

UNIVERSITY of
HOUSTON

DIVISION OF STUDENT AFFAIRS
Student Life



CHILDREN'S LEARNING CENTERS

Student Fees Advisory Committee (SFAC)
Program Questionnaire for FY 2013-2014



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.

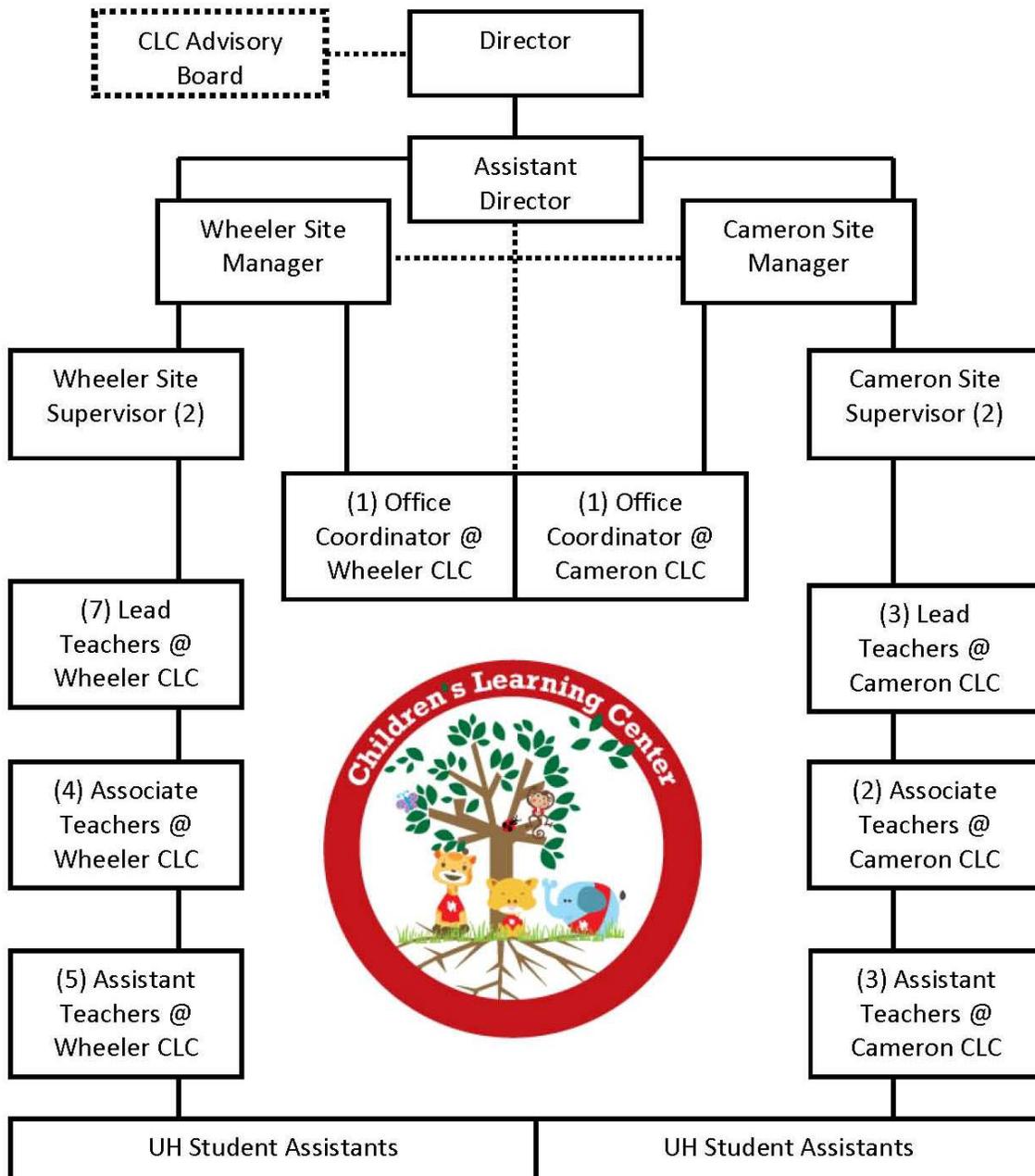
The Children's Learning Centers (CLC), formerly The University of Houston Child Care Center (UHCCC), presents this request for the Student Fees Advisory Committee (SFAC) to assist University of Houston (UH) student parents, with children enrolled at CLC, in paying for the cost of child care and to provide income for UH student employees working at 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 a nationally accredited, exemplary early childhood program that supports the student, staff, and faculty of the University of Houston (UH), while at the same time, encourages UH student success by offering opportunities for learning, discovery and engagement (updated June 2012).

