



CHILDREN'S LEARNING CENTERS

Student Fees Advisory Committee (SFAC)
Program Questionnaire for FY 2012-2013



1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms: your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.

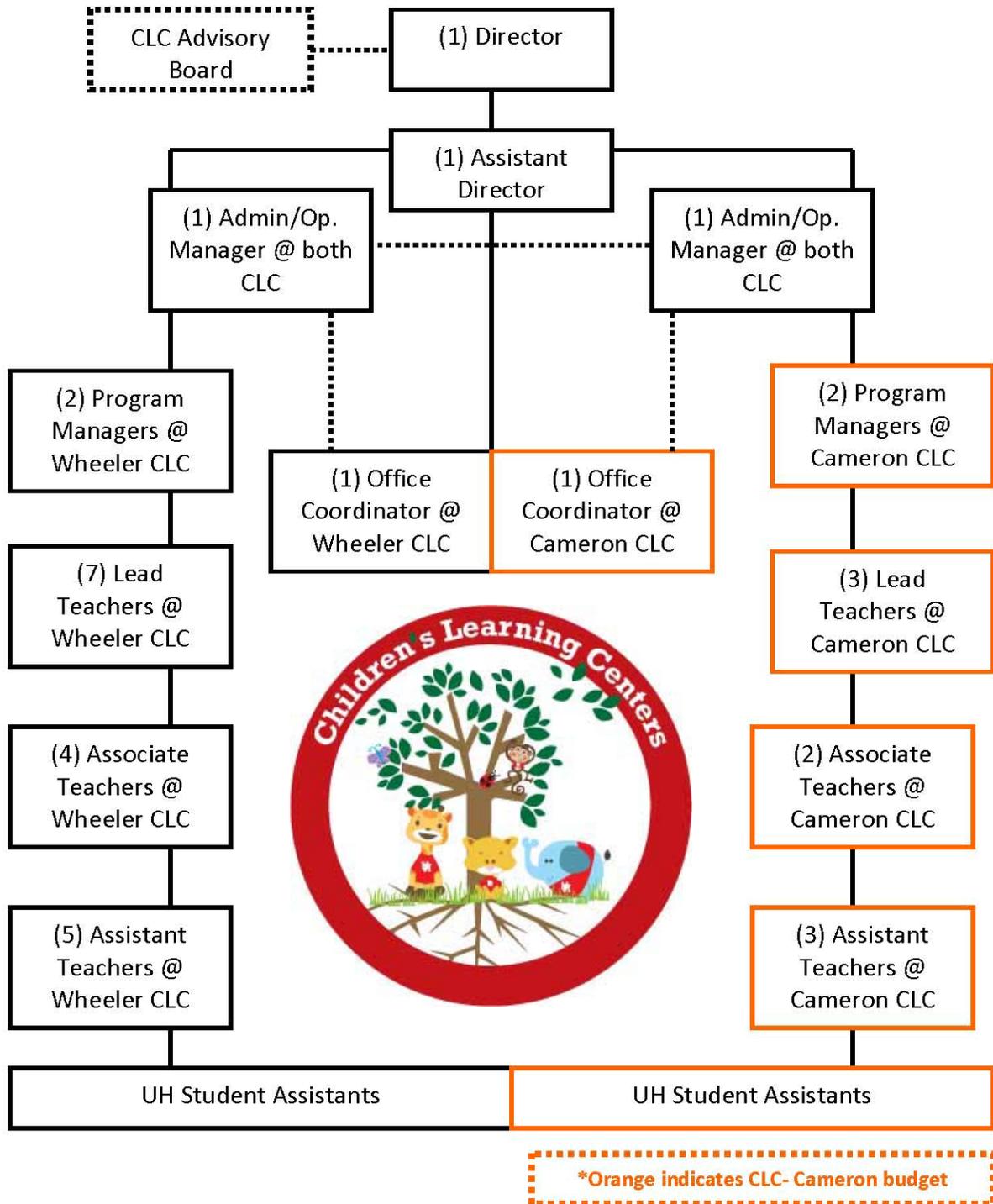
The Children's Learning Centers (CLC), formerly The University of Houston Child Care Center (UHCCC), present this request for the Student Fees Advisory Committee (SFAC) to assist University of Houston (UH) students with children enrolled at CLC in paying for the cost of child care and to provide income for UH student employees working with children at the CLC. In the early 1970's, UH students voiced a need for campus child care that provided a quality program in a nurturing environment. In keeping with the spirit and ideas of those forward thinking students and incorporating today's research on early childhood development, the CLC mission is to provide exemplary early childhood education for the children of students, staff and faculty at the University of Houston by offering a model program tailored to ensure the quality of a child's daily experiences while building a foundation for future learning.

The accomplishment of this mission is met through established objectives. First, we work to maintain a balanced budget by securing the Department of Education CCAMPIS grant funds, monitoring local child care rates, and promoting fundraising options. Second, we continue to support child care services on campus. Third we are maintaining the *National Association for the Education of Young Children (NAEYC)* and the *Southern Association of Colleges and Schools (SACS)* program standards for accreditation, and increasing staff training hours. Fourth, we support home and school collaboration with a focus on families by offering Project IMPACT (*Improving Mankind Parent And Child Together*) parenting program and CCAMPIS/SFAC child care tuition assistance. Fifth, we promote involvement within the University community via participation in Homecoming activities, *March for Babies*, Staff Council, University Commission on Women, and by collaborating with the UH Moore's School of Music and the UH College of Education. Sixth, we strive to be a cooperative workplace where human dignity is respected and positive relationships are developed. Finally, we have embraced our name change while supporting children's education and we have developed an image as one united center on campus.

