across other University experiences.

Unmet needs: Evening care and sick care has not been addressed.

3. **Recommendation:** Establish regular programs for school-aged children, including:

3. a. Before and after school-care programs
3. b. School holiday and emergency care programs

3. c. Summer programs

To date accomplishments: The University has increased the availability of camps and after school programs. The P-12 portal at Purdue, <http://www.purdue.edu/p12portal/>, provides a centralized search and listing tools for University sponsored programs.

Unmet needs: School holiday and emergency care programs have not been addressed. Summer programs will also have to be reassessed if we move to a trimester based system since year round enrollment will impact availability of resources.

4. **Recommendation:** Investigate opportunities for financial assistance with child care, including subsidies for students and low-income staff with child care needs.

To date accomplishments: Patty Jischke created an endowment to assist graduate students, staff, and faculty with affording quality care. This endowment is offered to currently enrolled children in a Purdue University center and is managed through Human Resources (<http://www.purdue.edu/hr/Benefits/childcare/PJCEEC/endowment.html>). Purdue Student Government also finances a child care grant for full or part-time graduate students that is managed by the Division of Financial Aid (<http://web.ics.purdue.edu/~pgsg/projects/child-care-grant/>).

5. **Recommendation:** Pursue partnerships, both internally and externally, that provide more cost-efficient ways to provide services and extend the benefits of services to the University (i.e., providing educational and research opportunities for students and faculty in specific areas).

To date accomplishments: The University evaluated many different scenarios in expanding child care with the Patty Jischke Center. The most cost-efficient way to provide services was to outsource the center to an external vendor. The addition of a new center on campus expanded the educational and research opportunities of students, staff, and faculty.

6. **Recommendation:** Create a resource office for child care that provides information, referrals, and counseling for employees and students seeking assistance with child care.

To date accomplishments: With the integration of a new child care center into campus in 2008 an effort was made through what was then WorkLife Programs in Human Resources to create marketing materials that advertised all campus child care centers together. This also expanded into a child care resource program through this office. In 2012, reorganization within Human Resources left a gap for child care information and referrals. Currently, Human Resources maintains a site for the campus child care centers at www.purdue.edu/childcare and recommendations are made to the Tippecanoe Child Care Resource Network, a state funded program, for resource availability and referrals.

Unmet needs: While this need was being met prior to 2012, many of the services such as resource and referral, central information related to summer/holiday camps, and lactation support services are now lacking.

D. Purdue Population Data

Population data was assessed through an evaluation of Purdue health benefits data with covered dependents at the West Lafayette campus. Employees who opt out or do not cover their dependents were not captured in these data. Information on students was provided by the Division of Financial Aid and retrieved from FAFSA applications. These data did not capture international students, who are ineligible for the FAFSA program, nor did it directly capture students who did not apply for assistance, and so these data will underreport unmet needs.

2012 West Lafayette dependents 12 years and under covered on the employee medical plan

Age	Number¹	Percent of total
< 12 months	220	6%
>12 months – 2 years	529	15%
3 years	278	8%
4 – 5 years	529	15%
6 – 12 years	1,984	56%
Total	3,540	

¹Administrative/professional classification represented 41%, faculty 30%, and clerical/service 29%.

2012 West Lafayette dependents of domestic students who completed FAFSA with an unmet need >\$100²

Classification	< 5 years	> 5 years – 12 years
Undergraduate	250	115
Graduate	104	44
Professional	10	15
Total	354	174

²Students who filed a FAFSA application and qualified for financial assistance.

It is worth noting that there were several students who completed a FAFSA application but did not qualify for assistance. This group represents an additional 223 children five years of age or younger and 108 children six years through 12 years of age.

In summary, the West Lafayette campus includes families with at least **2,133 children five years or less** and **2,266 children aged 6 – 12 years old**. Currently, Purdue child care centers can accommodate 182 full-time children and 60 part-time children, around 10% of need. An additional 1,678 spaces are available in Tippecanoe County in 20 licensed Centers (according to the Child Care Resource Network).

E. Purdue Child Care Centers

The University currently operates three on-campus child care facilities, each operating at 100% capacity. These provide care for 8% of the respondents to the survey (Section A) conducted by this taskforce. Of those with children in the care of Purdue facilities, 85 percent are satisfied or very satisfied with their child care. Two Purdue facilities provide full-time care only while one provides part-time care only. While all three centers report through different organizations at the University, all are open to faculty, staff, and students with their own priority-based system.

1. Ben & Maxine Miller Child Development Laboratory School

Operated by: College of Health and Human Sciences

Center Accreditation: NAEYC accredited and Paths to Quality Level 4

Description of Center: The Ben & Maxine Miller Child Development Laboratory School is an academic laboratory within the Department of Human Development and Family Studies and provides full-time care for children 6 weeks to 5 years of age. They also provide hands-on learning for Purdue students who are preparing to work with young children and families. Additionally, Purdue researchers from the HDFS department and other departments at Purdue conduct approved research studies with children and families enrolled in the preschool. The lab school is open to Purdue faculty, staff, students, and the community, and has been operating since the inception of the nursery school in 1926.

Hours: Monday – Friday, 7:30 a.m. to 5:30 p.m.

Tier Structure: Two tiered based on family income \$60,000 or less/\$60,001 or greater

Capacity: 96 full-time - 3 infants, 39 toddler/twos, and 54 preschool age

Enrollment to date: 100%

2. Patty Jischke Early Care and Education Center

Operated by: Children’s Choice Learning Center/Bright Horizons

Center Accreditation: NAEYC accredited and Paths to Quality Level 4

Description of Center: Children’s Choice is a contracted vendor that is currently under transition to Bright Horizons, who recently acquired the company. The Center opened in 2008 and offers full-time care for children 6 weeks to 5 years of age. This center has contract oversight by Human Resources. It operates on a priority tier structure based on family income with highest priority given to children of full-time benefit eligible faculty and staff, followed by students and then affiliates.

Hours: Monday – Friday, 7:00 a.m. to 6:00 p.m.

Tier Structure: Five tiers based on family income: <\$50,000, \$50,001 - \$75, \$75,001 - \$100, \$101,000 - \$125,000, and >\$125,000

Capacity: 86 full-time - 12 infants, 34 toddler/twos, and 40 preschool age

Enrollment to date: 100%

3. Purdue Village Preschool

Operated by: Housing and Food Services

Center Accreditation: None

Description of Center: Purdue Village Preschool is operated by Purdue Village Parent Cooperative and the Housing & Food Services Administration. The preschool offers half-day programs in the morning or afternoon and is open first to Purdue Village families and then to children of faculty, staff, and students. Classes are offered for children 3 to 5 years of age. Priority is given to parents living in Purdue Village. Rates are based on semesters and can be reduced through parent participation in the program. Lunch, extended care, and drop in care are available for enrolled children.

Hours: Monday – Friday, 8:30 – 11:30 a.m. morning session; 11:30 – 12:30 lunch care; 12:30 – 3:30 p.m. afternoon session; 3:30 – 5:15 p.m. extended care

Tier Structure: Fees are lower for people who live in Purdue Village and reduced with parent participation.

Capacity: 60 part-time

Enrollment to date: 100%

Enrollment capacity of existing centers:

	Ben & Maxine Miller	Children’s Choice	Purdue Village
Full-Time			
Infant	3	12	
Toddler/Two	39	34	
Preschool	54	40	
Total	96	86	
Part-time			
Preschool			60 (Equivalent to 30 Full-Time slots)

In comparison to our peer institutions who provide on campus care, Purdue University is in the bottom third tier of slots available for dependent care needs (Table H-1), accommodating only 10% of dependents. Waiting lists are long, and spots are allocated according to capacity, priority, and classification. For example, sibling priority, giving first priority to currently enrolled parents who have another child, impacts availability of spaces. There are times when center directors can’t get to their infant wait lists because of sibling priority. While the task force members support sibling priority, it can significantly reduce the actual availability of centers to new parents or employees.

F. Affordability

Affordability is an ongoing concern for campus and community care. In evaluating rates, we compared the average rate for Purdue centers, accredited centers, and non-accredited centers in Tippecanoe County. Accredited centers are centers that voluntarily apply for accreditation. They exceed the minimum regulations of a state licensed child care center and meet national standards of quality. The National Association for the Education of Young Children (NAEYC) is an example of one accrediting body. Both the Patty Jischke and Ben & Maxine Miller Centers have been accredited through the NAEYC.

F.1. Average Price for Accredited Childcare in Lafayette/West Lafayette as of September 2013

Accredited Market Analysis	Infants Weekly	Toddler Weekly	Twos Weekly	Pre-K Weekly
PU (averaged across tiers¹)				
Patty Jischke Center	\$211	\$201	\$191	\$170
Ben & Maxine Miller Lab School	\$278	\$232	\$211	\$183
PU Average	\$244	\$217	\$201	\$176
Market (excluding PU)	\$186	\$168	\$163	\$177
Above/Below Market	\$58	\$49	\$38	-\$1

¹Both centers at Purdue use a tiered pricing model based on personal income. The high and low tiers were averaged for the purpose of this analysis.

F.2. Average Price for Non-Accredited Childcare in Lafayette/West Lafayette as of September 2013

Non-Accredited Market Analysis	Infants Weekly	Toddler Weekly	Twos Weekly	Pre-K Weekly
Market (excluding PU)	\$186	\$165	\$164	\$140

While Purdue's average pricing is slightly above the market, the demand continues to exceed the number of slots available in each center. The campus location, as well as the perceived quality of the Centers, may be contributing factors. Note that wage earners in the lowest tier pay slightly less than the market average.

G. Current Supported Family Friendly Policies, Programs, and Resources

In addition to child care facilities on campus, the task force also completed a review of Purdue's current family friendly policies. To offer a family friendly campus climate, Purdue University follows these policies to support flexibility in the workplace:

- *Flexible Work Arrangements*: Flexible Work Arrangement guidelines are offered to assist exempt and non-exempt employees and their supervisor in making flexible work decisions. Guidelines and policy are available from Human Resources for those interested in establishing such arrangements (www.purdue.edu/flexwork).

- *Parental Leave:* Both the Paid Parental Leave Policy (VI.E.3) and the Family and Medical Leave Act offer paid and unpaid leave time to bond with a new child.
- *Tenure Clock Extension:* Upon submitting the Tenure-Clock Extension form, faculty members are granted an automatic one-year extension of the tenure clock for the birth or adoption of a child, as long as the form is submitted within one year of the occurrence and prior to the penultimate year. More information regarding this policy is available from the Provost's Office or from your College.

Purdue University currently offers several programs and resources designed to assist employees searching for child care and related family support measures.

- *Dual Career Assistance Program:* The Dual Career Assistance Program is intended to provide assistance to spouses and partners seeking faculty and non-faculty appointments at Purdue. The Office of the Provost, in partnership with Human Resources, offers career search assistance to the spouses or partners of newly-hired faculty and senior executive staff. The program seeks to support the University's mission to attract and retain outstanding faculty and staff. These services, however, do not extend to staff or graduate students as is captured in the following written response to the campus survey:

"It was very frustrating that there is no spousal job support. As a PhD student my family and I have had to make considerable changes in our life for me to attend school. One of the challenges is that my wife had to leave her job. We have reached out to the HR office. The individuals we have talked to have offered little concern and assistance. This is one of the most difficult ongoing challenges we face. In fact, the challenge my wife has faced in finding employment in the Lafayette area may cause me to leave the program without completing my degree. PLEASE PROVIDE SOME EMPLOYMENT ASSISTANCE TO SPOUSES. This is critical if you wish to recruit and retain Ph.D. students that have any significant amount of professional experience."

- *On-Campus Child Care Facilities:* Purdue University offers three on-campus child care facilities: Ben and Maxine Miller Child Development Laboratory School, Patty Jischke Early Care and Education Center, and Purdue Village Preschool – each with varying capacity for infants through preschool age children. These programs fulfill a need in the community for high quality early education and care. As well, the Miller Child Development Laboratory School offers a site for child development research to serve the learning, discovery, and engagement missions at Purdue
- *Child Care Referral Service:* The Office of the Vice President for Human Resources offers information through their website, www.purdue.edu/childcare, for Purdue University employees and students searching for on campus care, as well as, links to the Tippecanoe Child Care Resource Network for care within the community.
- *Dependent Care Reimbursement Account:* Purdue offers a dependent care FSA. When employees choose to participate, they can elect to have salary deducted from their paycheck, before it is taxed, and directed to their dependent care flexible spending account. This untaxed money is then available to reimburse eligible dependent day care services received during the calendar year.

Concerns raised about Purdue’s policies from responses to the survey (Section A) focused primarily on inconsistent application between departments and colleges, and between employment classifications, for example:

“Inconsistent application of university policies regarding flextime are not helpful in striking a balance with family and work life.”

“There is no consistency between departments as to the availability of flex time. Policies are somewhat arbitrary and per meeting discussions are based on supervisors’ inability to monitor their employees who may work off normal hours. This is not a good basis for policy.”

H. Benchmark and Peer Comparisons

The task force evaluated peer based and other similar-sized institutions to compare child care facility capacity with campus population. At Purdue, there are 2,133 children five and under, representing four percent of Purdue’s total population. To compare to our peers, we inferred an estimated four percent of their population to benchmark the total number of slots allotted by these institutions to provide an assessment normalized by campus population (Table H-1). For a weighted average we took the sum of all spaces at peer institutions providing onsite child care divided by the whole population on those campuses. This process excludes campuses that do not provide on-campus care. From this analysis, we estimate that Purdue ranks in the bottom third of our peer institutions by the percentage of child care slots available. Based on our weighted average our target is 340 slots, which is a shortfall of 128 spaces given the 212 existing on-campus spaces.

Table H-1. Comparison of child care resources between peer institutions, ranked by the percentage of slots available by estimated number of children.

College/University	Total population (including students)	Slots available	Estimated 4% of population with children five years and less	Percent of slots available by estimated number of children
MIT	24669	350	987	35%
Penn State University	37000	500	1480	34%
University of Michigan	77000	656	3080	21%
University of Wisconsin	60200	450	2408	19%
Ohio State University	79785	414	3191	13%
University of Minnesota	54577	284	2191	13%
Cornell University	30584	158	1223	13%
UT Austin	75112	363	3004	12%
Indiana University	46277	199	1851	11%
Purdue University	50101	212	2133	10%
Michigan State University	59300	246	2372	10%
University of Illinois	53443	192	2138	9%
Northwestern	25404	0	1016	Arrangements off campus
University of Iowa	41882	0	1675	None available
University of Arizona	49791	0	1992	None available

We also compared relevant resources related to child care across the same institutions. Purdue was behind many peer institutions that offer back-up care services, services that would help our unmet need regarding evening, holiday, and sick care. While resources and referrals are available amongst different websites across campus, having one specific person dedicated to assisting the navigation of these resources would bring us up to our peers.

Table H-2. Comparison of child care resources at peer institutions.