The accomplishment of this mission is met through established objectives. First, we work to maintain a balanced budget by securing the Department of Education *Child Care Access Means Parents In School* (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 supports CLC/UH student retention and graduation. 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 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 UH 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 identified for the 2011-2012 academic year. 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 continued 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 began **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. 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 eligibility 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 continued to coordinate with the *Texas Workforce Solutions/Collaborative for Children* for teacher scholarship opportunities to attend conferences, trainings, college classes, and certification courses which helped with staff development costs. Additionally, we utilized other collaborations such as the UH Moore's School of Music which provided 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 continued 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: The Children's Learning Centers managers utilized data from *Collaborative for Children* to review child care tuition rates in and around the Houston area. This information included tuition costs of local centers in the greater Houston areas that are accredited which assisted with budget planning in order to keep CLC rates competitive. In addition, rates and possible increases were reviewed and discussed with the CLC Advisory Board to gather input for recommendations in the future.

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

Completed & On-going: The Children's Learning Centers director met regularly with the Assistant Vice President for Student Affairs - Student Life and Director of Business Services to review and monitor monthly budget reports. In addition, we utilized 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 celebrated the grand opening with the UH community and CLC stakeholders in February 2011; then, in February 2012 we celebrated with families and staff with a one year birthday event.

The addition of the Children's Learning Center at Cameron increased the CLC capacity from 153 to 221. This additional space includes: two infant classrooms (for ages three months to one year) and three toddler classrooms (for ages one to three years); one of the toddler classrooms is the Spanish Language Immersion classroom for CLC. Ensuring the leadership and expertise for the daily operation of two locations remains a priority (please refer to the CLC organizational chart on page three).

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 continued 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 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 provided \$65,000 towards this effort, thanks to the *CLC SFAC One Time Allocation FY 2012*.

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 continued to attend meetings on campus such as 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 continued to advocate for a new child care building to bring all of the CLC classrooms together under one roof. The aging facility at Wheeler was an ongoing topic on the CLC Advisory Board agenda. UH Facilities also met with CLC management to discuss possible impacts, on the Wheeler location, from the renovation of the Cougar Place Apartments; this included pest and rodent control and the need for dust barriers and new fencing options in the near future. Additionally, we worked with the UH METRO team to coordinate the process of moving playground equipment for the release of land along Wheeler Avenue.

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 continued 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 continued to develop training programs to promote positive learning outcomes for children that supported developmentally appropriate practices. We utilized online training modules that supported research and reflected current trends in early childhood education. Some of the training topics included: *Ensuring Health and Safety of Infants and Toddlers in Child Care*, *Developing Appropriate Learning Environments*, *Nutrition in Child Care Settings*, and *Brain Development in the Young Child*. 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 continued 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*). 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 did make 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 continued to offer special multicultural events throughout the year. Some of the events included: 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 worked 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 collaborated with staff and families to provide accurate reflections of customs/cultures. This not only

provided a fun educational experience for everyone, it also allowed 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 kept two-way parent communication open, on-going and innovative by offering a variety of options. We utilized an online orientation which concluded with a meet the teacher opportunity and tour of the center with a member of the CLC Administrative Team.