Justification of the unit's student fee allocation, in terms of benefits to students is multifaceted. To begin with, the allocation of SFAC sponsored child care tuition assistance funds allow many student parents to gain access to affordable, quality child care which facilitates UH student retention and graduation rates. To fulfill our obligation to NAEYC and SACS accreditation Program Standards, there are special and additional costs involved. The greatest cost comes from the hiring of student staff that is needed to maintain developmentally appropriate teacher: child ratios. The student assistant positions also help UH students by providing a source of income for those who choose to work at the Center. With the Project IMPACT Parent Education Program, developmental hand-outs and online resources, we assist student parents in managing their dual roles as both a student and parent. Finally, by maintaining a high-quality early childhood program, as defined by NAEYC and SACS, the Children's Learning Centers provide parents with reassurance of their child's well being and educational foundation which allows them to concentrate on their studies.

2. Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, custodian, etc), note this on your chart. Student employees should be cited on the chart and identified as students.

Children's Learning Centers



3. List the objectives that you provided with your 2011-2012 SFAC request. Please comment on your success in achieving these objectives. If an objective changed during the year, please note this and explain. Also, list any new objectives, the rationale for the addition, and comment on your success in achieving these objectives.

Objective: The Children's Learning Centers will remain focused on fiscal management strategies striving for a balanced budget for each center.

Strategy: In order to maintain future funding options, the Children's Learning Centers managers will research, collect data, and submit reports to the Department of Education (DOE) for the new *Child Care Access Means Parents in School (CCAMPIS)* grant cycle which began October 1, 2010.

Completed & On-going: The Children's Learning Centers management team continues to collect data, submit reports and meet the federal Department of Education (DOE) guidelines for the *Child Care Access Means Parents in School (CCAMPIS)* grant. October 1, 2011 we received \$236,300 in funding which begins **year two** of the four-year grant cycle.

Strategy: To ensure DOE funding will continue until 2014, the Children's Learning Centers management team will focus on student parent recruitment and retention strategies for the next four year *CCAMPIS* grant cycle.

Completed & On-going: The Children's Learning Centers recruitment for fall 2011 *CCAMPIS* enrollment started with current families already enrolled and continued during the summer 2011. To recruit additional student parents, we utilized the waitlist, our website, emails and phone calls to share about the *CCAMPIS* tuition assistance for child care and the eligibility/application requirements. Additionally the CLC waitlist application has a place for Pell Grant eligible undergraduate student parents to notify CLC so that we can screen for this when we offer enrollment.

Strategy: The Children's Learning Centers will explore other funding options available in the community like the *Texas Workforce Solutions/Collaborative for Children* Projects to help support our objective of maintaining a balanced budget.

Completed & On-going: The Children's Learning Centers continues to coordinate with the *Texas Workforce Solutions/Collaborative for Children* for teacher scholarship opportunities to attend conferences, trainings, college classes and certification courses which helps with staff development costs. Additionally, we utilize other collaborations such as the UH Moore's School of Music which provides our preschool children music classes two times at week at no extra charge to CLC or parents.

Strategy: The Children's Learning Centers will continue activities such as the Annual Fund Drive, and UH Faculty/Staff campaign while also exploring other fundraising options in order to build the Giant Steps fundraising account, which can be utilized to off-set operational expenses.

Completed & On-going: The Children's Learning Centers promoted the UH Faculty/Staff campaign this past year. While the current economy did limit contributions, we still added over \$5,000 to our CLC Giant Steps fundraising account which helped off-set

operational expenses. The Children's Learning Centers continues to participate in and offer various fundraising opportunities including t-shirt sales, book fairs and school pictures. The center utilized the CLC Giant Steps fundraising account to assist with staff training and classroom supplies.

Strategy: The Children's Learning Centers will continue to review child care tuition rates in and around the Houston area and recommend increases as the market will allow; thus, keeping CLC rates competitive with local accredited child care centers.

Completed & On-going: With assistance from *Collaborative for Children*, the Children's Learning Centers gathered data on tuition costs for accredited centers in the Houston area. CLC weekly tuition rates did increase in fall 2011 but are still average in costs comparison to other similar centers. *Please see Appendix TABLE 2 for a comparative child care costs analysis for 2011.*

Strategy: The Children's Learning Centers will continue to monitor monthly budget reports/spreadsheets and utilize meetings with the Assistant Vice President for Student Development and UC Business Administrator to track expenses at each center.

Completed & On-going: The Children's Learning Centers director meets regularly with the Assistant Vice President for Student Development and UC Business Administrator to review and monitor monthly budget reports. In addition, we utilize spreadsheets to track weekly and monthly staffing costs and operational expenses.

Objective: The Children's Learning Centers will continue to support child care services on campus in conjunction with the Child Care Task Force recommendations and other UH stakeholders.

Strategy: The Children's Learning Centers director/assistant director will continue to provide leadership, support and child care expertise as necessary to operate the CLC space at the Cameron Building that was formerly the Human Development Lab School.

Completed & On-going: The Children's Learning Center at Cameron opened in January 2011; we had a Grand Opening Celebration for the UH community and CLC stakeholders on February 2, 2011. The addition of the Children's Learning Center at Cameron increased the CLC capacity from 158 to 226. This additional space includes: two infant classrooms (for ages three months to one year) and three toddler classrooms (for ages one to three years).