- = YES
- = NO
- R = Referral

	Foreign Language Immersion Program	Subsidy to Reduce Costs	Back up Care	University Online Care Matching	Summer Camp Resource & Referral	Spring Break Camp Resource & Referral	Holiday Camp Resource & Referral	Aftercare Programs	Dependent Care Travel Grants	CCAMPIS Grant	Grant from Student Fees	University Funding (Other)	Dependent Care Resource & Referral	Caregiver Support Groups	Adoption Assistance Services	Scholarships for Child Care	Special Needs Child Care	Privacy Rooms for Lactation Support
Purdue University	●	●	○	○	●	●	●	○	○	○	○	●	●	●	○	●	○	●
Indiana University	○	●	○	○	○	○	○	○	○	●	○	○	●	○	○	●	○	●
Michigan State University	○	●	●	●	●	●	●	R	●	●	●	●	●	●	●	●	●	●
Northwestern	○	●	●	●	●	●	●	R	●	○	○	●	●	●	○	●	○	●
Ohio State University	○	●	○	○	●	○	○	○	○	○	○	●	●	●	●	○	●	●
Penn State University	●	●	●	○	●	●	●	●	○	●	●	○	●	○	○	●	●	●
University of Iowa	○	○	●	○	●	●	●	R	○	○	○	●	●	●	●	●	●	●
University of Michigan	○	●	●	●	●	●	●	R	○	○	●		●	●	○	●	●	●
University of Minnesota		●								○			●			●		●
University of Wisconsin	○	●	●	●	●	●	●	●	○	●	●		●	●	○	●	●	●
University of Illinois	●	●	○	○	○	○	○	●	○	●	○	○	●	○	○	●	○	○
University of Arizona	○	●	●	○	●	●	●	R	○	○	○	●	●	●	○	○	○	●
Cornell University	●	●	●	●	●	●	○	○	○	○			●	●	●	●	●	●
UT Austin	○	●	○	○	○	○	○	○	○	○		●	●	●	○	○	●	●
MIT	○	●	●	●	●	●	●	R	●	○		●	●	●	●	●	○	●

I. Community Assessment

I.1. Availability of Care in the Community

To gain a better understanding of child care needs, task force members met with community providers and the Tippecanoe Child Care Resource Network. In meeting with several local Paths to Quality (PTQ) rated community child care centers, the task force found the general belief to be that there was ample care available in the community pre-school aged children but that availability was age dependent with a greater need for infant care. The need to maintain or increase the quality of care available was also a key message among the centers visited. Purdue University researchers developed the PTQ rating system (<http://www.childcareindiana.org>) for the state of Indiana, and it functions as a voluntary quality rating and improvement system for child care providers. In this role PTQ has helped increase quality across child care centers throughout Indiana. It is, however, as a voluntary program so community centers would like to see Purdue enact measures to continue to support quality care in the community. This includes providing incentives for centers to join PTQ, and continuing to help train the teachers required to maintain PTQ Level 4 programs.

According to the Child Care Resource Network, based on a report collected on April 2013, there are 20 licensed Centers in Tippecanoe County with 13 being accredited licensed centers. Accredited centers voluntarily exceed the minimum regulations of state licensing and meet national standards of quality. Seventeen participate in Paths to Quality represented below.

Center Name	PTQ Level	Licensed Capacity ¹
Bauer Early Care and Education Center-Eisenhower	Level 1	78
Grace Day Care	Level 2	80
SIA Child Development Center	Level 3	144
Burgett's Child Care Center – South	Level 3	266
Bauer Early Care and Education /Durgan Head Start	Level 3	104
Bauer Early Care and Education Center	Level 3	24
Burgett's Learning Center	Level 3	228
Just Us Kids Inc	Level 3	200
Kinder Care	Level 4	90
Right Steps – Wabash Landing	Level 4	62
Children's Choice Learning Center	Level 4	86
Kindercare Learning Center #574	Level 4	108
Right Steps – East	Level 4	80
Bauer Early Care and Education Center-Copper Gate	Level 4	45
Ben and Maxine Child Dev. Lab. School (Child Care)	Level 4	100
Right Steps – Dennis Burton	Level 4	83
Right Steps – Downtown	Level 4	86
	Total	1,898
Subtract Purdue Centers ² above (186)	Community Total	1,644

¹ Licensed capacity refers to the number of slots they are licensed for but the actual number of slots available may be less than licensed.

²Purdue Village Preschool is not a recognized PTQ facility but does provide a total of 60 part-time slots.

J. Campus Survey Review

After reviewing survey related data from COACHE, Advance, the Bilsland Strategic Initiative, and the PGSG Graduate Space studies the task force members revealed that additional information was necessary to gain a further understanding of our needs on campus. A campus wide survey was released mid-February 2013 to faculty, staff, and graduate students on the West Lafayette campus (Appendix A). We had 3,408 complete the survey and, of those respondents, 1,241 had children infant to preschool and 1,338 had school age children up to age 18. Administrative/professional staff had the highest survey response rate per headcount at 45% followed by faculty at 24%, clerical/service 19%, and graduate students 7%.

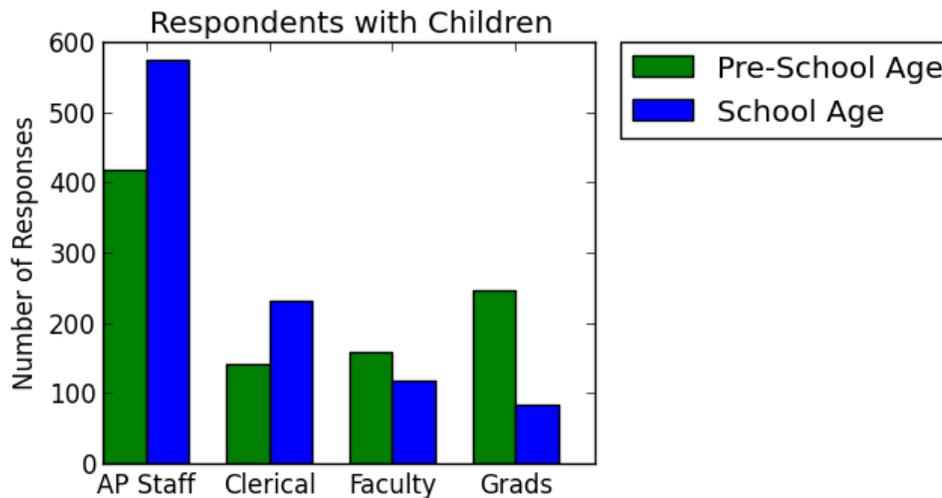


Figure J-1. Number of respondents indicating that they have children of infant to pre-school and school age.

J.1. Infant to Preschool Children

A combined 56 percent of respondents have care of their children from newborn to 6 years old provided by a spouse, partner, relative, childcare ministry, or Montessori school. Nine percent chose a nanny in the home and nine percent chose in-home daycare. A combined 26 percent are utilizing a child care center in the community (18 percent) or at Purdue (8 percent).

Satisfaction with current child care providers was greatest (85 percent) for those using Purdue child care centers (Table J-2). Satisfaction with other child care providers was generally high with reliance on a family member resulting in the lowest satisfaction rate (64%). Of those who indicated that they were Satisfied or Very Satisfied, Purdue centers rated a majority of responses (52 percent) of Very Satisfied. No other care providers exceeded a Very Satisfied ratio of greater than 40%.

In addition to quality of care, 66 percent of respondents indicated they would prefer care closer to where they work, rather than where they live, indicating location and quality would drive demand for care facilities housed on Purdue's campus.

Table J-1. Breakdown of care-providers for infant to preschool age children.

Care Provider	Percent of Children with Provider Type	Total Number of Children (N=2,668)
Spouse/Partner/Self	33%	875
Off-campus child care center	18%	481
Relative	14%	371
Babysitter or Nanny in the home	9%	245
Family Home Daycare	9%	234
Children’s Choice Campus Center	4%	103
Childcare Ministries	4%	101
Ben and Maxine Miller Center	3%	85
Other	3%	76
Montessori School	2%	65
Village Preschool Campus Center	1%	25
Spouse/Partner’s workplace facility	<1%	7

Table J-2. Percentage of all respondents who were Satisfied or Very Satisfied with their current care provider, and the percentage of those respondents who were Very Satisfied.

Care Provider	Percent Satisfied or Very Satisfied with Care Provider	Percent Very Satisfied
Purdue Centers	85%	52%
Community child care centers	75%	38%
Babysitter or Nanny in the home	69%	36%
Family	64%	39%

Sixty-three percent of overall respondents had challenges finding child care for infant to pre-school age children when arriving at Purdue. Faculty and graduate students had the most difficulty finding care (Figure J-2).

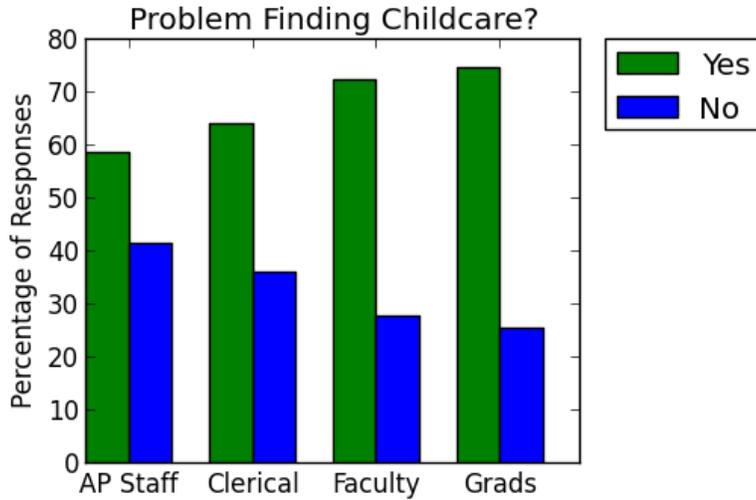
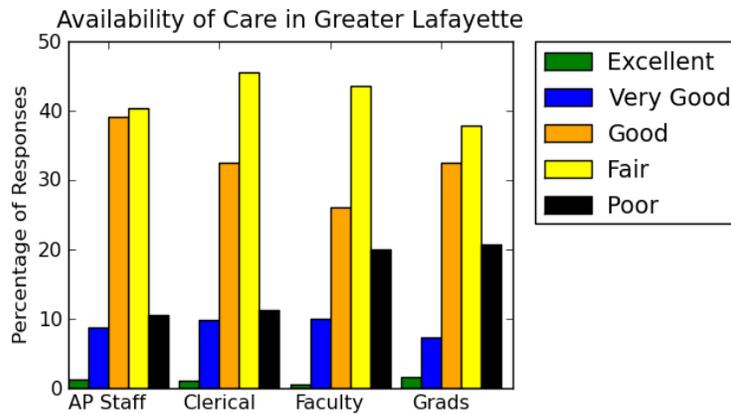


Figure J-2. Percentage of respondents who reported having trouble finding childcare when arriving at Purdue.

In spite of satisfaction with existing care services, the search for child care for young children continues to be challenging for families, and many perceive a dearth of available facilities. Both the Greater Lafayette community and Purdue were rated poor to fair (54 percent and 81 percent, respectively) for availability of care openings for children five years or less. Academic staff, including faculty and graduate students, were the most critical of care availability, and 20 percent of respondents rated availability poor (Figure J-3).



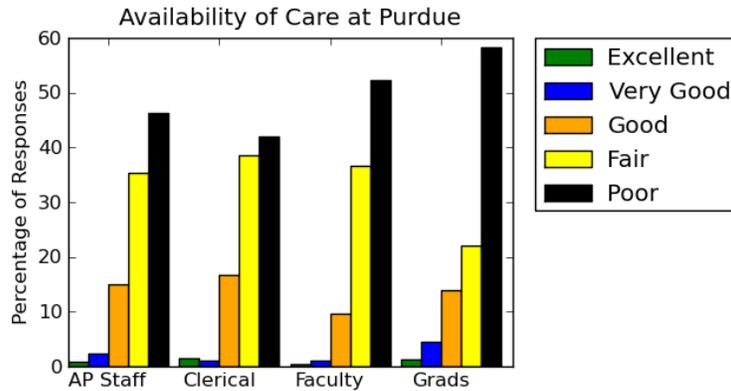


Figure J-3. Availability of spaces at child care centers in (top Greater Lafayette) and (bottom) at Purdue.

Survey respondents were asked to rank the importance of several criteria used in their selection of child care providers. Six of these fell between Extremely Important (score = 1) and Very Important (score = 2) and highlight significant influences, including friendliness of staff, availability of an educational program, affordability, availability of space, location, and hours of operation.



Figure J-4. Influences on selection of child care provider. Values represent the mean of the response variable, where 1 = Extremely Important and 5 = Not at all Important.

Several of these influences were further investigated, such as location. Overall, 66 percent of respondents reported they would prefer to have care closer to where they work rather than where they live. More than 70 percent of faculty and staff reported a location close to work as Very Important to Important whereas graduate staff were more balanced with 45 percent preferring care close to work. Fifty-three percent of respondents indicated that they would be willing to add up to twenty minutes to their daily commute for care, if on campus spaces were not available. Fewer than 10 percent would add more. Forty-four percent of respondents indicated that they already devote 15 minutes or more of their daily commute to child care transportation needs.

Of respondents who were not using a Purdue child care center, affordability and lack of available spaces were the most important drivers of their facility selection, indicating two gaps in Purdue-based care. Eighty-five percent of families who did not choose on-site campus care did so because there was no availability.

There is a significant amount of research indicating that problems with child care affect work performance, and lead to absences. Sixty percent of respondents at Purdue reported having to miss work at least once in the last year due to problems with child care. Thirty-three percent of respondents reported bringing their child to work at least once in the last year for the same reason.

Table J-3. Percentage of respondents who have had absences or have had to bring children to work with them at least once in the last year because of problems with child care.

	AP Staff	Clerical Staff	Faculty	Grad Students
Have had more than one absence related to child care	58%	61%	70%	65%
Have had to bring child to work more than once related to child care	29%	23%	58%	43%

Affordability and availability were recurring themes throughout survey responses and are captured in a selection of written responses to the survey:

“Currently, the cost of childcare on campus seems to be geared more toward parents whose income is quite a bit higher than the average staff person and therefore, staff is forced to find childcare off campus and at some distance from Purdue.”

“Waiting lists for childcare assistance are unbearably long and many families have to choose between work and taking care of their children.”

“Availability and affordability are big barriers. It is simply cost prohibitive. I have no idea how we are going to afford childcare in this community with my current income.”

“Finding a daycare close to work. It would have been extremely beneficial while I while breastfeeding to be able to visit my baby during my lunch hour.”

“Finding providers who are flexible in terms of providing part-time child care has been challenging. Many require 5 full days. Others who do offer part-time are often 3 full days. In many cases part-time care ends up being nearly as expensive as full-time care.”

“I think that absence at work would decrease if on-campus childcare were affordable....”

“Childcare is the single biggest barrier I have to finishing my doctoral degree. I just want my child cared for in an environment that is beneficial to her wellbeing and development that I can afford.”

“I would be doing much better at my job and in the classroom if I had could find day care we could afford with the reasonable hours.”

“My studies and dissertation work require a lot of work in the evening; the hours where childcare is not readily available.”

“There are classes that I choose not to take because I know that I cannot arrive for the 7:30 a.m. start time as my son cannot be to school before 7:40 a.m. 8 a.m. examinations have been challenging as well.”