We continued to publish a monthly newsletter and utilized weekly emails from the classroom teachers, parent feedback forms, and individual child reports. We continued with parent conferences and always kept in mind the importance of face-to-face interactions. Our goal remained 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 offered ongoing family activities through Project IMPACT and annual cultural events. We also encouraged 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 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.

Completed & 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 2013. 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 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 continued to hire, train and develop UH student staff as professionals in the field and established a collaboration with the UH College of Education (COE). We remained committed to working with UH students and supported the overall student experience. The quote below validated 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 continued to host a Little Cougar Homecoming Pep Rally and participated in other homecoming spirit activities. The UH pep band joined in the festivities with the children, making the Pep Rally a memorable event. This was a CLC community wide celebration enjoyed by little cougars (the children) and big cougars (parents/staff) as well. CLC also received the Spirit Bell award.

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 continued to host a number of events where UH students from various organizations provided volunteer services. This included fall pumpkin painting, Little Cougar Pep Rally and the musical petting zoo when the UH band members brought 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; 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: Child Development Associates 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 continued to keep a focus on providing a safe and healthy work environment by following the NAEYC standards, licensing requirements and working with a health consultant to review our practices. We also fostered 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 continued to be committed to implementing policies, procedures and systems that support staff. With the opening of a second location, we reorganized and transitioned 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 that included: 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 followed the NAEYC/SACS accreditation standards for continued program improvement. We utilized 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 hosted various events/trainings through-out the year to promote unity and cohesiveness with staff and families. We celebrated *World Kindness Week*, *Week of the Young Child* and *Teacher Appreciation Week* with coordinated activities that involved staff, children and parents celebrating together. In addition, the CLC Managers worked with classrooms at both locations to ensure consistency in services; we also rotated 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 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 designed and implemented training/workshops for our staff that reflected current research and best practices for young children. By staying up to date in the field of early childhood education, our teachers provided the best environment to promote learning outcomes/school readiness for the children. We hosted events for the early childhood

community and provided support by serving on committees and presented 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 continued to participate in community initiatives for children both on campus and in the greater Houston area. We advocated for children by representing CLC at the University Commission on Woman, Staff Council, and the CLC Advisory Board. By attending trainings, workshops and community meetings/events, we were 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 any assessment measures used to evaluate program success. Please provide the method for collecting these data.

The Children's Learning Centers (CLC) employs a variety of formal and informal means to evaluate our success in achieving our objectives discussed in question three. CLC is licensed by the Texas Department of Family and Protective Services (TDFPS); a department inspector completes, at minimum, an annual inspection of CLC with a written report of all findings. Through national accreditation program standards for both NAEYC and SACS, CLC collects data for annual reports and documents evidence of compliance with individual standards to prepare for future accreditation validation visits. CLC has also begun to collect assessment data to support our strategic initiatives and allow for additional opportunities to measure outcomes and evaluate program success.

CLC provides young children a positive educational foundation and educational components are in place to prepare children to succeed in school and beyond; this is measured through the ***Texas Kindergarten Readiness System (KRS)***, the state system for measuring school readiness skills that children have gained from attending a preschool program. CLC successfully completed three years of certification in the *Texas School Ready* project before funding cuts limited participation; we transitioned last school year (2011-2012) to KRS.

Additionally, CLC submits an annual CCAMPIS report to the federal Department of Education with data indicating the persistence and retention rates of CLC/UH student parents. CLC has 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; each of these provide written reports documenting our compliance and success at meeting standards of best practices for young children. We also submit a report to the Texas Department of State Health Services that documents our compliance with children's immunization requirements. 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. 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. Each of these components cited above serve as an integral part in the determination of the Center's future initiatives and action steps and in the provision of data to measure and evaluate our success.