Strategy: The Children's Learning Centers management team will collaborate with the UH Provost's office in providing child care enrollment spots at the CLC Cameron center for faculty recruitment and retention.

Completed & On-going: The Children's Learning Centers reserved ten infant spots for the UH Provost's office to utilize for faculty recruitment and retention. While these spots were not needed this year, we will continue to collaborate with the UH Provost's office to coordinate enrollment opportunities for faculty recruitment and retention purposes.

Strategy: The Children’s Learning Centers will identify additional tuition subsidy alternatives for our growing graduate student population, as they are not eligible for CCAMPIS assistance.

Completed & On-going: The Children’s Learning Centers management team continues to review all options for child care tuition assistance for our student parents. Since opening the additional classrooms at Cameron the student parent requests for enrollment at CLC has increased. Many student parents need child care tuition assistance, especially the graduate student parents since they do not qualify for CCAMPIS funding. Our SFAC funds provide \$40,000 annually towards this effort. *Please see Appendix TABLE 1 for an overview of child care tuition assistance for eligible student parents. Please refer to the CLC SFAC One Time Allocation FY 2012 and Base Augmentation FY 2013 Request which further elaborates on the need for child care tuition assistance by UH student parents.*

Strategy: The Children’s Learning Centers administrative team will continue to advocate for children on campus by participating in organizations such as the Child Care Task Force, University’s Commission on Women and Staff Council.

Completed & On-going: The Children’s Learning Centers administrators continue to attend meetings on campus such as the Child Care Task Force, Staff Council and the University Commission on Women in order to advocate for children of students, faculty and staff on campus. CLC Cameron opened in January 2011 as a result of the Child Care Task Force recommendations, thus, increasing child care options on campus.

Strategy: The Children’s Learning Centers administrative team will continue to promote/monitor the need for a new child care building on campus to combine children’s educational services in one location.

Completed & On-going: The Children’s Learning Centers administrators continue to advocate for a new child care building to bring all of the CLC classrooms together under one roof. The aging facility at Wheeler is an ongoing topic on the CLC Advisory Board agenda. UH Facilities has also met with CLC management to discuss possible impacts, on the Wheeler location, from the renovation of the Cougar Place Apartments; this includes pest and rodent control and the need for dust barriers and new fencing options in the near future. Additionally, we are working with the UH Metro team to coordinate the process of moving playground equipment for the release of land along Wheeler Avenue which also includes the installation of a sound barrier wall and possible fence for children’s safety.

Objective: The Children’s Learning Centers will continue to ensure the quality of children’s daily experiences by upholding national accreditation standards for both the National Association for the Education of Young Children (NAEYC) and the Southern Association for Colleges and Schools (SACS).

Strategy: In order to maintain dual accreditations, the Children’s Learning Centers will submit annual reports demonstrating compliance with required criteria for NAEYC and SACS.

Completed & On-going: The Children’s Learning Centers completed/submitted both the NAEYC and SACS accreditation reports for 2011; we successfully maintained dual accreditation status. In addition, CLC continues to train all new and current staff on accreditation criteria and emerging standards.

Strategy: The Children’s Learning Centers Director will submit applications and documentation to ensure future accreditation at the Cameron location by both NAEYC and SACS.

Completed & On-going: The Children’s Learning Centers successfully secured both NAEYC and SACS accreditation status for the CLC Cameron site.

Strategy: To support positive learning outcomes for children, the Children’s Learning Centers management team will utilize accreditation program standards to design professional development opportunities for staff.

Completed & On-going: The Children’s Learning Centers management team continued to develop and offer innovative training opportunities for staff based upon current research in early childhood education and the unique needs of our center. In order to support positive learning outcomes for children, some of the training topics included: NAEYC Code of Ethical Conduct, Cultural Immersion, Project Approach/Emergent Curriculum, *Strengths Leadership* training, Team Building and outdoor curriculum development.

Strategy: The Children’s Learning Centers will promote positive learning outcomes for children that support developmentally appropriate practices by utilizing current research in early childhood education and aligning the program with the standards of NAEYC/SACS.

Completed & On-going: The Children’s Learning Centers management team has continued to develop training programs to promote positive learning outcomes for children that support developmentally appropriate practices. We utilize online training modules that support research and reflect current trends in early childhood education. In addition, we participated in the UH e-Performance evaluations and used this process to set goals with our staff to further align our program with the standards of NAEYC/SACS.

Strategy: Following the NAEYC Code of Ethical Conduct, the Children’s Learning Centers will continue to promote positive relationships that are harmonious to children’s learning and growth.

Completed & On-going: The Children’s Learning Centers management team facilitated a staff appreciation “Summer Retreat” to promote positive work relationships. We also honored teaching staff with baskets of children’s books during *World Kindness Week*, obtained with fundraising points earned at the CLC book fair. In addition, the CLC multiage classrooms and continuity of care model continues to support harmony in classrooms which complements the children’s development.

Objective: The Children’s Learning Centers will focus on collaboration between the home and school because families are of primary importance in the young child’s development.

Strategy: The Children’s Learning Centers will continue to offer Project IMPACT parenting program to build understanding of the child developmental process and support the on-going advancement of parenting skills.