“I don't have children but I want to say that the lack of child care really is a problem for me because when my coworkers are late or cannot come in at all or have to suddenly leave in the middle of the day due to child care problems, it is a problem for me because I have to do more work and/or come in earlier and/or stay later than I intended.”

“I don't, at this time, have children. However, I believe that increased childcare resources strongly benefit my intellectual community by freeing grad students and professors to work more productively.”

“As a doctoral student, money is tight, and the cost of childcare is very expensive in an already tight budget. Purdue daycares were not even an option because of expense.”

“Childcare is pieced together - I am a grad student, and the options listed are not available during the evening hours and/or or very expensive. Family, friends, and husband provide childcare on an "as can" basis. I just keep my fingers crossed weekly that it will work out.”

J.2. Infant Care

Infant care is a critical challenge in our community with few offerings available. In the past five years, 62 percent of overall respondents felt they found a good to excellent facility for infant care while 38 percent did not, with graduate students having the highest dissatisfaction (Figure J-5).

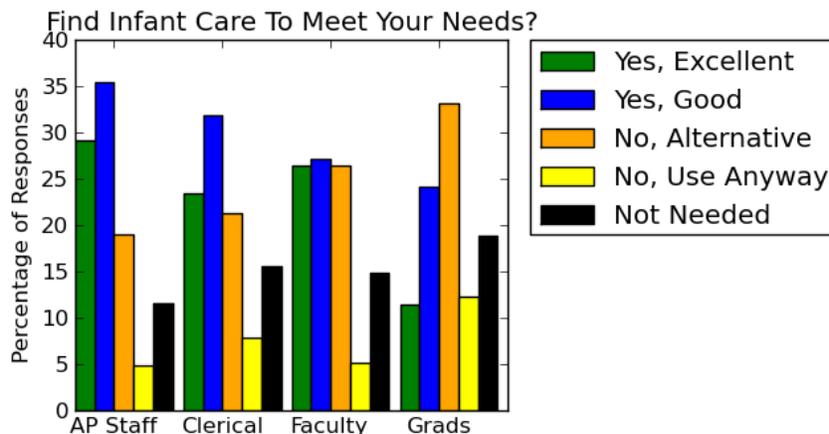


Figure J-5. Percentage of respondents for each category that were able to meet their infant care needs in the last five years.

Forty-three percent of respondents who indicated that they had found infant care in the last five years had to wait three or more months before finding available care. Twelve percent (107 responses) waited for more than one year.

J.3. Parents of children with special needs

This was not specifically a request in the survey, but we were able to get an estimate of the population using the number of respondents who indicated that access to ABA Therapy was Extremely Important to Very Important in their selection of child care providers. This resulted in a subset of 133 respondents. Eighty-one percent of these had trouble finding care when moving to Purdue, while 53 percent are satisfied with the care they have now. This group also had the highest number of respondents reporting absences related to child care problems (72 percent), but an intermediate rate of bringing the same child to work (38 percent).

Written comments relating to special needs child care include:

“Having a special needs child presents a host of issues, and having to stress about getting in trouble at work in order to take the child to therapy or to stay home when sick does not help. It has to be a university policy, otherwise departments enforce and/or offer at will, creating unfair and unreasonable work situations.”

“My 13 year old has Asperger’s autism and is not ready to be by himself for long periods of time. To find care for him I have had to find a nanny service which can be expensive and stressful due to finding someone to care for special needs children. “

“Our child has significant developmental delays (he is in the low-incidence classroom for the entirety of his school day). Child care provided commercially or at Purdue (almost) never accommodates special needs children with significant developmental delays.”

“Having a child with autism cuts down on the number of facilities that can handle our child's special needs. We cannot afford expensive therapy care.”

J.4. Usefulness of Resources to Families with Children

Respondents were given a list of resources and asked to rank each in regards to how useful the resource would be to their family. Responses below represent the top five resources, by classification, with the percentage of Very Useful and Useful combined. Faculty had the strongest interest to resources on campus.

Table J-4. Interest in other child care resources by classification,

Resource	Faculty	Admin/ Prof	Clerical/ Service	Grad Student
1. Access to on-campus care (N=3,314)	75%	54%	52%	65%
2. Access to back-up care (N=3,301)	76%	56%	57%	56%
3. Subsidies to reduce child care (N=3,308)	57%	53%	55%	52%
4. Sick child care (N=3,295)	65%	48%	51%	59%
5. Access to care during evenings and irregular schedules (N=3,287)	62%	42%	41%	54%

Additional support for some of these resources can be found in the written answers to the survey, for example:

“Classes are held in the evenings typically, and most childcare facilities close by 6 p.m. My spouse works evenings, so this has been very difficult to balance.”

“Group projects, special seminars, and similar activities that do not occur during class are particularly challenging and it doesn't seem there is very much thought put into the possibility that someone is not available after 5 p.m. The graduate seminar in my department, for example, ends at 5:30, and sometimes mandatory seminars are programmed with very little advance notice.”

J.5. Professional Travel

Professional travel grants can be used to provide support to assist faculty, graduate students and/or administrative staff in participating in professional travel requirements or speaking engagements – critical elements of professional development and success. In peer institutions, programs like these are often run by the Office of the Provost, allowing applicants to request supporting funds. According to our survey, academic staff were most interested in this opportunity (Table J-5), with 22 percent of faculty and graduate students and 14 percent of professional and clerical staff experiencing restrictions on professional travel, respectively.

Table J-5. Questions related to child care and professional travel.

Question	Faculty	Graduate Students
Is your professional travel restricted due to child care restraints?	58% Yes	36% Yes
Would you increase your professional travel if grants were available to help defray child care expenses?	51% Yes	49% Yes
Would you increase your professional travel if assistance were available for child care at your destination?	51% Yes	47% Yes

J.6. School Age Children (6 – 18 years)

There were 1,338 respondents who indicated they had children from six years of age to 18 (Figure J-6).

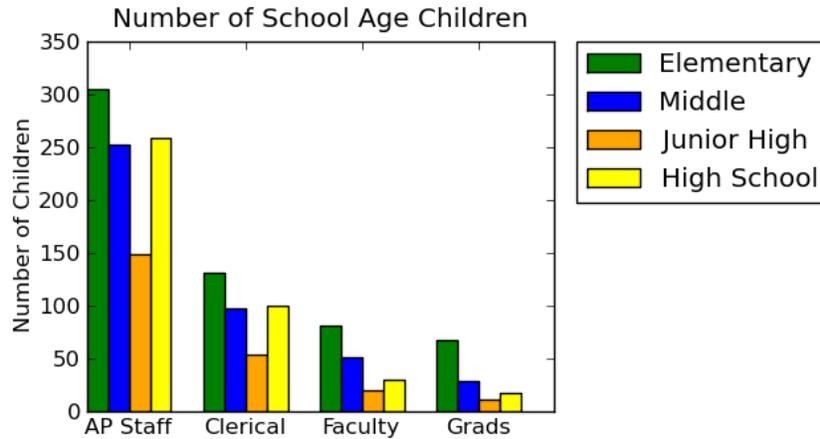


Figure J-6. Number of school age children reported by all respondents.

Of those, 477 (38 percent) make use of an after school care program, with 390 (85 percent) of those using a service located convenient to their school. Seventy percent were Very Satisfied or Satisfied with this service. Influences on the selection of aftercare for elementary and middle school students ranked similarly to order of importance for the selection of pre-school child care with professional/friendly staff as the most important.

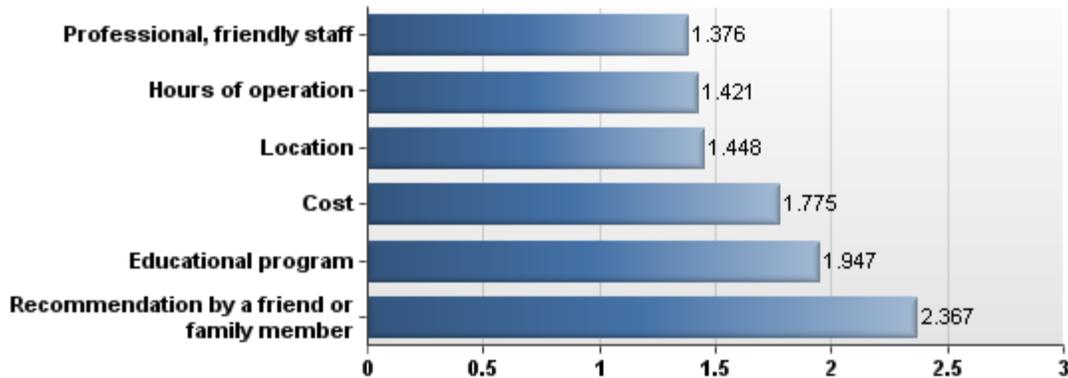


Figure J-7. Influences on selection of before and after-school care provider. Values represent the mean of the response variable, where 1 = Extremely Important and 5 = Not at all Important.

Parents of school age children face special child care concerns related to differences in the Purdue and local school academic calendars. Ninety-three percent would make use of child care support over Purdue’s summer break (N=1,940). Sixty-three percent would make use of spring break camps (N=1,310), and 44 percent would make use of special child care programs during university holidays (N=923).

“Cost is a large issue for most families who are making under \$42,000. Getting a discount of \$125 dollars on \$825 camp is unaffordable for most employees. It would be nice to have access to grants/scholarships for these kinds of camps.”

“Child care during the summer. The child care we use is closed during summer break, we sometimes struggle to find care each summer.”

“The breaks (Winter, Spring, Summer) from school are the hardest to find steady, dependable child care.”

“As a single mom returning to Grad School, it has been the biggest challenge to find care for my children when they have a 2-hr delay or school cancelling due to weather.”

J.7. Response Themes to Open-Ended Questions by Classification

The campus survey asked three open-ended questions to try and capture thoughts not directly addressed by survey questions. Here the task force has summarized responses to these questions into themes by employment classification. Complete responses to every question for each employment classification can be found in Appendix B.

J.7.a. FACULTY

Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Most faculty members who responded to the survey seemed to have less issue with the cost of on-campus child care than other employee groups; however, concern was still expressed on behalf of the other groups that care be affordable for all. Affordable, available child care on campus is seen as a critical factor in the hiring and retention of talented faculty and staff. The lack of options for short-term and ‘emergency’ care situations has a negative impact on faculty members, both on their own lives and when support staff must be absent unexpectedly due to child care needs.

Response themes:

- Flexibility is needed for many situations. Part-time, summer, holiday, and sick care are all needed.
- Greater capacity is needed for on-campus facilities.
- There is a need for special needs care.
- Affordability/subsidies to allow access to care for grad staff, A/P, and clerical/service.

What is the single greatest challenge you have faced in terms of child care needs for your family while employed or attending Purdue?

Again, back-up/‘emergency’ care was a major theme mentioned by faculty respondents. This lack affects productivity when child care needs require unexpected time away from work, leaving meetings early, etc.

- Short-term care (sick, holiday, after school, etc.)
- Finding half-day program
- Affordability
- Balancing work and life / flexibility

- Need for additional openings in on-campus centers

If there are other challenges you face in child care that we have not covered in this survey, please describe them below.

- Inability (for either the respondent or co-workers) to participate in before or after-hours activities at work due to lack of childcare
- Need for special needs care (specifically, ABA therapy)
- Need for 'emergency' care (sick, weather delay, etc.)
- Need for expanded hours at child care centers

J.7.b. ADMINISTRATIVE/PROFESSIONAL STAFF

Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Those respondents who indicated that they are using on-campus child care have a positive impression of both programs. That positive impression is shared by other respondents, who indicated they would like to use Purdue child care but cannot, either due to lack of affordability or availability. Several respondents who do not have a current need for child care stated that they agree that additional, accessible on-campus child care services are a great benefit for both recruitment and retention, as well as work/life balance.

- Need for flexible schedule
- Greater availability of on-campus child care is desired assuming it's affordable to all staff
- Care during school breaks, weather delays/closings, holidays, and summers is a major need
- Sick care is needed
- Need for access to care for children with special needs, specifically ABA therapy (Purdue's insurance does not cover this therapy)
- Equal benefits for adoptive parents
- An in-person session to explain parental benefits would be helpful

What is the single greatest challenge you have faced in terms of child care needs for your family while employed or attending Purdue?

Common response themes to this question are below. Many respondents noted the lack of available spaces in on-campus facilities and the lack of affordability. However, many of those same respondents indicated they would prefer to use an on-campus child care facility if those barriers were removed. The perception from respondents seems to be that Purdue's child care facilities are superior to most community centers. There is also a perception that on-campus centers are priced so as to only be affordable to faculty.

A few respondents indicated that they are not in a position to utilize child care themselves, but feel their peers who do already have sufficient benefits.

- Availability of care on campus/long waiting list
- Affordability of on campus care

- Lack of sick child care
- Need for expanded/flexible hours for child care
- Holiday and summer options for child care
- Infant care availability
- Need for Extension employees to be able to travel with their children
- Need for part-time care
- Options for weather-related delays
- Care for special needs child
- Need for after school care
- Need for additional family sick leave
- Facility able to handle food allergies
- Need for flexible work schedule

If there are other challenges you face in child care that we have not covered in this survey, please describe below.

- Affordability
- Availability
- Need for part-time/'emergency'/after school (sick, holiday, school breaks) care
- Flexible scheduling (both the need for it and its impact on other co-workers)
- Need for special needs care
- Affordable on-campus options for summer camps
- Need for child care at Rec Sports
- Access to on-campus care for grandparents caring for children

J.7.c. CLERICAL/SERVICE STAFF

Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Respondents mentioned the restrictive policies that penalize them for child care-related absences, as well as the limited affordability of on-campus centers.

- Need for assistance with elder care, as well
- Affordability is a huge issue
- Flexible scheduling is needed (both for employees and for child care centers, in regard to expanded hours for staff working other shifts), and policies need to be applied consistently
- Purdue's parental leave policy needs updating
- Involve students in on-campus centers
- A need exists for special needs care

What is the single greatest challenge you have faced in terms of child care needs for your family, while employed or attending Purdue?

The need for flexibility was a main theme from respondents, whether it is a conflict between the start of work and the start of the school day, attending children's healthcare appointments, or dealing with illness or weather delays. The lack of affordability of on-campus (and even community) care was also mentioned several times.

- Affordability
- Availability
- Need for flex time
- Need for before/after school care
- Need for special needs care
- 'Emergency' care for illness, breaks, etc.

If there are other challenges you face in child care that we have not covered in this survey, please describe below.

Many respondents discussed the need for flexible schedules both at work and with child care centers. Several discussed the inconsistent application of flex time across the University: it is available to some, but not all. Part-time and temporary care is a major need, as well.

- Flex time
- Need for 'emergency' care (weather delays, illness, school breaks, etc.)
- Need for part-time care
- Availability of on-campus care
- Need for special needs care

J.7.d. GRADUATE STUDENT

Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Graduate student staff stated repeatedly that child care centers on campus are too expensive, that they require flexibility due to scheduling (meaning extended hours for child care centers), and that waiting lists are too long, making it difficult to find a space in an on-campus facility.