5. Please discuss any budget or organizational changes experienced since your last (FY2013) 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 FY2012 with a Ledger 3 Fund Equity balance, please describe the conditions which caused the fund balance.

In order to successfully oversee both locations, the Children’s Learning Centers (CLC) implemented an organizational change which entailed position title/job description modifications for the Operational, Administrative and Program Managers. Please refer to the organizational chart on page three. The reason for the assignment of Site Supervisor and Site Manager titles was driven by state licensing and accreditation standards for designated program administrators. The shift in titles and tasks has increased our organizational effectiveness for parent communication, site supervision, emergency preparedness and staff development.

Overall income and expenditure decreased by (\$126,549) from original SFAC request as explained below. There is no adverse effect on the ability of the CLC to fulfill its mission to students.

A. Income:

Overall income decreased from the amount on the SFAC request form by a total of (\$126,549) due to a slight decrease in occupancy:

Decrease Income due to occupancy rate	<u>(\$126,549)</u>
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B. Expenses:

Management made adjustments in overall expenses of (\$126,549) to address overall decrease in income mentioned above as follows:

Decrease in salary and related benefits (reorganization with Cameron Center)	(\$87,989)
Decrease in travel and registration expenses	(\$20,450)
Decrease in professional services	(\$ 6,626)
Decrease in utility expenses	(\$ 6,000)
Decrease in cleaning services (service provided due to centralization)	(\$ 5,000)
Decrease in credit card usage fee	(\$ 3,500)
Decrease in telephone and telephone equipment charges	(\$ 2,980)
Decrease in administrative charges	(\$10,877)
Increase in supplies	\$ 7,473
Increase in repair and maintenance	\$ 5,000
Increase in equipment rental charges	\$ 4,000
Increase in printing expenses	<u>\$ 400</u>

(\$126,549)

CLC 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.

In addition, CLC strives to maintain contingency funds to cover costs associated with unforeseen events such as hurricanes, fire damage, internal system failure, severe weather damage and the like. Reacting to questions of the matter, the Department of Planning suggests that the Center maintain a reserve of \$100,000 to cover emergencies. The management team is committed to keeping the building in a state of good repair for the safety of the children. During FY2012 CLC carries forward a small negative balance of (\$16,359).

6. The terminology for responding to this item has been amended to be consistent with the strategic planning framework. Therefore, SFAC requests that you report your success measures in terms of strategic initiatives and action steps versus goals and objectives as previously requested. To this end, please list your 2013-2014 strategic initiatives and action steps in priority order. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) you will implement to accomplish your stated initiative.

The Children's Learning Centers shall undertake the following strategic initiatives and action steps for 2013-2014, in support of the Division of Student Affairs strategic initiatives and the University's Tier One status, while incorporating our own mission, vision, and core values.

Strategic Initiative: The Children's Learning Centers will utilize available resources and seek new funding opportunities to enhance the children's and UH student experience.

Action Step: CLC will execute an effective operating plan that maximizes current fiscal resources to support our vision and purpose ensuring achievement for all children (SACS Program Standard Five).

Action Step: CLC will effectively implement guidelines to explore options for increasing and improving fiscal opportunities.

Action Step: CLC will continue current practices and establish new initiatives to recruit, train, and retain talented, skilled staff to best meet the needs of the children and to effectively implement quality customer service.

Action Step: CLC will create and implement an advancement and fundraising program in partnership with the Division of Student Affairs (DSA) to explore future building possibilities for CLC.

Strategic Initiative: The Children's Learning Centers will create new opportunities and build upon ongoing programs to facilitate success through learning, engagement, and discovery for children and UH students.

Action Step: CLC will expand upon the current learning experience for young children by continuing to base our work on research-based curriculum and instructional methods that also aligns with school readiness projects recognized by the state (SACS Program Standard Three).

Action Step: CLC will create a greater variety of CLC/UH student development initiatives and assessment processes to cultivate the development of leadership skills necessary to positively impact their communities (Student Life Learning Outcome Two).