Completed & On-going: The Children’s Learning Centers completed another successful year of Project IMPACT (*Improving Mankind Parent and Child Together*) 2010 – 2011. The parenting program offered classes in: fire prevention/safety for the home; children’s nutrition; Arts Alive movement/dance; Transitioning to Kindergarten; and a presentation on Navigating Diversity with Young Children. This CCAMPIS parenting program is making a difference for both the parent and their child as indicated in the following quotes:

“Participating in the parenting program has also helped me to become conscious of the interactions I have with my son. Project IMPACT helped me build a stronger relationship with him, full of enriching experiences, all while I was studying throughout the semester.” Excerpt from CCAMPIS essay, J. Cervantes, UH student

“I am very thankful for being able to participate in Project IMPACT. I feel it added in my daughter’s transitioning from home to a school setting. I do believe this program has let me join in my daughter’s social experiences and that is a priceless treasure!” Excerpt from Project IMPACT essay, M. Sutton, UH student

Strategy: The Children’s Learning Centers will respect the dignity and preferences of each family that we serve and make an effort to learn about their cultures, customs and beliefs.

Completed & On-going: The Children’s Learning Centers continues to offer special multicultural events throughout the year. Some of the events include: Eid, Diwali, Chinese New Year, Black History Month, Cinco de Mayo and a winter holiday Multicultural Family Musical. CLC also added a Spanish Language Immersion Program for the children. We strive to foster an appreciation for a multilingual and multicultural nation by making natural connections through literature, actions, relationships, inquiries, opportunities, and repetition. In all multicultural events we collaborate with staff and families to provide accurate reflections of customs/cultures. This not only provides a fun educational experience for everyone, it also allows for a shared sense of community and belonging.

Strategy: The Children’s Learning Centers will continue to build upon and improve new parent orientation processes working to establish two-way communication patterns from the beginning.

Completed & On-going: The Children’s Learning Centers strives to keep two-way parent communication open, on-going and innovative by offering a variety of options. We utilize an online orientation which concludes with a meet the teacher opportunity and tour of the center with a CLC Administrator.

We continue to publish a monthly newsletter and to utilize weekly emails from the classroom teachers, parent feedback forms, and individual child reports. We have continued with parent conferences and always keep in mind the importance of face-to-face interactions. Our goal remains to keep parents as partners in the education of their children by focusing on communication at all levels.

Strategy: The Children's Learning Centers will continue to offer family activities at the Centers and take-home projects in order to create valuable partnerships.

Completed & On-going: The Children's Learning Centers offers ongoing family activities through Project IMPACT and annual cultural events. We also encourage parent-child projects with interactive bulletin boards, community events and curriculum projects such as the September Market where children and families spent the afternoon together enjoying the multicultural creations that the children had made and displayed.

Strategy: The Children's Learning Centers will continue to conduct an annual Parent Opinion Inventory in order to receive important feedback on services provided.

On-going: The Children's Learning Centers expanded in 2011 and experienced several stages of reorganization, transferring and hiring new staff. During this time, the CLC management team communicated personally with parents and responded to inquires with information updates. With both locations fully operational now, we plan to administer the Parent Opinion Inventory in spring 2012. This parent communication tool will provide CLC staff important feedback on what we were doing well and any areas that could use some new innovative ideas.

Objective: The Children's Learning Centers will continue to promote involvement and collaborations within the University of Houston community.

Strategy: The Children's Learning Centers Director, Assistant Director and select teaching staff will participate in the Children's Learning Centers Advisory Board to support shared governance on campus.

Completed & On-going: The Children's Learning Centers Director, Assistant director and select teaching staff participated in the monthly CLC Advisory Board meetings. Last year was especially productive as we reviewed/supported a tuition rate increase, enrollment eligibility parameters and helped prepare as an organization for the coordination of two locations.

Strategy: The Children's Learning Centers will continue to offer Internship and Practicum I and II opportunities for UH students in the College of Education.

Completed & On-going: The Children's Learning Centers continues to hire, train and develop UH student staff as professionals in the field and has established a collaboration with the UH College of Education (COE). We remain committed to working with students and assisting in their retention, graduation and overall student experience while on campus. The quote below validates the importance of our work with UH students and the University.

“The Children’s Learning Centers is one of the most successful practicum and internship sites for the Human Development and Family Studies (HDFS) Program in the College of Education at the University of Houston. CLC provides both classroom and administrative experiences to students in the HDFS Bachelors of Science program, modeling best practices in early childhood education and supporting their development as early childhood professionals.” Andrea Burrige, Ph.D., Visiting Associate Professor, Human Development and Family Studies, University of Houston

Strategy: The Children’s Learning Centers will host a Little Cougar Homecoming Pep Rally and participate in other homecoming spirit activities.

Completed & On-going: The Children’s Learning Centers continues to host a Little Cougar Homecoming Pep Rally and participate in other homecoming spirit activities. The UH pep band, Cougar Dolls and Shasta/Sasha usually joins in the festivities with the children, making the Pep Rally a memorable event. This time of year is always a CLC community wide celebration enjoyed by little cougars (the children) and big cougars (parents/staff) as well.

Strategy: The Children’s Learning Centers staff will continue to offer volunteer opportunities for student organizations on campus.

Completed & On-going: The Children’s Learning Centers continues to host a number of events where UH students from various organizations provide volunteer services. This includes fall pumpkin painting, Little Cougar Pep Rally and the musical petting zoo when the UH band members bring their instruments for the children to see, hear and explore.