Common themes from the responses

- Affordability is a key issue
- Short-term/back-up/sick child care is needed
- On-campus centers need expanded hours
- Lack of available spaces in on-campus centers

What is the single greatest challenge you have faced in terms of child care needs for your family, while employed or attending Purdue?

Many grad staff respondents cited their need for part-time care and their frustration in the lack of availability. Cost is also a major issue – many staff would prefer to use on-campus child care because of

proximity, but state that the cost is prohibitive. There is also a general sense that many departments are not family-friendly when scheduling after-hours activities and meetings, given the lack of expanded hours available in most child care centers.

- Affordability
- Availability
- Need for part-time and 'emergency' care
- Need for special needs care

If there are other challenges you face in child care that we have not covered in this survey, please describe below.

Common themes from responses

- Scheduling conflicts: grad staff do not sign up for classes or do not participate in activities because childcare is not easily accessible during those times
- Part-time/'emergency' care
- Need for flexibility in scheduling/expanded hours for care
- Availability and affordability of on-campus care

K. Recommendations

The task force survey responses follow four key themes: affordability, on-campus availability, flexibility and quality. To address these key issues we recommend the following:

K.1. Long term actions (greater than one year)

7. Build an additional child care center on campus or near campus with an emphasis on infant care needs and expand the existing Patty Jischke Center by two classrooms.

The task force proposes an additional center be built on or near campus that can accommodate a minimum of 116 children with close to 16 slots being dedicated to infants. Additionally, expanding the Patty Jischke Center will add up to 20 slots.

8. Evaluate what Purdue can do to support special needs care

The task force recommends a committee be assigned to not only look at what the needs are for this community, but what services already exist at Purdue that can be integrated into a program to assist parents. A preliminary assessment and recommendations should be completed by the end of the 2014-2015 academic year.

9. Evaluate summer care for school age children in trimester system.

If Purdue moves to a trimester based system, we recommend a committee be assigned to evaluate the child care needs of impacted faculty, staff, and students on summer care for school age children as well as what options can be made available.

K.2. Short term actions (greater than six months but less than one year)

10. Create a child care coordinator position within Human Resources that is dedicated to finding and maintaining solutions for the following recommendations.
 - Contract with a provider who can offer flexible back-up care services to employees/students including sick, emergency, short term, nanny, or non-traditional hourly care.
 - Implement a child care center faculty recruitment and retention program.
 - Develop a program to assist with subsidizing dependent care travel grant during official Purdue University travel.
 - Seek accreditation for Purdue Village.
 - Create a database program where all Centers on campus could be integrated for registration and maintenance of waiting lists.
 - Develop marketing/reference materials to reflect family friendly policies and services available for the Purdue community with children while enhancing the website as well.
 - Collaborate with the Child Care Resource Network by establishing a process for the CCRN to connect and reach out to Purdue faculty/staff who interview at the University and/or become new hires with children.
 - Apply for CCAMPIS grant from the Department of Education, when it becomes available, to support or establish campus-based child care programs primarily serving the needs of low-income students enrolled in IHEs.

- Evaluate ability to coordinate Purdue break schedules with greater Lafayette schools.
- Collaborate with the Recreational Sports Center to provide drop in care/activities during exam weeks.
- Expand lactation support resources on campus and increase the number of rooms available across campus.
- Create a central site where information on summer and spring break camps can be collected.

K.3. Immediate actions (less than six months)

11. Develop and initiate a campaign to raise funds to support the affordability of child care for employees and students in lower pay tiers, while incentivizing child care centers to maintain or increase quality of care on the Paths to Quality scale
12. Secure a variety of slots in accredited or PTQ4 community facilities to aide in immediate recruitment or retention needs

K.4. EXPANDED RECOMMENDATIONS - detailed definition of items above in recommendations

K.4.a. Build an additional child care center on campus or near campus with an emphasis on infant care needs.

The task force proposes an additional center be built on or near campus that can accommodate a minimum of 116 children with close to 16 slots being dedicated to infants. It must have the ability for children to grow in place at the center, meaning that once they enter as an infant they have the ability to always have a place in the center through preschool. Since affordability is an issue, we request that fees for this center do not exceed current pricing at our other Purdue centers. Direct ownership or a specific partnership is recommended.

Additionally, expanding the Patty Jischke Center with two addition classrooms gains us up to 20 spaces. Overall, this would increase our slots per known children five years and less from 10 percent to 16 percent, which moves Purdue from 10th place out of 12 peer-institutions that provide on-campus care, to 5th place. It would bring our overall capacity on campus from 212 to 348, just over our goal of 340. Many parents would prefer access to on-campus child care.

This new center should also reflect expanded hours to accommodate more of our non-traditional shifts and classes.

K.4.b. Evaluate what Purdue can do to support special needs care

Though the task force was not directly charged with investigating the difficulties and requirements of parents of special needs children, it recognizes that concerns about special needs care surfaced quite frequently in written responses to our campus survey. We feel this deserves further study in order to identify the gaps and needs of our population. This task force did not collect sufficient information to make specific recommendations concerning this population of parents and children, but recommend that Purdue assign a committee to evaluate both the needs and challenges faced by this population, as

well as the availability of programs already operating at Purdue that could, if better identified, provide affordable support for this community.

Based on our 2012 review, the following universities provide special needs care: Michigan State University, Ohio State University, Pennsylvania State University, University of Iowa, University of Michigan, University of Wisconsin, Cornell University, and the University of Texas at Austin.

K.4.c. Evaluate summer care for school age children in trimester system.

The anticipated shift of Purdue from a semester to a trimester system will have a significant effect on the child care needs of faculty and students with school age children. Most child care options for pre-school age children will not be affected, since they typically operate for the full year. Most public and private schools in Indiana continue to operate on a more traditional academic calendar where classes are not in session in the summer. Many Purdue employees, especially faculty and students, rely on more flexible schedules during the summer to compensate for more variable summer activity schedules. To maintain employee productivity through the summer months, Purdue will need to evaluate existing summer programs and develop or sponsor new programs in the community. Most summer camp programs are scheduled weekly, and do not have start and end times conducive for employees trying to maintain regular working hours. Purdue should explore the development of a multi-week programs (for summers) that start before 9 am, and end after 5pm, does not offer the spectacles of the weekly camps, but instead provides a safe, supervised program of daily activities at an affordable cost.

K.4.d. Create a child care coordinator position within Human Resources that is dedicated to the remaining recommendations.

K.4.d.1 Back-up care services

Back-up care is care that is required outside of your normal care arrangements. Care during an evening exam, unexpected project, and sick care for your child are all examples of back-up care. Vendor based back-up care can be contracted by an employer to create a platform for employees to request care. In many cases, these may be students at Purdue who are gainfully employed for the vendor. Background checks are performed on care providers, and it is the employee's responsibility to advertise their care needs, interview, hire, and pay the provider. Certain vendors include, in the same contract fee, services for elder care, pet care, housekeeping and nanny care. This type of back-up care allows the university to expand family friendly services, outside of child care, for one contracted fee.

The following Universities, based on our 2012 review, offer center based or vendor based back-up care: Michigan State University, Northwestern, Penn State University, Ohio State University, University of Michigan, University of Wisconsin, University of Arizona, and Cornell University.

K.4.d.2 Faculty recruitment and retention program

It is our recommendation that the Office of the Provost develops a program aimed towards faculty recruitment and retention. While waiting for additional spaces to be provided by the construction of a new facility, we recommend a certain number of spaces be committed each fall for new recruits to

Purdue, or as part of a counter offer to help retain faculty, for whom child care is a critical factor in their choosing to come or remain here.

The Provost's office can set aside a number of spaces, across various age groups and various facilities, to accommodate child care needs when it is a critical factor in an employee choosing to come to the University. These same spaces may be used as part of a counteroffer to help retain faculty when child care is a critical factor in their decision to remain here.

The spaces are distributed among five children's age groups, and commitments must be made no later than July 1 for spaces being requested for the coming academic year. Department Chairs, through their respective Deans, may submit a request for child care spaces using the established application and submission process.

K.4.d.3 Travel grant program

Travel can be a critical professional component creating opportunities for research, collaboration, recruitment of graduate students and professional development. Parents with young children can find travel a barrier when trying to manage child care. Travel grant programs are used to defray the cost of child care for long distance travel such as a conference or guest lecturer. Local grants may also be considered for attendance at a local conference or symposium. Funding is set aside and an application process is established with a committee assigned to reviewing and approving applications. The child care coordinator will work with the committee and awarded applicant to arrange care locally or at their destination. Priority and preference would be established by the committee.

University of Massachusetts has provided us a copy of their proposal for the STEM Family Travel Program that could be adapted to Purdue. Copies of this proposal are available for review, upon request.

K.4.d.4 Accreditation for Purdue Village

Purdue Village Preschool is an integral part of the campus and provides priority service to students living in Purdue Village. It is our understanding that accreditation is possible for Purdue Village but resource restraints prevent pursuit of the accreditation. While we feel all Purdue centers provide quality care, we feel the institution should strive to obtain and maintain the same accreditation across all centers. Currently, the Patty Jischke Early Care and Education Center and the Ben and Maxine Miller laboratory school are accredited by the National Association for the Education of Young Children (www.naeyc.org). Both centers are also PTQ level 4, while the preschool is not participating in the PTQ program. It is unclear whether the preschool is eligible to participate in the PTQ program. The disparity in licensing and accreditation between centers promotes a feeling that graduate students are being directed towards a lower quality care center even when it is a high quality program. We recommend assistance be provided to Purdue Village to complete the accreditation process.

K.4.d.5 Central database program

While all three centers are operated by three unique entities, we feel there is strength in creating a database system that streamlines the application and waiting list process for all centers. Streamlining these services and integrating social media application will set a standard across all peer institutions. This brings ease to parents registering and tracking their progress. There are many additional applications and uses that could be built into this database. It also allows us to be able to continually monitor our child care needs and demands on campus.

K.4.d.6 Marketing/reference materials

In the Bilsland Strategic Initiative study 84% of the nearly 600 respondents were not aware of the on-campus childcare facilities. Faculty members have commented on not knowing where to even start looking for child care when they arrive to campus.

We feel there is value in creating a marketing piece that integrates family-friendly services, services that already exist for parents on campus, child care centers, and camp information in one location to showcase full transparency for what we have to offer. While each organization on campus has its unique focus around care for children infant through high school, there is value in bringing awareness to all the services we already provide at Purdue in one place to assist any new students, staff, or faculty, along with their spouses.

K.4.d.7 Collaboration with Child Care Resource Network

Opportunity exists to coordinate with the Child Care Resource Network in Tippecanoe County to provide information to new faculty, staff, or students who volunteer information regarding a need for child care as part of the relocation process. Currently there is no centralized way for new employees or students to obtain information on child care resources.

K.4.d.8 Apply for CCAMPIS grant

Child Care Access Means Parents in School (CCAMPIS) program is a grant offered by the Department of Education. Funds are used to support or establish campus-based child care programs primarily serving the needs of low-income students enrolled in IHEs. Grants may be used for before- and after-school services. In addition, grants may be used to serve the child care needs of the community served by the institution. Next funding opportunity is not yet posted.

K.4.d.9 Coordinate Purdue break schedules with greater Lafayette schools

In the past we have been able to coordinate Purdue schedules with the greater Lafayette school schedules. We would like Purdue to pursue collaborating schedules in order to increase productivity and make care more manageable.

K.4.d.10 Collaborate with the Recreational Sports Center

Currently, the Recreational Sports Center is offering many parent and child based programs and opportunities, including summer camp. We would like to see additional opportunities for drop in care or activities during extended breaks or exam weeks.

K.4.d.11 Expand lactation support

A limited number of lactation rooms are identified at www.purdue.edu/childcare. We would like an outreach effort to be made to expand the number of spaces available on campus and reinstate making resources available to mothers and supporting supervisors.

K.4.d.12 Create a central site for camps

Finding care in the summer for school age children is challenging for parents. Most camps are on a weekly basis, start at 9 a.m. and end at 3 or 4 p.m. This requires finding extra coverage before and after camp as well. Reinstating the web site that tries to pull together links to all summer and spring programs would be a good short-term action.

K.4.e. Develop and initiate a campaign to raise funds to support employees/students in lower tiers the ability to afford quality child care while incentivizing child care centers to maintain or increase quality of care on the Paths to Quality scale

In order to assist with affordability, we recommend a campaign be dedicated to collecting funds in an endowment that will allow continuous scholarship opportunities to offset costs for Purdue parents in lower pay tiers. These funds could be dedicated to centers on campus and in the community that maintain a PTQ4 rating in order to continuously encourage quality on campus and in the community.

K.4.f. Secure a variety of slots in accredited or PTQ4 community facilities to aide in immediate recruitment or retention needs

We feel that in order to meet some immediate needs of new faculty, staff, and students, there should be an immediate effort to secure a variety of slots – across age groups and in various center – that can be dedicated to recruitment and retention efforts. The university would fund these slots until a parent is identified who is in need of these slots.

Appendix A. Purdue Campus Child Care Survey Text

The Child Care Task Force, a joint effort of the Office of the Provost, the Office of the Executive Vice President and Treasurer, the Office of the Vice President for Business Services, the Office of Human Resources and the University Senate, needs your input on current and future child care needs and resources at Purdue University and within the Greater Lafayette area. We appreciate your responses to the following questions related to your own needs and use of resources.

Do you have preschool age (0-6 years) children?

- Yes
- No

Do you have school age (6-18 years) children?

- Yes
- No

Please answer the following questions regarding all of your children.

When you took a position at Purdue did you have challenges finding child care?

- Yes
- No

How would you rate the availability of care openings for infant through preschool in the Greater Lafayette area?

- Excellent
- Very Good
- Good
- Fair
- Poor

How would you rate the availability of care openings for infant through preschool at Purdue?

- Excellent
- Very Good
- Good
- Fair
- Poor

Please answer the following questions regarding child care specific to your newborn to preschool age children.

Please indicate the number of newborn through preschool age children you currently have in each category:

_____ Newborn (0 - 2 months)

_____ Infant (3 - 11 months)

_____ Toddler (12 - 23 months)

_____ Twos (24 - 36 months)

_____ Pre-school (3 - 6 years)

Please select all who provide child care while you are at work for your newborn to preschool age children:

	Newborn (0 - 2 months)	Infant (3 - 11 months)	Toddler (12 - 23 months)	Twos (24 - 36 months)	Preschool (3 - 6 years)
Spouse/Partner/Self	<input type="checkbox"/>				
Purdue: Children's Choice at the Patty Jischke Center	<input type="checkbox"/>				
Purdue: Ben and Maxine Miller Child Development Laboratory School	<input type="checkbox"/>				
Purdue: Purdue Village Preschool	<input type="checkbox"/>				
Spouse/Partner's workplace childcare facility	<input type="checkbox"/>				
Off-campus Child Care Center	<input type="checkbox"/>				
Montessori School	<input type="checkbox"/>				
Childcare Ministries	<input type="checkbox"/>				
Family Home Daycare	<input type="checkbox"/>				
Babysitter or Nanny in your home	<input type="checkbox"/>				
Relative	<input type="checkbox"/>				
Other	<input type="checkbox"/>				

In the past five years, did you find infant care that met your family's needs?