Action Step: CLC will continue with established support services for CLC/UH student parents, including child care tuition assistance and parenting classes and also advocate for UH student parents (adult/non-traditional) on campus.

Action Step: CLC will continue to participate in student learning development opportunities that are intentionally connected to academic and student affairs programs in order to enhance student success.

Strategic Initiative: The Children's Learning Centers will continue to promote a culture of accountability that aligns with local state standards, national accreditation criteria, federal grant guidelines, as well as, the Division of Student Affairs and University of Houston policies, processes and procedures.

Action Step: CLC will continue to demonstrate ongoing compliance with and adherence to state minimum standards for child care centers.

Action Step: CLC will continue to implement established reporting procedures for the purpose of demonstrating measurable outcomes and data necessary for national accreditation criteria and federal grant requirements.

Action Step: CLC will develop and implement a comprehensive assessment plan for DSA that identifies learning and program outcomes and a process for improvement of center effectiveness based on measurable results (SACS Program Standard Four).

Action Step: CLC will support the University's Tier One status by utilizing HR performance management tools to communicate the University's mission and strategic initiatives to staff and hold employees accountable for the provision of quality programs and services.

Strategic Initiative: The Children's Learning Centers will create and engage in strategic partnerships.

Action Step: CLC will collaborate with the DSA to participate in initiatives and research that positively impacts UH student retention and graduate rates.

Action Step: CLC will collaborate with the UH faculty and academic departments to explore opportunities that are mutually beneficial to children and UH student success.

Action Step: CLC will foster effective communication and relationships with the CLC Advisory Board, University shared governance groups, and other stakeholders to nurture support of the Center’s initiatives (SACS Program Standard Six).

Action Step: CLC will develop partnerships and professional relationships with agencies and organizations in the community to further the program’s capacity to meet the needs and interest of the children and families that we serve.

Action Step: CLC will work with Facilities Planning to identify options for the long term facility needs for the Children’s Learning Centers to include phased renovation options and/or new facility opportunities.

Action Step: CLC will work with Student Affairs leadership and UH Advancement in identifying a development campaign to assist with long-term facility (program) viability.

Strategic Initiative: The Children’s Learning Centers will cultivate a collective identity that demonstrates a united vision on campus.

Action Step: CLC will collaborate with DSA and Student Life Marketing and Communications to ensure integrated branding for CLC with the DSA and University, and to assist with the development and implementation of a CLC marketing plan.

Action Step: CLC will develop a comprehensive and integrated communication plan to increase awareness and understanding among the campus community and surrounding environments about who we are, what we do, and who we serve.

Action Step: CLC will expand upon opportunities for staff involvement with Center initiatives, programs, and services in an effort to support our collective identity (mission, vision, and core values).

Action Step: CLC will establish and communicate a shared purpose and direction for improving the performance of children and the effectiveness of the center (SACS Programs Standard One).

Strategic Initiative: The Children’s Learning Centers will foster the creation of a global learning community that actualizes and embraces inclusion while preparing children and UH students to become active citizens.

Action Step: CLC will continue to promote positive relationships among all children and adults to encourage each child’s sense of individual worth and belonging as a part of a community and to foster each child’s ability to contribute as a responsible community member (NAEYC Program Standard One: Relationships).

Action Step: CLCs will continue to implement curriculum in a manner that is responsive to family home values, beliefs, experiences, and language and to use materials and equipment that reflect the diversity found in society including gender, age, language, and abilities (NAEYC Program Standard Two: Curriculum).

Action Step: CLC will provide CLC/UH student's development experiences that foster multicultural cultural engagement and models respect for human dignity and inclusive behaviors (Student Life Learning Outcome Five).

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.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.

The Children's Learning Centers (CLC) is supported primarily through child care fees charged for the early childhood services provided to UH families. These fee payments include: weekly tuition, annual fees for registration, supplies, and building maintenance, and waitlist fees.