Strategy: The Children’s Learning Centers staff will take part in campus wide events and initiatives such as *March for Babies* and *Frontier Fiesta*.

Completed & On-going: The Children’s Learning Centers staff participated in the *March for Babies* fundraising walk for 2011; our parents and student staff joined in with us in this important fundraising effort. CLC staff also hosted “Little Cougar Corner” at Frontier Fiesta, offering age appropriate activities for the younger children.

Objective: The Children’s Learning Centers will maintain the commitment to being a caring, cooperative workplace.

Strategy: The Children’s Learning Centers will develop training and share resources with staff in order to ensure the best possible early childhood care and education program is provided.

Completed & On-going: The Children’s Learning Centers reviewed individual staff professional development goals and implemented teacher training activities to support each staff member. This training included: CDA preparation classes, Infant CPR, Pediatric First Aid, AED training, NAEYC accreditation program standards, NAEYC Code of Ethical conduct workshop, intentional learning, reflective practice, emergent curriculum and Texas Licensing standards. We also utilized UH Human Resource classes, UH Skill Port online training and professional conferences.

Strategy: The Children’s Learning Centers will continue to focus on safe and healthy working conditions and policies that foster mutual respect, cooperation and well-being.

Completed & On-going: The Children’s Learning Centers does continue to keep a focus on providing a safe and healthy working environment by following the NAEYC standards, licensing requirements and working with a health consultant to review our practices. We also strive to foster a cooperative, respectful and inclusive setting for all staff by utilizing staff work teams to increase communication and collaboration, token coins to recognize a job “well done”, and encouraging student staff with a specialized development program.

Strategy: The Children’s Learning Centers will effectively implement policies, procedures and systems that support stable staff and strong personnel management.

Completed & On-going: The Children’s Learning Centers management team continues to be committed to implementing policies, procedures and systems that support staff. With the opening of a second location, we had to reorganize and transition several staff to new positions and/or a different location. This past year we conducted two action research projects to increase staff engagement and overall organizational confidence. The action plans facilitated staff communication, recognition, professional development and classroom engagement.

Strategy: The Children’s Learning Centers management team will institute on-going program planning and career development for staff.

Completed & On-going: The Children’s Learning Centers staff participated in a variety of classes and training opportunities for career development including: Child Development Associates training/recertification; Pediatric first aid and infant, child, adult CPR certification/recertification; UH mandatory online training and UH Human Resources trainings offered on campus such as Time Management/Achieving Balance; online classes through Skill Port; and Developmentally Appropriate Practices and Emergent Curriculum/Project Approach strategies for the classroom.

Strategy: The Children’s Learning Centers management team will strive for continuous program improvement for the benefit of the children and staff.

Completed & On-going: The Children’s Learning Centers management team follows the NAEYC/SACS accreditation standards for continuous program improvement. We utilize surveys, focus groups, work teams, action research and professional journals to accomplish this objective.

Objective: The Children’s Learning Centers will strive to embrace our name change which supports children’s education, and develop an image as two united centers on campus and in the Houston community.

Strategy: The Children’s Learning Centers management staff will work to promote unity and cohesiveness between both centers for staff and families.

Completed & On-going: The Children’s Learning Centers hosts various events/trainings through-out the year to promote unity and cohesiveness with staff and families. We celebrate *World Kindness Week*, *Week of the Young Child* and *Teacher Appreciation Week* with coordinated activities that involve staff, children and parents celebrating

together. In addition, the CLC Infant/Toddler Program Managers oversee classrooms at both locations to ensure consistency in services; we also rotate meeting locations between both sites to provide a cohesive atmosphere with both locations.

Strategy: The Children's Learning Centers management staff will explore opportunities to have our name change made public within the UH community and the Houston area.

Completed & On-going: The Children's Learning Centers management staff initiated a marketing campaign on campus that increased awareness of our name change; this process included advertising in the *Daily Cougar*, hanging a banner on Wheeler, post card mail-outs for all UH departments and a video featured in the *UH News Digest*. We also completed the process of changing our name with NAEYC and SACS.

Strategy: The Children's Learning Centers management staff will maintain involvement in Houston area organizations such as *Collaborative for Children*, striving to make a difference in our community.

Completed & On-going: The Children's Learning Centers managers have maintained a community connection and involvement with *Collaborative for Children* and joined the *Collaborative for Children Partners Council*. In addition, we hosted community meetings at CLC for *Collaborative for Children*, NAEYC accreditation and *Texas Workforce Solutions*. We participated in surveys and research for *Collaborative for Children* and attended trainings where we met with other directors in our zip code.

Strategy: The Children's Learning Centers administrators will continue to provide/host early childhood training programs for early childhood professionals in the community.

Completed & On-going: The Children's Learning Centers administrators design and implement training/workshops for our staff that are reflective of current research and best practices for young children. By staying up to date in the field of early childhood education, our teachers can provide the best environment to promote learning outcomes/school readiness for the children and be a model for other centers. We host events for the early childhood community and provide support by serving on committees and presenting at conferences such as the director's workshop collaboration with the *Houston Area Association for the Education of Young Children* (HAAEYC).

Strategy: The Children's Learning Centers staff will advocate for the best interest of young children and serve as a voice for the education of young children.