- Yes, I found an excellent facility
- Yes, I found a good facility
- No, I had to make alternative plans
- No, but I had to use the facility anyway
- Infant care was not needed

For your most recent child, how long did you have to wait before space with your current childcare provider became available?

- Less than 1 month
- 1 to 3 months
- 3 to 6 months
- 6 to 12 months
- Greater than 1 year

How important were the following in your selection of child care?

	Extremely Important	Very Important	Neither Important nor Unimportant	Very Unimportant	Not at all Important
Affordability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indiana "Paths to QUALITY" rankings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional, friendly provider/staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation by a friend or family member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hours of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides ABA Therapy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foreign language program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

While working at Purdue, how many times have you had to change child care providers?

- Never
- 1-2 Times
- 3-5 Times
- More

How satisfied are you with your current child care arrangement(s)?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Would you prefer to have child care available...

- Closer to where you live?
- Closer to where you work?

How much time would you be willing to add to your commute to obtain child care if there is no availability on campus (select all that apply)?

- 0 to 10 minutes
- 10 to 20 minutes
- 20 to 30 minutes
- More than 30 minutes
- I am unable to travel outside of campus

You are not currently using a Purdue child care service, but have indicated a preference to using a site closer to work. Please rank the barriers listed below as far as they have influenced your choice not to use a Purdue child care provider.

	Extremely Important	Very Important	Neither Important nor Unimportant	Very Unimportant	Not at all Important
Affordability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hours of operation too limited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Space not available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does not have foreign language program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of educational program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prefer off-campus childcare location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does not provide ABA therapy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the following questions regarding child care specific to your school age children.

Please indicate the number of school age children you currently have in each category:

_____ Elementary school (K - 3rd grade)

_____ Middle school (4th - 6th grade)

_____ Junior High (7th - 8th grade)

_____ High school (9th - 12th grade)

What school(s) will your children currently attending?

Do you make use of before or after school child care?

- Yes
- No

Is the care service located convenient to the school?

- Yes
- No

How satisfied are you with this care service?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

How did you learn about the care service?

- Worklife Programs referral
- Web site
- Information provided by school
- Friends or family
- Other _____

How important were the following in your selection of this care service:

	Extremely Important	Very Important	Neither Important nor Unimportant	Very Unimportant	Not at all Important
Cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional, friendly staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation by a friend or family member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hours of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the following questions regarding child care specific to all of your children.

In the last year, how many unplanned absences have resulted from problems with child care?

- Never
- 1-2
- 3-5
- More than 5

In the last year, how many times have you had to bring your child to work due to child care problems?

- Never
- 1-2
- 3-5
- More than 5

How much total time per day do you devote to transportation for child care outside your normal commute?

- 0 - 15 minutes
- 15 - 30 minutes
- 30 - 60 minutes
- 1 - 2 hours
- Over 2 hours

Please answer the following questions regarding child care services you would like to see implemented at Purdue University.

How useful would the following resources be for your family?

	Very Useful	Useful	Neutral	Useless	Very Useless
Subsidies to reduce child care costs	<input type="radio"/>				
Access to on-campus care	<input type="radio"/>				
Access to back-up care for bad weather and school closings	<input type="radio"/>				
Access to care during evenings and other irregular schedules	<input type="radio"/>				
Sick child care	<input type="radio"/>				
Child care resource and referral program	<input type="radio"/>				
Transportation assistant from child care or schools to campus	<input type="radio"/>				

Would you make use of camps and activities for extended University or relevant school system breaks including (select all that apply):

- Summer Break
- Spring Break
- University Holidays

Is your professional travel (e.g. to conferences or workshops) restricted due to child care restraints?

- Yes
- No

Would you increase your professional travel if grants were available to help defray child care expenses?

- Yes
- No

Would you increase your professional travel if assistance was available for child care at your destination?

- Yes
- No

What is the single greatest challenge you have faced in terms of child care needs for your family, while employed or attending Purdue?

If there are other challenges you face in child care that we have not covered in this survey, please describe below.

Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Please answer the following questions to help us interpret our findings.

What is your gender?

- Male
- Female

What is your current classification?

- Faculty - Assistant Professor
- Faculty - Associate Professor
- Faculty - Full Professor
- Post-doc/Lecturer/Visiting/Adjunct
- Administrative/Professional
- Clerical/Service
- Graduate Student

How many full years have you worked or attended Purdue?

Are you a graduate student funded by the University (RA/TA/Fellowship)?

- Yes
- No

Please indicate if you are

- A domestic student
- An international student

What is your current funding level?

- Full-time (50%)
- Quarter-time (25%)
- Other _____

The members of the task force would like to thank you for taking the time to complete this survey.

Appendix B. Survey Written Results

B.1. FACULTY

Response themes to open-ended questions

1. Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Most faculty members who responded to the survey seemed to have less issue with the cost of on-campus child care than other employee groups; however, concern was still expressed on behalf of the other groups that care be affordable for all. Affordable, available child care on campus is seen as a critical factor in the hiring and retention of talented faculty and staff. The lack of options for short-term and 'emergency' care situations has a negative impact on faculty members, both in their own lives and when support staff must be absent unexpectedly due to child care needs.

Response themes:

- Flexibility is needed for many situations. Part-time, summer, holiday and sick care are all needed.
- Greater capacity is needed for on-campus facilities.
- There is a need for special needs care.
- Affordability/subsidies to allow access to care for grad staff, A/P and clerical/service.

Sample responses:

- "As far as I am concerned, the single most important issue related to daycare on this campus is ensuring that graduate students and non-academic staff have the resources to afford daycare that allows them to be maximally productive at work. This is currently not always the case."
- "Although my children are well past the age of needing child care, I support the concept of Purdue facilitating families' access to good quality, flexible child care close to the parent's work."
- "Be flexible with parents. Kids get sick, have appointments, etc. Faculty have a lot of flexibility that is not afforded to clerical or AP staff in many cases. Having a special needs child presents a host of issues, and having to stress about getting in trouble at work in order to take the child to therapy or to stay home when sick does not help. It has to be a university policy, otherwise departments enforce and/or offer at will, creating unfair and unreasonable work situations."
- "I am a professor in HDFs, and I do research on child care. I think the critical need for Purdue employees, especially attracting talented young faculty and staff, is to provide high quality child care for children under 5 years, on or near campus. The need is especially critical for infants and toddlers (children under 3 years). This will be a key asset the university can offer prospective employees in the future. To remain competitive, Purdue needs to up its game. I believe U. of Iowa has 8 child care centers on or near campus that it subsidizes for employees in some way. An important point: In order to be a real asset for Purdue, the child care we develop needs to be high quality and family-centered. Purdue should require that any center receiving support from the university should be level 4 Paths to QUALITY and nationally accredited by the National Assoc. for the Education of Young Children (NAEYC)."
- "I am happy to see Purdue addressing this issue. This university is way behind most of its peer institutions in providing viable good options for childcare to its faculty and staff. As a result, productivity of faculty and staff is affected."

- “I don't have children, so most of the questions on this survey are irrelevant to me personally. However, I witness on a regular basis how hard pressed my colleagues with children are to juggle their jobs with their childcare responsibilities. Married couples seem to be running an eternal relay race, where each one has to pass the baton to the other with split-second accuracy. Single parents have it even worse. I am also shocked at how expensive child care is. On the more practical side, childcare responsibilities limit the time slots for scheduling meetings and often keep parents from attending talks, lectures, and other events outside of their regularly scheduled commitments. Purdue has been really behind in providing childcare for its employees' families. This situation is rather embarrassing.”
- “I think it would be very helpful to have a "drop-in" or "short notice" type of daycare available for situations like a sick child or even days when regular childcare arrangements will not be sufficient due to abnormal hours, etc.”
- “I would like to make a comment that should be shared with President Daniels. I would have emailed him directly, but this seems like an appropriate place to make my comment. I was at an ADVANCE luncheon (for new female assistant professors) 2 years ago with Pres. Cordova, when a group of young mothers (all Asst Profs.) asked the president about the lack of child care options for infants on campus. Pres. Cordova was rude and condescending to these women, and I specifically remember her saying "Well, you REALLY have no idea what it takes to run a child care facility and how expensive it is. But, I do recommend to all of you that you get the best quality child care you can for your children and pay whatever it takes to get it." That was her response, and it was unacceptable! So I commend the president and I commend the task force for giving parents that work at this university a VOICE in this matter as it is VERY important to parents of young children. No matter the outcome, I am thankful that we are being respected!!”
- “In an ideal world, it would be great to have a small facility in or across from my building. Perhaps collaboration with Purdue's Nursing school can result in a Purdue Cuddles program for sick children.”
- “In Lafayette school, the YMCA has after school programs for the elementary and middle school. Support of these systems in place by Purdue would be nice. Also, I have found out recently that child care for 13 years and older is difficult to find for breaks. My 13 year old has Asperger's autism and is not ready to be by himself for long periods of time. To find care for him I have had to find a nanny service which can be expensive and stressful due to finding someone to care for special needs children. Consideration for childcare needs of special needs children would be great for the taskforce to review.”
- “My family and I have had the good fortune of a professor's salary and flexible schedule to support us. As well as the professional salary my wife has. Our schedules have been flexible enough to address most of the issues I have noted above. / / However, where I think the university really fails is in its availability of enough quality childcare for the clerical and support staff, who have the least amount of flexibility in their schedules and the least amount of disposable income to pay for childcare. Current Purdue options are way too expensive and there is not nearly enough spaces.”
- “Please, please, please bring back the summer camps for the school age kids.”
- “Provide childcare at cost and productivity will rise, absenteeism fall, and morale improve. It is an opportunity for the incoming president and the trustees to create good will among a staff and faculty still suspect of the governor's motives as well as hiring and appointments that smack of cronyism.”

- “I would like to be able to work longer hours, and be available to students and colleagues after 4pm, but do to child care constrains am unable to do so.”

2. What is the single greatest challenge you have faced in terms of child care needs for your family, while employed or attending Purdue?

Again, back-up/‘emergency’ care was a major theme mentioned by faculty respondents. This lack affects productivity when child care needs require unexpected time away from work, leaving meetings early, etc.

- Short-term care (sick, holiday, after school, etc.)
- Finding half-day program
- Affordability
- Balancing work and life / flexibility
- Need for additional openings in on-campus centers

Sample responses:

- “After school care for elementary children. The program offered at Cumberland and Happy Hollow is not very good, but there aren't many other options. We had a babysitter for after school hours for a while, but struggled with reliability. Now we juggle and improvise, but this creates problems like leaving meetings early to transport children to extracurricular activities.”
- “As a woman I feel significantly disadvantaged compared to my male counterparts because I have more constraints related to how late or early I can work or make meetings because of child care, how often I can travel and having to miss days for sick children.”
- “Being a faculty member is not a 40-hour per week job. I've found the only way I can be successful is to pay a significant percentage of my salary for additional help on weeknights and weekends. So I resent not only the time away from my family, but the fact that I'm essentially paying to work. I'm tenured, and my children are getting older, so I feel that I have increasing options that are good for them, but this remains an on-going issue for me.”
- “Emergency childcare, when either my babysitter cancelled, or when my child was sick. I have to drop everything and scramble for childcare the next day, and no work gets done until I find that new childcare option.”
- “Finding a reliable, trustworthy child care that was easily accessible to me while at work if my child needed something or if I had an unexpected change in schedule. The Purdue child care that is currently available is a great option. However, because of incredibly high costs could never be an option for us as a family.”
- “While I was thrilled with the care my daughter received at Patty Jischke Children's Choice Learning Center, it was extremely difficult finding a reliable babysitter, especially when needed on very short notice or during emergencies. It would be great if Purdue offered backup childcare for such emergencies, at a subsidized rate. As I've mentioned to some members on the Child Care Task Force, my husband's company back in San Diego offered such a backup childcare service. Specifically, employees could take advantage of this service 15 times per year. The service included care at a daycare/pre-school for the entire day for a flat fee of \$40/day. Alternatively, to care for a sick child, the agency would send a certified/background checked caregiver to your home at the rate of \$5/hr (as opposed to the \$12-15/hr emergency care usually costs). This was a God-send for working parents!”

- “I am very fortunate to have a flexible boss/supervisor. I have a boss that recognizes most duties don't need to be performed between 8am-5pm for one to effectively perform their job. I feel for the Purdue employees that do not have supervisors that can think a little outside the box.”
- “Our biggest challenge is we do not have any family in the area so no 'safety net'” for professional travel, sick child care, weekend child care.”
- “Purdue consistently schedules work-related activities for times during which child care is not typically available (i.e. before 8:30 a.m. and after 5:30 p.m.). Having regularly scheduled classes extend until 5:30 p.m. makes it virtually impossible for me to get to my children's daycare before they close at 6 p.m., and we also regularly have meetings that start early (i.e. before 9 a.m.) or end late (6 p.m. or even later). Also, some research facilities (i.e. the MRI center) are only available during times that we do not have daycare.”
- “The availability of high quality child care and education. Current programs available do not prepare the preschoolers for entrance into public kindergartens. (e.g., 1) being able to write one's name, 2) identifying letters and numbers and 3) rhyming). These standards are available on the public school websites, but intentionally ignored.”
- “We adopted our son as a newborn (domestic private adoption) and were told that we needed to put our names on waiting lists as soon as I was pregnant, which did not apply in my case. We were extremely lucky to get in at the center we did and kept him there as the hours were better for my husband's work and we wished to minimize transitions for him. The lack of good infant openings (at licensed, accredited child care centers) around town concerns me for our new hires. I don't want them to come here and not be able to find care for their children.”

If there are other challenges you face in child care that we have not covered in this survey, please describe below.

- Inability (for either the respondent or co-workers) to participate in before or after-hours activities at work due to lack of childcare
- Need for special needs care (specifically, ABA therapy)
- Need for ‘emergency’ care (sick, weather delay, etc.)
- Need for expanded hours at child care centers

Sample responses:

- “Early morning or evening meetings, but no source of childcare. It would be extremely helpful for Purdue to have childcare for whenever "emergency" coverage is needed for things like "two hours school delay due to weather" and sick child. Faculty could use such a service on short notice when they discover the night before/the morning of need in order to cover at least time for lecturing, etc. You can reschedule a meeting, but you can't reschedule a lecture to 200 students.”
- “A care location with nutritious and/or organic food (i.e., not white ‘wonder’ bread) and outside time every day.”
- “Although I do not have children myself, as a supervisor, the employees who report to me frequently must miss work time to pick up sick children from daycare. The opportunity for sick child care sounds incredibly beneficial to all concerned.”
- “As much as possible, child care assistance should be considered for Purdue faculty outside of the Lafayette campus, perhaps such as negotiated rates at local facilities.”