CLC also receives support of \$100,000 (annually) from the University to assist with facility and grounds maintenance and administrative charges. CLC received \$141,417 in funding from the UH Student Fees Advisory Committee (SFAC) for 2012-2013. \$76,417 is utilized to assist with the costs of hiring CLC/UH student staff to maintain developmentally appropriate teacher: child ratio in the classrooms to meet accreditation standards. The remaining \$65,000 is used to support UH student parents, with children enrolled at CLC, in paying for the weekly child care tuition costs.

CLC is currently receiving the federal *Child Care Access Means Parents In School* (CCAMPIS) grant awarded from the Department of Education. This year's funding amount is \$235,891. This money is utilized to assist the CLC budget in the following ways: helping UH undergraduate student parents, with children enrolled at CLC, in paying for the weekly child care tuition costs; helping with the costs of hiring CLC/UH student staff to maintain developmentally appropriate teacher: child ratio in the classrooms to meet accreditation standards; helping with the purchase of classroom supplies; and helping to provide staff training opportunities as required by Texas Child Care Licensing.

Additionally, CLC participates in the UH Faculty/Staff campaign and utilizes fundraisers such as the CLC Alumni Reunion, school pictures, and book fairs to support the funding of classroom supplies and required staff training such as first aid and CPR. CLC also participates in special early childhood partnership projects in the Houston community such as the ones funded through *Collaborative for Children* which has provided funding for accreditation fees, classroom supplies and teacher training.

The other avenue for CLC support is through collaborations on campus. Currently the UH Moore's School of Music provides our five preschool classrooms music classes at no additional charge to CLC or parents. The UH College of Optometry provided pediatric vision screenings for children enrolled at CLC at no additional charge to CLC or parents.

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 Children's Learning Centers provides services in two locations on campus and is the only unit providing early childhood educational services for the University of Houston.

STUDENT SERVICE FEE REQUEST FOR 2013-2014

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Name of Unit:

Children's Learning Centers

	INCOME	APPROVED	PROJECTED	INCOME
	ACTUAL	BUDGET	INCOME	ACTUAL
	INCOME FOR	REQUEST	BUDGET	INCOME
	2011-2012	FOR 2012-2013	FOR 2012-2013	FOR 2012-2013
				FOR 2013-2014

INCOME

Student Service Fees-Base Budget for Operations	\$79,211	\$79,211	\$79,211	\$79,211	\$79,211
Student Service Fees-Base Budget for Scholarships	\$40,000	\$40,000	\$65,000	\$65,000	\$65,000
SSF FY 2012-2013 One-Time Allocation	\$25,000			\$0	
SSF FY 2012-2013 Base Augmentation		\$25,000	\$0		\$0
SSF FY 2013-2014 Base Augmentation	\$0				
Programs/Events					
Dept of Education Scholarships (CCAMPIS Grant)	\$0	\$0	\$0	\$0	\$0
Advertising					
Gifts/Donations					
UH Commitments*	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Usage Fees (Itemize (A))	\$1,194,617	\$1,466,511	\$1,333,221	\$1,339,962	\$1,343,773
Other (Itemize (B))	\$7,933	\$7,933	\$7,933	\$7,933	\$7,933
Fund Balance Estimate - Prior Year Equity	\$0				
Transfer Fund Equity From UC	\$77,289				

TOTAL INCOME \$1,524,050 \$1,718,655 \$1,585,365 \$1,592,106 \$1,595,917

FY12 LEDGER 3
FORWARDED
TO FUND
BALANCE

FY12 LEDGER 3 FORWARDED TO FUND BALANCE (\$16,359)

*UH Commitments are as follows:

University of Houston	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
University Centers	\$0	\$0	\$0	\$0	\$0
Funded from prior years reserve	\$0	\$0	\$0	\$0	\$0
	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Student Service Fees, FY 2011-2012 Base Augmentation** Due to increase in UH Administration Charge.