Completed & On-going: The Children's Learning Centers administrators have continued to participate in community initiatives for children both on campus and in the greater Houston area. We also advocate for children ongoing by representing CLC at the University Commission on Woman, Staff Council, CLC Advisory Board and UH Child Care Task Force. By attending trainings, workshops and community meetings/events, we are able to stay connected and access services available for children while also serving as a voice for the education of young children.

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned objectives and their importance as compared to other objectives that you might pursue. Where data exist, discuss the number of persons served by each of your programs and the satisfaction level of those served. Please provide the method for collecting these data.

The Children's Learning Centers (CLC) employs a variety of formal and informal modes of evaluation. CLC is licensed by the Texas Department of Family and Protective Services (TDFPS) and a department inspector completes, at minimum, an annual inspection of the Centers with a written report of all findings. The national accreditation system, NAEYC and SACS, use Program Standards to define quality and recognize programs that have demonstrated the capacity to sustain worth over time. Accredited programs are required to submit reports to document continued compliance with each standard. CLC provides young children a positive educational foundation and educational components are in place to prepare children to succeed in school and beyond. In addition, CLC submits an annual CCAMPIS report to the federal Department of Education and participates in an annual national playground inspection and quarterly health inspections completed by a certified health consultant with the Texas Children's Hospital Child Injury Prevention program. In all of these areas, CLC has met standards for distinction and continues to receive marks of excellence.

Another reliable source of feedback for CLC comes from parents. Parent surveys are administered to assist the Centers in the commitment to continuous improvement. CLC utilizes an online Parent Opinion Inventory to further assess our service to parents and families. The CLC website has a link where parents can submit comments/suggestions/feedback or ask questions online. Parents receiving the SFAC and CCAMPIS scholarship funds are requested to write essays relating to their experiences with the Centers and the availability of child care tuition assistance. Another excellent time for parent feedback is during the parent/teacher conferences because these meetings provide an opportunity for individual comments on the program's operation.

The CLC Advisory Board (CLCAB), Constitution and By-laws also serves to guide the program at CLC. CLCAB members, composed of UH students, staff, faculty and elected parents, attend monthly meetings to discuss the Center's objectives and progress towards annual goals. Additionally, CLC is licensed to serve 228 children while still maintaining a waitlist for future openings, which indicates the value of the program to the community. Each of these components cited above serve as an integral part in the determination of the Center's objectives and in the provision of feedback regarding our successes.

5. Please discuss any budget changes from your last (FY2012) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections. In addition, if your unit concluded FY2011 with a Ledger 3 Fund Equity balance, please describe the conditions which caused the fund balance.

There was no change in approved overall income and expense over increase by \$25,000 from original SFAC request; thus, there is no adverse impact on the ability of the Center to fulfill its mission to students.

A. Income:

Income Increase by \$25,000

Increase Income request for planned tuition subsidy **\$25,000**

B. Expenses:

Overall expense change due to change in UH business practices and \$25,000 tuition subsidy as follows:

Tuition subsidy to students	\$25,000
Increase in benefits due mainly to medical rate adjustments	\$15,513
Decrease in Non-Exempt Salary	(\$ 2,627)
Decrease in credit card usage fee	(\$ 1,000)
Decrease In Custodial Services, Landscape And Trash collection	(\$30,378)
Decrease in Professional Services	(\$28,153)
Increase in Physical Plant – Level 1 Services	\$37,904
Increase in Physical Plant – Contracts & Billable	\$18,153
Increase in Physical Plant billable reserve	\$ 8,736
Decrease in facility and renovation reserve	(\$10,000)
Decrease in Repair and Maintenance	(\$7,526)
Decrease in Telephone Equipment Charge	<u>(\$ 622)</u>
	<u>\$25,000</u>

The Children’s Learning Centers does not receive state funding to address deferred maintenance, emergencies and capital expenditures. Funding for repair and replacement cost must be accumulated in order to maintain a systematic maintenance program. The center accumulates cash to fund repairs, renovations, and replacements.

The management team is committed to keeping the building in a state of good repair for the safety of the children. During FY2011 the Children’s Learning Centers carries forward a small negative of (\$11,682).

6. Please list your 2012-2013 objectives in priority order. Larger units may wish to group your response by subprogram. Under each objective, state the specific programs, activities, and/or services that you plan to implement to meet your objectives.

Objective: The Children's Learning Centers will remain focused on fiscal management strategies striving for a balanced budget and strong financial record.

Strategy: The Children's Learning Centers will utilize marketing strategies to keep enrollment at capacity and support our objective of maintaining a balanced budget.

Strategy: The Children's Learning Centers management team will continue to offer creative programming opportunities such as the Language Immersion program in order to maximize enrollment.

Strategy: In order to maintain future funding, the Children's Learning Centers management team will research, collect data, and submit reports to the Department of Education (DOE) for the *Child Care Access Means Parents in School (CCAMPIS)* grant.

Strategy: The Children's Learning Centers management team will utilize the federal grant funds to help support our objective of maintaining a balanced budget.

Strategy: The Children's Learning Centers will continue to promote activities such as the UH Faculty/Staff campaign in order to build the CLC Giant Steps fundraising account, which can be utilized to off-set operational expenses.

Strategy: The Children's Learning Centers will continue to review child care tuition rates in and around the Houston area and recommend increases to keep CLC rates competitive with local accredited child care centers.

Strategy: The Children's Learning Centers management team will continue to monitor monthly budget reports/spreadsheets and utilize meetings with the Assistant Vice President for Student Development and UC Business Administrator to track expenses.