- “Finding a provider/service that offers ABA therapy for a child on the Autism Spectrum.”
- “It would be great if the child care provided multi-lingual teaches and courses since many of the families at Purdue are multi-lingual.”
- “Our childcare issues are relatively minor because, as faculty, we earn enough and have flexible enough schedules that we can afford a daycare that we can fit our schedules to relatively easily. However, I have had problems working with students and staff whose activities are limited by their ability to afford daycare with sufficient flexibility.”
- “The scheduling options for preschool care. There's either full-time, full-day at the traditional day care centers or very, very part time care (2.5 hours per day, 3 days per week) at the church-based preschools - very little in between. It would be nice to have some different options available - like full-day, academic year. We tend to travel for our research in the summer and it seemed ridiculous to pay \$8-10K/month during the summer to hold a daycare spot.”
- “There are no care options available for dual-career couples who are both at Purdue, particularly when it comes to teaching schedules, conference travel, or sick-child care. This is often true when one partner teaches an evening or weekend course and the other has administrative or other work obligations as well. There is so little flexibility offered on course scheduling for parents of young children by department administration.”

B.2. A/P STAFF

Response themes to open-ended questions

1. Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Those respondents who indicated that they are using on-campus child care have a positive impression of both programs. That positive impression is shared by other respondents, who indicated they would like to use Purdue child care but cannot, either due to lack of affordability or availability. Several respondents who do not have a current need for child care stated that they agree that additional, accessible on-campus child care services are a great benefit – for both recruitment and retention, as well as work/life balance.

- Need for flexible schedule
- Greater availability of on-campus child care is desired – assuming it’s affordable to all staff
- Care during school breaks, weather delays/closings, holidays and summers is a major need
- Sick care is needed
- Need for access to care for children with special needs, specifically ABA therapy (Purdue’s insurance does not cover this therapy)
- Equal benefits for adoptive parents
- An in-person session to explain parental benefits would be helpful

Sample responses:

- “Many of the people who work in our office have challenges associated with child care. I wish I could share some of my leave with them.”

- “A comprehensive child care program (resources) allows employees greater flexibility, etc. which in turn results in them fully meeting their work commitments. This is critical for overall organization productivity and morale.”
- “A flexible schedule to allow parents the opportunity to get children on or off the bus is important. If a parent can be there in the morning or after school, the child performs better.”
- “Again, more available child care would be helpful, but only if it is affordable to those in lower-paying jobs. They're the ones that need this service the most -- not those in higher paying positions who could afford alternate daycare arrangements. A "convenience" for some staff should not outweigh the necessity for those less compensated.”
- “Although I don't have the issue now, when I was a parent with minor children the availability of child care on site or near work would have been great and programs for school age in particular summer programs would have been very helpful. If Purdue was do offer a discount I would of course take advantage but frankly I would have taken advantage even if a discount is not available. I think that the cost of these programs should be kept competitive and reasonable.”
- “As the administrator of one of the preschool programs currently located on campus I have seen a great need for space to accommodate more children of student families at Purdue. I believe that programs that help children of international students to acclimate to their new environment is particularly important and is an issue that affects our graduate students coming from around the world when they are making decisions about which American university to attend.”
- “Be as flexible as possible with parents. We want our children to be well-rounded individuals but it is hard when activities start right after school or before 5 p.m. and still get our work hours in for the day. Also, between the cost of good childcare and our wages, it is hard to justify why work when most of the wages are going towards childcare.”
- “Boiler Kids Camp was a great option for school aged kids. It would be nice if that was available again in the summer.”
- “Child care during school breaks is a major source of stress. Even the camps that are offered do not provide coverage during my work hours. This requires having a camp and a babysitter which is not an affordable option.”
- “Child care is not just about dropping off your children to a warm body. Child care is about, not only taking care of a child's physical needs, but emotional needs too. I don't believe there is an emotional substitute for a child's parent with a child care worker and often times it seems that this is what is expected. When my child is sick, I don't intend to leave him with a child care service. Some parents may feel comfortable with this, but when a child is sick, I believe they need the emotional support and comfort of their parent. Overnight travel is not just about having child care, but leaving the child with someone who understands and who the child and parent trusts with his/her care. In my opinion, child care is necessary, but we leave our children's care much too often to those who can't possibly fulfill this responsibility. Understanding and flexible supervisors and an environment that cares about family needs is what I want the task force to know about. I would like policies that protect its employees when they shy away from duties that don't allow them to be responsible parents. I would also like policies that allow flexibility”.
- “Childcare is an important recruiting tool for new staff. It is a great plus to have good childcare available.”

- “In the early 1980s, the administration rejected a proposal by the Purdue Women's Caucus to investigate child care assistance, particularly for lower-paid clerical and service staff, on the grounds that a service housed at Purdue would "compete" unfairly with local providers. The Caucus was encouraged to write a proposal to support a sliding pay scale at the CDFS child care programs instead to accommodate lower income participants. The sliding scale was instituted at CDFS, but the programs' enrollment caps made it difficult to get in. Many of us beginning our Purdue careers struggled to find and pay for quality child care. Certainly influenced my family's decision to have just one child. 36 years into my career, my daughter now works at Purdue, is considering pursuing a Master's degree here, and plans to begin a family. I look forward to her having more options and assistance than were available to me. Bravo!”
- “Employees need support with elder care, not just child care.”
- “Flexing schedules-at random- don't work well for some departments. But perhaps offering 4 day work weeks, 3/4 positions, or several shift options would help parents meet needs of family and Purdue. It's a shame to lose great resources because of scheduling conflicts.”
- “I am an A/P staff member at Purdue and have some flexibility in my job for which I am very grateful. However there are some A/P staff with inflexible managers and this is difficult for a working mom. Also C/S staff at Purdue have very little flexibility in their positions to deal with child care issues because they are paid hourly.”
- “I believe it's very important to have someone on the Purdue Child Care Task Force who has the child development expertise (both research and practical application) in order to be sure the decisions you are making fit with current research and best practices in the early childhood field. I would recommend a research faculty member in child development from the Human Development and Family Studies Department. Purdue University is a leader in the early care and education community and campus decisions should take into consideration both research and practice in this profession, otherwise, we lose credibility with that network if our own campus child care decisions don't fit with what research indicates is best for children and families.”
- “I believe the taskforce needs to re-evaluate the cost for the childcare programs. We have many support staff who might like to participate, however the cost may be prohibitive for them. Purdue has wonderful programs that incorporate students who are in the education field. We need to do our best to consider using this resource as best we can in addition to reviewing the low salaries our staff have in that area - while keeping the costs in tune with our support salaries.”
- “I don't believe that child care services should be free. I think that there should be a child care available on campus at a reasonable charge (keeping in mind that we have clerical and services staff that barely make enough to pay their day-to-day bills). If we could get donations/sponsorships or a gift that would subsidize the child care facilities, it would be a good thing. As I understand it, the programs that are currently available on campus at this time have long waiting lists. I recognize this is not an easy issue.”
- “I don't currently have children. However, it is comforting to know that if my husband and I choose to start a family, that Purdue University cares about issues relating to work, life, and childcare. I work at a Statewide Technology campus, so I would wonder how these benefits would extend out to our campuses around the state.”
- “I find the vacation/sick time package to be fantastic at Purdue (AP staff). It allows me to keep a healthy work/life balance, keeping in mind that my kids are more important than the workplace.”

It's the primary reason I stick around and am not a stay at home dad. If the vacation/sick time package were less..well..I think it's safe to say I wouldn't be taking this survey...I'd either be fired for taking too much sick time to take care of the kids or I would have quit from the stress of balancing work/life. Purdue is great. Thank you for being such a great place to work and keeping the happiness of your employees in mind.”

- “I had a friend that worked for a corporation in Indianapolis, when both our children were young, and her company had a wonderful onsite child care facility. As the employee you could even go over on your lunch time and have lunch with your child. They had what they called a sick bay area for children who were not feeling well but were not running fevers or were not contagious to others, so those children could come and get a little special attention but yet not interact with the others. The company she worked for had very low employee absenteeism, low employee turn around, and more productive employees. I do believe that onsite child care facilities really do produce this type of output from employees.”
- “I so appreciate that this is being discussed! Would love to see some positive outcomes as a result. As a two-time graduate and devoted employee of Purdue, I would love to have my daughter close by at a Purdue daycare. I would like to see them be less cost-prohibitive...perhaps obtaining the reputation of "inclusive" as opposed to "exclusive". I am not suggesting they should strive to be the lowest-cost available, as I understand that high quality does have an associated premium... but paying around \$1,000/month to have childcare for an infant from your own employer seems extreme.”
- “I think space availability is the number one problem - there just aren't enough spots available in the centers on campus. The second issue, though, would be affordability - it would cost me almost double what I pay our day care provider now to send my children to a Purdue day care center. As much as I would like to have them on campus for convenience, it just isn't worth it to me to know that I'd be paying double the money for pretty much the same quality of child care. Plus, I like that my boys weren't separated all day in rooms grouped by age - they get to play with kids of different ages, and I think it has done wonders for their development - both educationally and just overall as kids!”
- “I would appreciate the possibility of official flex schedules, work from home opportunities when children are young or sick, or job- or care-shares for families that could use them.”
- “I'm glad that Purdue is giving serious thought to enhancing child care resources on campus. While this comes too late to benefit my family directly, nearly all of the employees I supervise have young children. Their struggles to find good quality, affordable childcare, to plan meaningful activities during school breaks, to handle sickness, school delays and closings and other unexpected issues, all add stress and impact both their emotional wellbeing and their ability to successfully do their jobs. Enhanced childcare resources will benefit not only the families with children, but the Purdue community as a whole.”
- “Not covering or having an option to get ABA therapy is just plain cruel and heartless.”
- “Not everyone works on campus, there are many Extension Educators out in the field (every county) that need quality, affordable child care options as well. We work early morning, late nights and weekends, our jobs are not 8-5, which limits our child care options. Thanks for asking our opinions and for listening!”

- “Please remember that family should always come first. This university is a job, there is nothing here that should make a person feel like they cannot take the time they earned for family illness or vacation to spend with your family.”
- “Purdue's child care programs have, historically, been a significant component of the Child Development program on the West Lafayette campus. Students have had an invaluable opportunity to practice, study and conduct research under the finest supervision of faculty and staff. The program has been of the highest quality, exemplifying the standards set nationally by NAEYC. In addition, the programs have been of service to Purdue families and families in the community who have children with special needs. Purdue should continue to support and, indeed, strengthen its support of child care on its campuses.”
- “Slightly unrelated, but I think it would be useful if Worklife Programs or Human Resources held sessions for employees who are contemplating parenthood and new parents. For example, a session that explains the parental leave and FMLA policies, lactation policy, and how/when to discuss taking parental leave with a supervisor or your unit's Business office, and/or medical benefits related to pregnancy, child birth and infants (e.g. breast pumps & the Purdue insurance plans). I know there is a VPHR website with this type of information, but an interactive session would be useful.”
- “The current child care available from Purdue is away too expensive for staff. It's cheaper for my wife to leave the workforce.”
- “We are growing our family through adoption. As the parent employed by Purdue, I wish that Purdue offered equal time off for adoptive parents as birth parents. Currently, adoptive parents receive 3 weeks paid parental leave and birth mothers receive 6 weeks paid parental leave. There are experts on campus who can tell you how important it is for adoptive families to receive an equal amount of time off. Often, adoptive parents have to travel to meet/pick-up their new child/children. There are often doctor appointments that parents need to take their new children to. And most importantly, it is important for adoptive parents to have time to bond with their new children -- this is absolutely crucial to building trust with children. There is a growing group of adoptive families on campus and I know that many families would benefit and be strengthened by receiving the same benefits as birth mothers. It is something that I hope the University will consider.”

2. What is the single greatest challenge you have faced in terms of child care needs for your family, while employed or attending Purdue?

Common response themes to this question are below. Many respondents noted the lack of available spaces in on-campus facilities and the lack of affordability. However, many of those same respondents indicated they would prefer to use an on-campus child care facility if those barriers were removed. The perception from respondents seems to be that Purdue's child care facilities are superior to most community centers. There is also a perception that on-campus centers are priced so as to only be affordable to faculty.

A few respondents indicated that they are not in a position to utilize child care themselves, but feel their peers who do already have sufficient benefits.

- Availability of care on campus / long waiting list
- Affordability of on campus care
- Lack of sick child care

- Need for expanded/flexible hours for child care
- Holiday and summer options for child care
- Infant care availability
- Need for Extension employees to be able to travel with their children
- Need for part-time care
- Options for weather-related delays
- Care for special needs child
- Need for after school care
- Need for additional family sick leave
- Facility able to handle food allergies
- Need for flexible work schedule

Some sample responses:

- “There are never any openings at the on-campus facility. They need to expand it, hire more qualified teachers, and LOWER prices. I work full time and am a grad student and a facility on campus would be perfect. In addition to that being an inconvenience, I live in West Lafayette, am forced to travel to Lafayette because West Lafayette facilities have little openings, and the money I spend on gas and travel time makes child care a hassle. We need a state of the art facility.”
- “Purdue Child Care Center, which I utilized, closed at 5:30 pm. It is a mad rush to get out of our building to the parking area and over to Child Care Center. If late, there is a fee charged.”
- “Working for Extension, it would be very helpful to be able to bring my child with me to campus for meetings, conferences, and trainings. It was very difficult to meet my breastfeeding goals during my child’s first year of life since I did not have the support to bring her with me to campus.”
- “Summer child care. It would be great if Purdue could bring back Boiler Kid camp. It was very convenient, reasonable in cost and my kids had a great time!”
- “Matching schedules with work and school recesses.”
- “In the past, I have needed more sick family leave. I had enough sick leave but with the restrictions on how much of that can be used for family, I was forced to take vacation or unpaid leave. I think this needs resolved that sick leave can be used for any immediate family member. Not sure why it matters who it is used for if unused sick leave is paid out anyway.”
- “Cost! My husband and I both have very well-paying jobs, but the cost for childcare is astronomical. Daycare costs us substantially more than our mortgage payment, and that is only for one child. Cost of childcare is the single greatest barrier to us expanding our family, as we cannot imagine how we’d comfortably afford two daycare bills while trying to save, pay our student loans, etc.”
- “My greatest challenge as a single mother of two was finding adequate and affordable child care. My children are both adults now but at the time they were school age, it would have been helpful to have some type of affordable child care close to my office.”

- “Sick children and weather delays were always my biggest problems. I would have to call in because there were no other options.”
- “The greatest challenge was access. There were and are barriers of capacity, cost, and alignment of services available and needs. I was lucky to be able to enroll my daughter, to be able to afford the cost, and accepted the services available and better than none, but not always enough.”
- “Many Purdue staff would greatly benefit from some elder care assistance. Caring for aging parents is no less demanding than caring for young children, yet employers often are not very understanding or sensitive to the challenges faced by employees with elderly parents who depend upon us for assistance.”
- “We have a son with special needs (autism) and require additional supervision.”
- “My husband and I plan to start a family very soon, and I am concerned about the cost and limited availability of on-campus child care. Both of us are Purdue employees, and we’d like very much to use on-campus child care. We anticipate cost being the greatest challenge we will face when we need child care (we are “service” and “A/P” employees).”
- “The cost is very prohibitive especially if staff are not faculty. Folks that work in Physical Facilities don’t earn enough to be able to afford childcare on campus. Would be nice if Purdue would consider all of their employees and help develop a plan to defray costs...even if it is income based.”
- “I don't have a way to complete my work at home if I have a sick child.”
- “Affordable summer options for grade school kids. \$400-700 a week for Purdue 'camps' are not sustainable for multiple children!”
- “I think Purdue should consider investigating perhaps some additional creative options for child care to assist professionals with young children including support for travel, sick children (on site and work flexibility... i.e., working from home while children are ill), and additional on site, affordable childcare options. Attendance and productivity of parents would improve.”
- “Quality care with education at a reasonable cost. Would love a Spanish language program for toddlers that would lead into a k-12 bilingual or multilingual program.”