I have read the Policies and Procedures Governing the Collection, Allocation, and Expenditure of Student Service Fees and, to the best of my knowledge believe this report is in accord with the letter and spirit of those statements. This budget report reflects the unit's priorities. The figures have been checked for accuracy.

Signature: Sherry L. Howard

Date:

10-22-12

NAME OF UNIT:					
Children's Learning Centers					
STUDENT SERVICE FEE REQUEST FOR 2013-2014					
Page 2					
	EXPENDITURE		APPROVED PROJECTED		EXPENDITURE
	ACTUAL	BUDGET	EXPENDITURE	ACTUAL	BUDGET
	EXPENSE	REQUEST	BUDGET	EXPENDITURE	REQUEST
NON-CONTROLLABLE EXPENDITURES	2011-2012	FOR 2012-2013	FOR 2012-2013	FOR 2012-2013	FOR 2013-2014
Exempt Category Employee Salaries	\$477,075	\$542,072	\$528,215	\$528,215	\$528,215
Non-Exempt Category Employee Salaries	\$311,322	\$251,098	\$229,607	\$229,607	\$229,607
Lump Sum Wages (Itemize (C))	\$126,296	\$190,000	\$135,655	\$135,655	\$135,655
Subtotal	\$914,693	\$983,170	\$893,477	\$893,477	\$893,477
Mandated Increments					
Equity Adjustments					
Overtime & Temp	\$1,085	\$0	\$5,000	\$2,000	\$2,000
Subtotal	\$1,085	\$0	\$5,000	\$2,000	\$2,000
Fringe Benefits (Itemize (D))	\$278,793	\$286,472	\$277,972	\$286,176	\$288,987
Student Fee Waivers					
Bad Debt					
Credit Card Usage Fee	\$15,621	\$19,500	\$16,000	\$16,000	\$16,000
Reserve Account					
Subtotal	\$294,414	\$305,972	\$293,972	\$302,176	\$304,987
Utilities	\$22,452	\$30,000	\$23,000	\$24,000	\$24,000
Custodial/Landscaping/Trash	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0
Administrative Charge	\$79,317	\$94,530	\$90,475	\$89,014	\$89,014
DOSA Administrative Charge	\$0	\$23,632	\$18,271	\$18,271	\$18,271
Subtotal	\$101,769	\$148,162	\$131,746	\$131,285	\$131,285
Total	\$1,311,961	\$1,437,304	\$1,324,195	\$1,328,938	\$1,331,749
CONTROLLABLE EXPENSES					
Telephone-Long Distance	\$32	\$100	\$100	\$100	\$100
Telephone-Equipment	\$3,269	\$6,480	\$3,500	\$3,500	\$3,500
Postage	\$9	\$200	\$200	\$200	\$200
Printing	\$102	\$600	\$1,000	\$1,000	\$1,000
Supplies	\$73,715	\$68,027	\$73,500	\$75,500	\$76,000
Equipment Rental and Maintenance	\$7,137	\$3,200	\$7,200	\$7,200	\$7,200
Travel-Registration Fees	\$2,184	\$3,450	\$3,500	\$3,500	\$3,500
Travel	\$0	\$500	\$500	\$500	\$500
Travel-Other	\$0	\$23,500	\$3,000	\$3,000	\$3,500
Facility & Renovation Reserve		\$0	\$0	\$0	\$0
Other (Itemize (E))	\$64,715	\$175,294	\$168,670	\$168,668	\$168,668
Subtotal	\$151,163	\$281,351	\$261,170	\$263,168	\$264,168
TOTAL EXPENDITURES	\$1,463,124	\$1,718,655	\$1,585,365	\$1,592,106	\$1,595,917
BALANCE (Income less Expenditures)	(\$16,359)	\$0	\$0	\$0	\$0