Objective: The Children's Learning Centers will continue support positive learning outcomes for children by upholding national accreditation standards for both the National Association for the Education of Young Children (NAEYC) and the Southern Association for Colleges and Schools (SACS).

Strategy: The Children's Learning Centers will utilize a curriculum framework that addresses central aspects of child development, wherein diversity, individualism, and the rights of all children to learn are valued.

Strategy: The Children's Learning Centers will use children's learning assessments to understand development, to support instruction, and to allow for adaptations to ensure individualized learning.

Strategy: The Children’s Learning Centers management team will design professional development for teachers that guides intentional planning and implementation of learning opportunities for children.

Strategy: The Children’s Learning Centers will continue to promote positive relationships that are harmonious to children’s learning by creating a climate of mutual respect between teaching staff, children and families.

Strategy: The Children’s Learning Centers will continue to embrace diversity and build upon the Spanish Language Immersion program utilizing the unique window of opportunity for learning languages that young children possess while fostering an appreciation for a multilingual and multicultural nation.

Objective: The Children’s Learning Centers will continue to support early childhood education on campus and to promote shared governance and collaborations with the University of Houston community.

Strategy: The Children’s Learning Centers will support UH faculty, staff and students by offering an exemplary early childhood education program on campus for young children ages three months to five years.

Strategy: In order to support UH student retention and graduation, the Children’s Learning Centers will continue to offer child care tuition assistance to eligible student parents and employment opportunities for UH students.

Strategy: The Children’s Learning Centers management team will collaborate with the UH Provost’s office in providing child care enrollment spots for faculty recruitment and retention.

Strategy: The Children’s Learning Centers management team will participate in the Children’s Learning Centers Advisory Board and University organizations/committees such as Staff Council and the Women’s Commission.

Strategy: The Children’s Learning Centers will host a Little Cougar Homecoming Pep Rally and participate in other campus wide events and initiatives such as *March for Babies* and *Frontier Fiesta*.

Objective: The Children’s Learning Centers will strive to integrate University Centers Learning Outcomes into departmental educational initiatives and departmental operations.

Strategy: The Children’s Learning Centers management team will work cooperatively with the UC team to identify overarching learning outcome statements.

Strategy: The Children’s Learning Centers management team will strive to identify sub-outcome competency areas for CLC.

Strategy: The Children’s Learning Centers management team will classify specific metrics and measures for CLC that demonstrate achievement of outcomes.

Strategy: The Children’s Learning Centers management team will work cooperatively with the UC team to identify and integrate measurement questions into each UC-based survey or assessment project.

Strategy: The Children’s Learning Centers management team will review the first year of specific metrics and measures for CLC implementation and make changes as necessary.

Objective: The Children’s Learning Centers will maintain the commitment to being a caring, cooperative workplace where human dignity is respected, professional satisfaction is promoted and positive relationships are developed and sustained.

Strategy: The Children’s Learning Centers management team will effectively implement policies, procedures and systems to establish and maintain safe/healthy settings and relationships that support productive work and meet professional needs.

Strategy: The Children’s Learning Centers management team will work to promote unity and cohesiveness between both CLC locations to support a connected organization that operates as one unit.

Strategy: The Children’s Learning Centers management team will continue to advocate for a child care building on campus to combine children’s educational services in one location and address the aging CLC facilities at Wheeler.

Strategy: The Children’s Learning Centers management team will strive for continuous program improvement and to foster effective communications and relationships.

Strategy: The Children’s Learning Centers management team will strive to bring awareness to and recognition, when possible, of professional achievements accomplished by CLC staff.

Objective: The Children’s Learning Centers will continue to bring about communication, cooperation and collaboration between the home and early childhood program in ways that enhance the child’s development.

Strategy: The Children’s Learning Centers will continue to build our knowledge base in working effectively with families through continuing education and training.

Strategy: The Children’s Learning Centers will continue to listen to families, recognize and build upon their strengths and competencies, and support them in their tasks of nurturing children.

Strategy: The Children’s Learning Centers will continue to offer Project IMPACT parenting program to build understanding of the child developmental process and support the on-going advancement of parenting skills.

Strategy: The Children’s Learning Centers management team will participate in building support networks for families by providing them with opportunities to interact with program staff and other families.

Strategy: The Children’s Learning Centers will continue to inform families of program philosophies, policies, curriculum, and assessments, and explain why we teach as we do in accordance with our ethical responsibilities to children.

Objective: The Children’s Learning Centers will continue to acknowledge a collective obligation to promote the best interest of children within early childhood programs in the larger community and to serve as a voice for young children everywhere.

Strategy: The Children’s Learning Centers will continue to collaborate with the UH College of Education by offering young professionals in our field internship and practicum experiences.

Strategy: The Children’s Learning Centers management team will continue to serve in organizations and on committees such as the University’s Commission on Women and the UH Child Care Task Force.

Strategy: The Children’s Learning Centers management team will maintain involvement in Houston area organizations such as *Collaborative for Children*, striving to make a difference in our community.

Strategy: The Children’s Learning Centers staff will continue to maintain memberships in and/or join professional organizations to support and promote the well-being of young children, their families and their early childhood educators.

7. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)?

The Children's Learning Centers are supported primarily through child care tuition fees, SFAC funds and support dollars received from the University. Additionally, CLC receives the federal *Child Care Access Means Parents in School (CCAMPIS)* grant awarded from the Department of Education. Currently the CLC management team monitors information from the federal government and the Department of Education regarding early childhood funds and possible grant opportunities.