3. If there are other challenges you face in child care that we have not covered in this survey, please describe below.

- Affordability
- Availability
- Need for part-time/’emergency’/after school (sick, holiday, school breaks) care
- Flexible scheduling (both the need for it, and its impact on other co-workers)
- Need for special needs care
- Affordable on-campus options for summer camps
- Need for child care at Rec Sports
- Access to on-campus care for grandparents caring for children

Sample responses:

- “After 2 years of bad childcare experiences, I ended up leaving my job to be a stay-at-home parent. When the kids were old enough for me to go back to work, it was difficult to find flexible, part-time positions that would allow me to be home after school. Please also consider the value of creating more job-sharing positions, because other women (and men) in the same situation can be valuable, productive workers if they are not completely shut out by needing/choosing to stay home with young kids for a few years.”
- “Affordability is a huge factor in child care. If the University can subsidize bus service for faculty/staff, surely there would be a way to subsidize child care costs. Not everyone uses the bus system; not everyone would need child care.”
- “Affordability. Unless on later screens, I don't see questions to identify or segment the need by salary classification or level of pay. And not everyone has the same flexibility to work from home to take care of a sick child, snow day, etc. I have been fortunate to have sufficient take home pay and paid time off to have a variety of options.”
- “After school care is difficult to find. We have the challenge of not being able to have our teenage child take on more extracurricular activities because she has to come home when the elementary school child gets home. Purdue should consider programs for elementary school children after school normal hours. I've had to leave work for an hour to get my child from school and bring her back with me on days my teenage child needs to attend her extracurricular activities.”
- “As mentioned before, I would have preferred to have my children located on campus during their first year so that I could have breastfed them during the day as opposed to pumping in my office.”
- “As you are probably aware, many staff, students, and faculty find the current childcare offerings at Purdue to be unaffordable and or inaccessible. Although I have heard good things about the quality of care and education they provide.”
- “Colleagues who take time off for child care and so are not available to work, meaning others must do that person's work in addition to their own.”
- “Cost. I would love to take advantage of some of the summer camps but they are priced too high for your average clerical or administrative staff member to be able to afford. It seems like every camp or activity Purdue offers, the price point must be set for children of professors.”
- “Creating more of a "family friendly" environment. For employees, such as myself, that choose to have a family and a career, it would be helpful if Purdue HR/Worklife - and really the University culture - would embrace what it means to have a "balanced" life.”
- “Have you given any thought to include grandparents (employed by Purdue) who help out with childcare or who simply want their grandchildren to have the opportunity to attend childcare programs at Purdue? Existing Purdue childcare offers excellent programs and wonderful learning and developmental environments for children.”
- “I think children of staff should be welcomed to attend evening and weekend activities with faculty and staff parents at Purdue. Valuing family life is important for good morale at any institution.”
- “I think one of the greatest challenges in child care at Purdue is the level of support from the administration. The childcare resource is invaluable to dual career families. Instead of increasing resources available to the Purdue community, generally resources are taken away or re-

directed. Case in point - why not add another infant room at the Ben and Maxine Miller Center?"

- "I'm past the age where child care is an issue, but I'm a strong advocate for a sliding scale child care fee structure that is based on a family's ability to pay, and giving all children of employees the same quality of care, regardless of income."
- "It would be nice to have child care or an option for my children to exercise/do activities while I work out at the REC CENTER. With the rules as they are. My children (ages 11, 12, 15) would have to follow me around and sit with me while I work out. I would buy a family membership if they could play basketball or swim or rock climb or something while I worked out. My husband and I both work at Purdue and this limits our access to the REC Center."
- "My children greatly enjoyed Boiler Kids Camp offered in the summers through the Recreational Sports Center and it was very disappointing when this program was discontinued. There were no other similar options available to my family."
- "One challenge is having options for summer activities for school age children. While there are options in the community for "summer camps" the length of time that the camps run do not allow full-time employees to take their children and pick them up. 9-3 is often the times for those activities. The Recreational Sports Center used to offer summer camps for children. They were well utilized."
- "Our child has significant developmental delays (he is in the low-incidence classroom for the entirety of his school day). Child care provided commercially or at Purdue (almost) never accommodates special needs children with significant developmental delays."
- "Resources for special needs families is very important. My husband and I both work at Purdue and our areas and supervisors have been flexible with us in caring for our son and needing to work from home on occasion. If we did not have that support as well as exempt positions that allow the flexibility, one of us would have needed to quit."
- "We had difficulty finding part-time care. We had care through relatives available 2-3 days which we thought would help us afford child care. Most providers only offer full-time care, especially for infants. We were able to find part-time in-home care eventually but it is not ideal and requires me to leave work early once a week."

B.3. CLERICAL

Response themes to open-ended questions

1. Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Respondents mentioned the restrictive policies that penalize them for child care-related absences, as well as the limited affordability of on-campus centers.

- Need for assistance with elder care, as well
- Affordability is a huge issue
- Flexible scheduling is needed (both for employees and for child care centers, in regard to expanded hours for staff working other shifts), and policies need to be applied consistently
- Purdue's parental leave policy needs updating
- Involve students in on-campus centers

- A need exists for special needs care

Sample responses:

- “It would be extremely helpful and beneficial if the University would provide affordable childcare for the Purdue staff (who do not get paid as much as faculty in most cases). Currently, the cost of childcare on campus seems to be geared more toward parents whose income is quite a bit higher than the average staff person and therefore, staff are forced to find childcare off campus and at some distance from Purdue.”
- “A study on this was done some years ago. A lot of time and money spent on another information gathering session will there be a change. Are we banging our heads against the wall, revisiting the same issue again to see little changes? It seems that these questionnaires come out every so often, but very little is done with them. Is there going to be child care made available for those in the lower paying staff jobs or is this just an attempt to see what the Faculty would like to have available.”
- “As stated above the physical facilities stance on flexing work hours needs changed. Most daycare facilities open at 7:30 which are normal starting work hours. Allowing as little as a half an hour of flex would alleviate the troubles and stresses this out of touch policy places on staff here at Purdue.”
- “Cost is a large issue for most families who are making under \$42,000. Getting a discount of \$125 dollars on \$825 camp is unaffordable for most employees. It would be nice to have access to grants/scholarships for these kinds of camps.”
- “Have you considered having a better maternity/paternity leave policy? It's not just a matter of giving birth to children and dropping them off somewhere for a stranger to care of so you can rush to work. "Family values" should include the ability to spend time with said family. And can new parents really work at their best levels when they are sleep deprived and/or worried about a sick child? Can Purdue consider having a progressive maternity/paternity leave policy that leads the way for the rest of the country? Or is this child care issue going to be given greater emphasis so Purdue's maternity/paternity leave policy can be gutted? Clerical staff have the least in equal benefits and yet are more likely to be completely on their own in child rearing matters. A happy staff that has less to worry about is a more productive staff.”
- “I do not think a person should have to choose between staying home sick (for themselves or a child) and going to work to avoid an occurrence against them. I do not think position should determine allowances for or against childcare services. There should be a sliding pay scale for those who cannot afford daycare. Also, having lunch with a child would be a beautiful day for both child and parent!”
- “I personally do not have small children that would need child care services but I do think that the cost of child care on campus is not affordable for most of the employees.”
- “I think if Purdue is going to offer child care it should be a reasonable rate that is less or at least competes with local pricing. As far as I know even if I could have gotten onto a waiting list at Purdue I would not been able to afford it. I know there shouldn't be a price tag on good care but if a large amount of your wages are going to child care why not just stay home and enjoy some additional time with your kids.”
- “I think Purdue University should have a child care facility on campus for Purdue employees to use during work schedules. And should be available 24/7 due to the fact that there are people who work various shifts at the University. Cost could be deducted by payroll, just as parking

permits, etc. I do not think that the "child care" facility should offer transportation of any kind for employees using their services."

- "I think that absence at work would decrease if on-campus childcare were affordable and had a great reputation."
- "I work within Human Resources. I hear 3-4 times a week from expectant parents or parents of infants, looking for child care. They would like to have the convenience of somewhere close to take the child/children but cannot even put baby(s) on waiting list until baby(s) are born. I am no longer in need of child care but if I was of this generation, I think it would be a win/win situation for everyone. The parent(s) would have day care close by and someone always there whereas if you had a single sitter it's different if someone is sick or has appointments they need to go to. It's also terrific for the supervisor, peace of mind the employee has day care coverage, doesn't have to stew about who's going to watch the kids today or when sitter takes vacation, etc. PLUS, location would be close to mom & dad if/when parents had to go back and forth, for doctor appointments, for example. They are not having to run to the baby sitter, go to the doctor, back to the baby sitter, back to work. Location is key! Always hear very positive info regarding the child care center except size wise we could triple the size of our current location."
- "I would love to see the Purdue Eye to Eye team get involved with the lack of Autism care in the child care centers."
- "If Purdue were to increase child care for employees, I think it would be good if it could serve a double purpose by employing students in some capacity, either unpaid as part of a course in elementary education or other such majors, or partially paid as an internship, or however would work out. (I am thinking along the lines of the student pharmacy here.) The child care facility could also be used as a laboratory for CFS, psychology, etc, students and faculty in terms of being able to observe young children or even interview them or test interventions and activities. The fact that the children would be useful in this manner would perhaps justify a lower cost for their care, that all faculty and staff could afford, even staff that do not earn much, though another idea would be to have a two-tiered system for who pays what, such as with the insurance premiums (one price for under 40,000 and one for above that). If the child care services provide added value, however, in the sense that more students (grad and undergrad) and faculty will want to come here and that research will be more prolific and detailed, it might be possible to charge a small amount for everyone. If the children are to be fed at this center (as I assume they are!) you could even involve the majors such as HTM, with students learning how to plan nutrition for institutions such as that. It could be a program similar to how they run the John Purdue room, etc. I can also imagine a situation where mothers would leave very young babies and come over to the center to breastfeed and then go back to work, so you could even get some nursing students involved (and you might want to consider dedicating a small area of your center specifically for this purpose so mothers can come and breastfeed if they like, even if you don't provide specific staff for assistance.) That's all I can think of for now, but I am sure that if you brainstorm and work together with other departments, the cost of creating a child care center will have a lot of good return on the investment, even if all it does is cut down employee absences, but I hope you can get as much out of it as possible."
- "Inconsistent application of university policies regarding flextime are not helpful in striking a balance with family and work life."

- “It is very hard to navigate the different options. There are so many differences in application process, type of care, etc. It would be great to have a chart of the different places and their respective options.”
- “It would be great to have child care at Purdue that is affordable and have early hours during the school year and summer.”
- “It would be nice if the camps were affordable - I haven't done much research on cost, but it would be nice if Purdue employees got a (substantial) discount for sending kiddos to camp here.”
- “It would be nice to have an internal referral/review system where employees who use or have used child care centers can rate/comment/recommend facilities in town for people who are not from the area and/or have no access to local references.”
- “Make it affordable to send your child/children to daycare and be able to work with special needs children (i.e. hearing impaired, autism, etc) and have both average and special needs children in one place. This way the siblings can see each other sometime during the day which can help comfort them. It would also be helpful to have a program for children who are gifted, so you can challenge them. It would also be helpful to have counselors there to help guide the parent of a gifted child. These are my suggestions.”
- “People on minimum wage will definitely need voucher help or sliding pay scale. It's very hard to pay for all the things needed on such a small wage.”
- “Summer programs that are educational, full of activities, and affordable would be WONDERFUL!”
- “That there is a wide range of income levels on campus and to make sure you keep this in mind. If you help with child care for the lower paid workers there may be a better range of available workers to choose from.”
- “There is no consistency between departments as to the availability of flex time. Policies are somewhat arbitrary and per meeting discussions are based on supervisors’ inability to monitor their employees who may work off normal hours. This is not a good basis for policy.”
- “Waiting lists for childcare assistance are unbearably long and many families have to choose between work and taking care of their children. Also costs for single parent homes are rising, yet wages aren't. Think of service personnel that aren't making much more than 8 or 9 dollars per hour with small kids trying to find affordable and responsible child care!”
- “While I have no children and am not directly impacted, I strongly feel that expansion of available childcare services would be beneficial for my coworkers, their families, and the University. It has the potential to reduce stress, reduce negative financial impact on families due to the generally high cost of the care itself, and to increase productivity for Purdue by decreasing absences that would otherwise be unavoidable (caregiver illness, school weather or emergency closures, etc).”

2. What is the single greatest challenge you have faced in terms of child care needs for your family, while employed or attending Purdue?

The need for flexibility was a main theme from respondents, whether it be a conflict between the start of work and the start of the school day, attending children’s healthcare appointments, or dealing with illness or weather delays. The lack of affordability of on-campus (and even community) care was also mentioned several times.

- Affordability
- Availability
- Need for flex time
- Need for before/after school care
- Need for special needs care
- 'Emergency' care for illness, breaks, etc.

Sample responses:

- "Affordability. What I mean by this is that because my income at Purdue is SO LOW it is difficult to afford even the most inexpensive care. Two full-time service workers at Purdue with 2 young kids are easily WIC eligible. So even if both parents are working full-time at Purdue as service workers they can qualify for state aid. It seems to me this indicates that pay is WAY TOO LOW."
- "Availability and affordability are big barriers. It is simply cost prohibitive. I have no idea how we are going to afford childcare in this community with my current income."
- "before and after school care: start time for elementary school is now 8:40 a.m.: challenges: university/departmental administration NOT willing to work with staff that have young children."
- "Being able to flex my time. University says as long as it benefits both parties. Never seems to fit the department unless it is their need!"
- "Care for special needs children - whether it be physical disabilities or dietary."
- "Child care during the summer. The child care we use is closed during summer break, we sometimes struggle to find care each summer."
- "Finding a daycare close to work. It would have been extremely beneficial while I while breastfeeding to be able to visit my baby during my lunch hour."
- "Friends and acquaintances find that a large percentage of their income at PU is taken up to pay for childcare. A service close to the job, made affordable by less traveling miles and perhaps a sliding fee scale based on income would be a great option to be offered by the University."
- "Having care for my children when they are sick and unable to attend school. Lack of flexibility to attend events at the school and/or meetings with the school."
- "Immediate openings in childcare facilities on campus."
- "Inflexible work schedule and balancing that schedule with school weather delays, doctor appointments, and child sick days."
- "Nothing is available at Purdue that the "average" employee can afford. Therefore, many of us are left finding care outside of the Purdue community. While a professional, educational and loving environment is the most important... we must also be able to afford it. Sadly, Purdue does not provide such a facility".
- "The breaks (Winter, Spring, Summer) from school are the hardest to find steady, dependable child care."

- “Though our campus offers child care, my daughter is border line autistic. I feel it would be detrimental to her progress if I were to change child care providers, especially to a facility that is not equipped to deal with her needs.”
- “When I had children the opportunity to have good affordable childcare for them during school breaks, cancellations and other events. The opportunity for them to be learning instead of just being watched for the 9+ hours they are at childcare. Being placed on waiting lists until the child outgrows a program is unacceptable. Increased capacity to care for children of employees in all areas and departments and shifts here on campus would have been more comforting.”

3. If there are other challenges you face in child care that we have not covered in this survey, please describe below.

Many respondents discussed both the need for flexible schedules – both at work and with child care centers. Several discussed the inconsistent application of flex time across the University: it is available to some, but not all. Part-time and temporary care is a major need, as well.

- Flex time
- Need for ‘emergency’ care (weather delays, illness, school breaks, etc.)
- Need for part-time care
- Availability of on-campus care
- Need for special needs care

Sample responses:

- “Arbitrary and inconsistent policies treat hourly employees unfairly and cause greater financial strain on the lowest paid of Purdue's staff.”
- “Availability and daycare being forthcoming with information as to when positions are opening up for your child.”
- “Convenience to location of child care.”
- “Finding providers who are flexible in terms of providing part-time child care has been challenging. Many require 5 full days. Others who do offer part-time are often 3 full days. In many cases part-time care ends up being nearly as expensive as full-time care.”
- “Flex schedules for those who do have children during unavoidable issues.”
- “I don't have children but I want to say that the lack of child care really is a problem for me because when my coworkers are late or cannot come in at all or have to suddenly leave in the middle of the day due to child care problems, it is a problem for me because I have to do more work and/or come in earlier and/or stay later than I intended. A child care center could save Purdue some money in this respect because less vacation/sick leave/FMLA would have to be used on employees with children, and those of us without children would not have to be paid as much overtime to cover for them, and every employee, with children or not, could work more efficiently and more specifically to their specialties and abilities, and with a more secure, less random, schedule.”
- “I have a special needs child, so we need child care teachers and regular teachers who are able to work with special education and needs.”
- “I really would like there to be child care on campus where I can bring my child on days when our normal child care arrangement won't work. I would feel much more secure having my child

on campus rather than in a babysitter's home. I don't want to have to pay for child care unless my child is actually there. It is hard for parents who only need out-of-home child care sporadically to find a facility to take their children that doesn't expect your child to be there every day (or won't charge you for it every day)."

- "I would say finding adequate housing has been hard. - a bummer since we relocated for me to take this job. The other tricky part is figuring what to do with the kids when there are doctor appointments to plan for my wife or children. Often I have to burn sick time which is ok sometimes, but doesn't leave me with much for actual illness (which is more common in a house with small children). Since neither of us is from Lafayette, something as simple as a routine physical can be pretty complicated. If I had the ability to flex my time do to doctor visits, school delays, etc. that would help out a lot."
- "It is frustrating to see other departments that allow employees to flex their time to take care of their families and know that my department will not permit it though my normal tasks are not tied to a particular time of the day."
- "Work flexibility. Purdue should allow employees an option to report on Saturdays for a half day or opt out of a lunch hour to reduce childcare costs. If I reported to work at 9 a.m. and left at 5 p.m. Monday- Friday, I would save \$75 per week in childcare expenses."

B.4. GRAD STUDENT

Response themes to open-ended questions

1. Is there anything else you would like the taskforce to know about child care resources, programs, or policies for Purdue?

Grad staff stated repeatedly that child care centers on campus are too expensive, that they require flexibility due to scheduling (meaning extended hours for child care centers) and that waiting lists are too long, making it difficult to find a space in an on-campus facility.

Common themes from the responses:

- Affordability is a key issue
- Short-term/back-up/sick child care is needed
- On-campus centers need expanded hours
- Lack of available spaces in on-campus centers

Some sample responses:

- "It is not feasible to have children while on the Purdue graduate student salary/health insurance as there is no prenatal/maternity care at PUSH and no childcare available on campus as far as I know."
- "It was very frustrating that there is no spousal job support. As a PhD student my family and I have had to make considerable changes in our life for me to attend school. One of the challenges is that my wife had to leave her job. We have reached out to the HR office. The individuals we have talked to have offered little concern and assistance. This is one of the most difficult ongoing challenges we face. In fact that challenge my wife has faced in finding employment in the Lafayette area may cause me to leave the program without completing my degree. PLEASE PROVIDE SOME EMPLOYMENT ASSISTANCE TO SPOUSES. This is critical if you wish to recruit and retain PhD students that have any significant amount of professional experience."

- “I don't, at this time, have children. However, I believe that increased childcare resources strongly benefit my intellectual community by freeing grad students and professors to work more productively. I have colleagues with children at other resources with childcare services similar to those being considered and their job satisfaction and productivity have increased. In addition, it is likely that I will have a child while I am a grad student at Purdue in which case all of these services, including the ones not currently relevant to me such as grants for child care during conference travel, would be extremely helpful for me and Purdue in terms of allowing me to focus on my work and not spend an extra three years on my dissertation.”
- “Being a full time graduate student and a mom in the same time is such a stressful hard situation. I still want to be a good student who can compete with other students who have less commitments. Please try to make it easier for us! Any help is much appreciated. Quality child care on campus, even if expensive, would make life much easier for people like me!!”
- “Childcare for the co-rec so it can be used by families would be an excellent way for Purdue programs and facilities to be more accessible for all.”
- “Departments and faculty need to be trained to accommodate family. Especially in graduate programs.”
- “Having everybody in the same place on the same schedule (On campus daycare) would have been an enormous and immediate upgrade in services, and would have resolved much of the daily crisis management around daycare.”
- “I would like you to consider a family of 3-4 where both parents are graduate students limited to 1/2 FTE each. You could assume tuition remission with the 1/2 FTE appointments, but still consider the cost of additional campus Fees, Room and Board, Utilities, and Necessities of a family of that nature and finally the cost of child care at Purdue. I think you'll find it is next to impossible without that family taking student loans.”
- “Purdue has tons of facilities on campus including the co-rec, aquatics pools, spaces for theater, art and craft, science based activities. It also has tremendous resources in terms of enthusiastic undergrad and grad students with both childcare experience as well as specific skill sets such as soccer or tennis coaching or science project expertise who would be willing to lead comprehensive summer programs for children of all ages that faculty, staff and grad students with kids would welcome. I would strongly recommend that Purdue utilize this triple advantage, infrastructure plus student workers looking for summer jobs as well as a readily available customer base of faculty, students and staff to put together a more widespread summer program for kids.”
- “This survey is horribly written. I do not have children, but potentially could have them within the remainder of my graduate student career. I respond to the first questions that I do not have children of any age, then the remaining questions are written in such a way that assumes I do have children, not accounting for a potential respondent fitting into "If you had children, would your [university business] be affected?" type of category.”

2. What is the single greatest challenge you have faced in terms of child care needs for your family, while employed or attending Purdue?

Many grad staff respondents cited their need for part-time care and their frustration in the lack of availability. Cost is also a major issue – many staff would prefer to use on-campus child care because of proximity, but state that the cost is prohibitive. There is also a general sense that many departments are

not family-friendly when scheduling after-hours activities and meetings, given the lack of expanded hours available in most child care centers.

- Affordability
- Availability
- Need for part-time and 'emergency' care
- Need for special needs care

Some sample responses:

- "Affordability, flexibility, and proximity to Purdue off-campus locations."
- "As a doctoral student, money is tight, and the cost of childcare is very expensive in an already tight budget. Purdue daycares were not even an option because of expense."
- "As a single mom returning to Grad School, it has been the biggest challenge to find care for my children when they have a 2-hr delay or school cancelling due to weather."
- "At this point my son is in preschool and the most important concern is how to organize care for him when he is sick and either my husband or me teach classes. He currently attends an off campus daycare and they have strict policies for sickness."
- "Availability and location; most of the stuff is not close enough to the campus for sudden emergencies or changes in plan."
- "Classes are held in the evenings typically, and most childcare facilities close by 6 p.m. My spouse works evenings, so this has been very difficult to balance."
- "Cost. The childcare obtained both on and off campus costs more than my mortgage each month. Something doesn't seem quite right about that..."
- "Doctor, dentist, and other routine appointments, as well as illness."
- "Due to time commitments, limited income, and limited support, my wife and I do not consider it responsible to have a child while attending graduate school at Purdue."
- "Evening and afternoon childcare is not available at the various Lafayette centers, so I've had to arrange sitters on a weekly basis. My husband works evenings, so he is not home, and the situation has honestly caused me to doubt whether I can continue graduate school. It is extremely stressful to lack a consistent and affordable childcare. Additionally, the lack of options make using Purdue resources, like the library, to their full extent very difficult since many areas of campus are not child-friendly."
- "Finding affordable childcare. I only work part-time and was not able to enroll my daughter in area daycare centers because they had long waiting lists and were only taking full-time children. They did say that I could enroll her if I was willing to pay the full-time price, but that is not affordable for my family."
- "Finding space for my infant."
- "Group projects, special seminars, and similar activities that do not occur during class are particularly challenging and it doesn't seem there is very much thought put into the possibility that someone is not available after 5 p.m. The graduate seminar in my department, for example, ends at 5:30, and sometimes mandatory seminars are programmed with very little advance notice."

- “Having a child with autism cuts down on the number of facilities that can handle our child's special needs. We cannot afford expensive therapy care.”
- “My son's school breaks do not match Purdue's breaks. We always have to figure something out for his spring and fall breaks.”
- “Since I do not personally have children yet myself, but I am planning to in the next year, I heard one of the greatest challenges is getting their child/children into the daycare on campus because there is not enough space for their newborn, and the cost for the daycare on campus is pretty expensive even for professors' salaries. Lastly, I have heard that some meetings are after 5 p.m. so they do have issues with child care after normal business hours.”
- “The cost. I'm a graduate student, and all the Purdue options are completely out of my price range if I want to eat. I have talked with other grad students with kids who tried to apply for financial assistance only to be told that, essentially, we make too much money to qualify.”
- “The waiting list is incredibly long at all of the child care centers on campus. Additionally, the cost is prohibitively high for more than one child. It would be beneficial if a child care subsidy could be provided as part of the financial aid package.”
- “There is almost no chance that a graduate student will be able to get a spot at the Purdue child care centers.”
- “There is an attitude within my graduate program that graduate students with children are less serious scholars. Our extremely low pay as graduate students does not help with this problem, since our family cannot afford most local childcare options. My husband and I are doing everything possible to arrange our schedules in a way that allows us both to do our work and care for our children, but the burden is very great, and we do not feel that Purdue has offered enough support. We would like to see: 1) Training and discussion for faculty about methods for supporting graduate students with children; 2) grants for parents to help supplement childcare costs, especially for professional conference travel and job interviews; and 3) greater availability to affordable childcare on campus.”
- “While I personally do not have children, I have several friends who navigate complex webs of securing appropriate childcare. Most parents I know resort to switching hours so as to be able to have a parent with the children at all times. Child care is sparse, costly, and rigid. If parents are lucky enough to find a spot for their child, then it seems that it is either way too expensive or restricted to very limited hours.
- “whole-day child care is too expensive to afford, have to go with half-day program and spend our time with the kids in the other half of the day.”

3. If there are other challenges you face in child care that we have not covered in this survey, please describe below.

Common themes from responses:

- Scheduling conflicts: grad staff do not sign up for classes or do not participate in activities because childcare is not easily accessible during those times
- Part-time/'emergency' care
- Need for flexibility in scheduling/expanded hours for care
- Availability and affordability of on-campus care

Sample responses:

- “Childcare is the single biggest barrier I have to finishing my doctoral degree. I just want my child cared for in an environment that is beneficial to her wellbeing and development that I can afford.”
- “Children are welcome at very few university events, accenting the need to find appropriate child care to attend departmental functions.”
- “Cost of child care, on a graduate student's meager salary.”
- “During their regular schedule of school attendance, everything works fine, except for illness, but this is something sporadic. But, in the summer I have to attend classes and I don't know what I am going to do with my children, because the school has no cost but the summer camps are expensive to our family, so it would be amazing if Purdue can help us in this way, with a summer camp with a reduced cost or something like that.”
- “For liberal arts graduate students the biggest challenge is that such a large number of our classes are held in the evenings, 6-9 p.m., 7-10 p.m. when daycares don't work. With limited resources we end up having to swap childcare responsibilities with other grad students with kids. Many times we are left with little options when people in our support network also need to attend class at that time.”
- “I also felt like there was an insufficient amount of information available about the options for Purdue graduate students in terms of childcare. And in terms of the facilities with infant care, it felt as if there is a pecking order, and the number of slots available to grad staff seemed extremely limited.”
- “I can't give feedback on the operations of any facility as my spouse and I take turns watching the children. You did not ask how this affects our academic success. I would be doing much better at my job and in the classroom if I had could find day care we could afford with the reasonable hours. It would also help if graduate students could get something to offset the cost of day care. Currently, one month salary will cover the cost for the one month of day care, however that little is left for rent, food, bill (basic bills like waters, gas and electric). Day care cost more than my rent.”
- “I don't feel Purdue supports families and their need for flexible schedules.”
- “I struggled not being able to feed my 8 month old, breastfed since birth who would not take a bottle at the sitter. If on campus care had been available, I could have continued to breastfeed my baby during breaks.”
- “My studies and dissertation work require a lot of work in the evening; the hours where childcare is not readily available.”
- “One of the challenges is that it is difficult to find ad hoc babysitters. One suggestions would be for Purdue to compile a list of undergraduate students that have some basic training (CPR, first aid, etc.) and would be interested in babysitting on an as needed basis.”
- “Short term (days/weeks) childcare options are needed. A relative who watches my daughter broke her arm and we had to find emergency next-day childcare. I called all of the Purdue childcare centers in February and the earliest POSSIBILITY of an open spot was August. Some facility for temporary childcare would be extremely useful and provide us much more flexibility.”
- “The department I'm in seems a bit child unfriendly. They don't seem to think about or care about the added complications having a child brings. For example, they just schedule us to do

whatever, whenever and don't think that we might need advance notice or might not be able to do something because we need to arrange child care.”

- “The real problem for me, which you sort addressed tangentially, is what to do with a sick child. My son is in daycare and certain things -like a fever or pinkeye- "blacklist" him from daycare. My wife works full time, so if the kid gets sick, we essentially have to cobble something together when I have to teach. Then, if I have to take him the rest of the day, this prevents me from preparing lessons, working on papers, doing research, etc. Some kind of program that would allow sick kids to be dropped off, if only long enough to teach and then come get them, would be a huge help. Related to this is the fact that most grad students and faculty don't have family in the area to help out in these kinds of situations. If I were living near my parents, or my wife's parents, these issues would be practically non-existent, but as academics, we don't generally live near where our extended families are.”
- “There are classes that I choose not to take because I know that I cannot arrive for the 7:30 a.m. start time as my son cannot be to school before 7:40 a.m. 8 a.m. examinations have been challenging as well.”
- “There are no programs that offer part-time (10-20hrs) availability for infants/babies (they require full time care).”