Also, CLC participates in the UH Faculty/Staff campaign to increase fundraising dollars in the CLC Giant Steps account. Other sources of funding include fundraisers such as the Alumni Reunion and the CLC Annual Fund Drive. In addition, through a collaboration with the UH Moore's School of Music our five preschool classrooms receive music classes (at no additional charge to CLC or parents) two times a week. All those working with CLC are interested in seeing the Centers be financially healthy and sustain a balanced budget.

8. Please describe any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.

The UH campus used to have two early childhood facilities, the Child Care Center (name of the Children's Learning Center until 2010) and the Human Development Laboratory School. These two programs did overlap in that they both provided educational services for young children; however, each program had its own unique mission, which determined the services offered. Thus, the rationale for the overlap was rooted in the facilities' distinct missions and services. However, the Human Development Laboratory School closed permanently as of July 2009 so the Children's Learning Centers is now providing services in two locations and is the only unit providing early childhood educational services on campus. It is also important to note that the renovated facility at the Cameron Building no longer operates as a lab school but is in fact part of the Children's Learning Centers and shares the same mission, policies, and procedures.

Appendix TABLE 1: Children’s Learning Centers Weekly Rate Comparisons

Name of Center Zip Code & Area Location	Infant Weekly Rate	Toddler Weekly Rate	Preschool Weekly Rate	Accredited
Crème De La Crème <i>77002 Downtown/Multisite</i>	\$363	\$324	\$288	No
Montessori Country Day School <i>77004 Midtown</i>	\$363	\$275	\$250	No
Village Montessori School <i>77005 West University</i>	\$338	\$275	\$238	No
Cathedral House <i>77002 Downtown</i>	\$334	\$288	\$284	No
Westlake Child Development Center <i>77009 Memorial/Katy</i>	\$314	\$275	\$255	Yes
Memorial Dr. United Methodist Weekday School <i>77079 Memorial</i>	\$266.25	\$243.75	\$243.75	Yes
Children's Courtyard Lab School <i>77095 Cy-Fair</i>	\$258	\$247	\$233	Yes
Children’s Learning Centers <i>77004 University of Houston</i>	\$280-Faculty \$275-Staff \$250-Student	\$245-Faculty \$240-Staff \$215-Student	\$205-Faculty \$200-Staff \$175-Student	Yes
Primrose School <i>77581 Pearland/Multisite</i>	\$250	\$215	\$195	No
St Andrew's Presbyterian CDC <i>77005 West University</i>	\$245	\$228	\$228	Yes
KinderCare <i>77074 Bellaire/Multisite</i>	\$239	\$212	\$150	No
Kids R Kids <i>77041 Katy/Multisite</i>	\$235	\$220	\$200	No
Childtime Learning Center <i>77065 Cy-Fair/Multisite</i>	\$226	\$216	\$182	Yes
La Branch Child Development Center <i>77004 Midtown</i>	\$198.55	\$187.33	\$161.91	Yes
Education Station <i>77478 Sugarland</i>	\$180	\$170	\$165	No
San Jacinto College Child South <i>77089 Pasadena/South Belt</i>	\$170	\$160	\$150	Yes

Appendix TABLE 2: University of Houston Children’s Learning Centers: Overview of Child Care Tuition Assistance

Semester/Year	UH Student Parents Served	CLC Children Served	CCAMPIS Funds Awarded	SFAC Funds Awarded	Combined Total of CLC Tuition Assistance
Fall 2011	41	46	\$41,219.75	\$16,025.25	\$57,245.00
Fall 2010					
Fall 2010	40	43	\$40,683.50	\$11,274.75	\$51,958.25
Spring 2011	45	50	\$43,644.50	\$14,563.00	\$58,207.50
Summer 2011	20	24	\$9,297.75	\$5,268.75	\$14,566.50
Total: 2010– 2011					\$124,732.25
Fall 2009					
Fall 2009	32	35	\$22,809.50	\$13,593.50	\$36,402.00
Spring 2010	29	31	\$25,101.75	\$21,581.50	\$46,683.25
Summer 2010	18	20	\$6,336.75	\$6,578.00	\$12,914.75
Total: 2009 – 2010					\$96,000.00
Fall 2008					
Fall 2008	33	34	\$39,550.25	\$12,731.50	\$52,281.75
Spring 2009	33	34	\$45,107.25	\$16,862.00	\$61,969.25
Summer 2009	18	19	\$15,552.75	\$10,172.00	\$25,724.75
Total: 2008 – 2009					\$139,975.75
Fall 2007					
Fall 2007	17	21	\$10,092.50	\$6,139.00	\$16,231.50
Spring 2008	22	25	\$21,407.25	\$9,875.00	\$31,282.25
Summer 2008	13	14	\$12,159.00	\$4,83.000	\$19,989.00
Total: 2007 – 2008					\$67,502.75

*The Child Care Access Means Parents in School (CCAMPIS) Program, authorized by the Higher Education Act and administered by the U.S. Department of Education, supports the participation of low-income parents in postsecondary education through the provision of campus-based childcare services.

**Student Fees Advisory Committee (SFAC) is established at each component institution of the University of Houston System to advise the board of regents, presidents, and administration of the University of Houston System on the type, level, and expenditure of compulsory fees for student services collected at each component institution of the system under Section 54.5061 of this code. Each committee is composed of nine members.