



JONES COLLEGE OF BUSINESS

*A Matter of Student Success*

# **Child Care for MTSU Students, Faculty and Staff**

**Exploring what exists, the unmet need, and proposing  
creative solutions for the future.**

A special class project completed for  
The President's Commission on the Status of Women  
Spring 2014

Class: MGMT 4000 Not-for-Profit Management

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## **President's Commission on the Status of Women**

### **Charge and Criteria for the Project**

MTSU's President's Commission on the Status of Women is well aware that MTSU students with children have additional challenges to succeeding with their education. For many years, the Commission has advocated for additional child care resources for students and for MTSU's staff and faculty. There are many benefits to child care being provided on or near campus to MTSU's community.

In an effort to re-energize the issue, Commission President Dr. Samantha Cantrell approached Dr. Jill Austin, Jones College Management & Marketing Department Chair, about undertaking a class project that would develop business proposals for addressing the need. Dr. Austin identified the Not-for-Profit Management class as a logical choice because the class is project-focused and many child care services are provided through a not-for-profit organization.

The Commission created a special committee to allow the inclusion of representatives of the existing MTSU child care providers as well as interested Commission members to guide the effort. This committee first made plans to hold a MTSU Open Community Forum focused on the Child Care Need at MTSU. The committee also developed criteria for the class project and made \$500 available to Dr. Clark's class to be used for materials and reward money to recognize the proposals with the best ideas.

### **Criteria for Child Care Proposal Project Developed by the President's Commission on the Status of Women**

- 1) Type of child care to be provided if there were an expansion of existing campus services:
  - *Age range:* Children ranging from 6 weeks in age through the age they are eligible to attend kindergarten (this range means that infant care would be included)
  - *Hours:* 6 am-6 pm, Monday-Friday
  - *Operation:* 42 weeks of the year
- 2) Must-haves for the project:
  - General understanding of the Tennessee's legal criteria for operating a child care facility
  - Space that is compliant with the legal criteria for operating a child care facility (can be adaptation of existing space)
  - Availability of the services to all MTSU students and employees
  - General understanding of the annual operating costs (including staff as well as facilities costs)
  - General understanding of how a contractual relationship could work if some or all of the services were subcontracted to a third party
- 3) It would also be great to have:
  - Sick care (for school-age children who are unable to attend school but cannot stay home)
  - Evening care (some extended hours for students and employees who take evening classes or work evening shifts)
  - Replacement care (drop-in options when a parent is unable to use an existing arrangement for child care)

## The Need – In General

Nationally,

- The Institute for Women’s Policy Research reviewed literature and research and concluded that almost 25% of all undergraduate students were parents with dependent children who need child care. They further stated that 12% of all undergraduate students with dependent children are single parents. Of this number, the Institute further believes that 78% are low-income.<sup>i</sup>
- The Chronicle of Higher Education reported in March 2014 that “the number 1 complaint of mothers at most colleges and universities is inadequate, overpriced child care. It is the major reason why mothers drop out of the academic pipeline.”<sup>ii</sup>

### Why Should MTSU care about this issue?

#### *A Matter of Student Success.*

Of little surprise, research indicates that one of the greatest challenges that a student who is a parent faces in being successful with their postsecondary education is access to affordable and quality child care. For MTSU students with young children, child care is one of the most important issues of their student success. Many of the recommendations included in this report fall under MTSU’s Goal III of its Quest for Student Success 2013-2016 plan.

## Goal III

Middle Tennessee State University will facilitate student success through innovation and the use of data-informed best practices.

The Institute for Women’s Policy Research has noted that university provided child care has decreased from 2003 to 2009 despite the benefits that on-campus care has for students and faculty. On campus care is often of greater quality, allows a parent to be in close proximity to their children, and helps many parents establish a community and support network that also fosters greater student success.

Often student parents are not only juggling taking classes and caring for their child but they also work full time. These students are motivated to obtain their degree as it provides the means to a better life for the entire family, but the challenges to succeeding are huge. Attendees at MTSU’s recent child care forum were moved by the poignant words of a motivated but struggling MTSU student.



*"I need child care not only during class times but to allow me to work. I don't have a network of parents and friends to help me. I'm trying to do this on my own for my child's future."*

*MTSU Student, Child Care Forum 2014*

### **VIDEO – MTSU Students (Julie Vandel)**

Julie Vandel, class member, interviewed a few MTSU students with child care needs about how important child care is to their success at MTSU.

<https://www.youtube.com/watch?v=cTTwpjLRoHo>

### **Commission's Child Care Forum**

The Commission hosted an MTSU community forum on February 6, 2014 to provide an opportunity for people to come together to discuss the issue and help understand current needs. A list of the input provided at the forum is included in Appendix A. Written comments provided through e-mail are included as well. Class members attended the forum as well as members of the Commission to listen to the discussion. Based on that feedback, we categorized the needs as follows:

#### **Summary of the Need for Child Care Options at MTSU**

*NEED A.* Students/some faculty and staff do not have the \$\$ to pay for care.

*NEED B.* There is not enough care available on Campus (waiting lists, no spots).

*NEED C.* The hours and timing of care on campus are too restrictive.

*NEED D.* I need care not only for classes but when I work (hard to balance both).

*NEED E.* There is not care available for the age or needs of my child.

## Quantifying MTSU's Need for Child Care Services

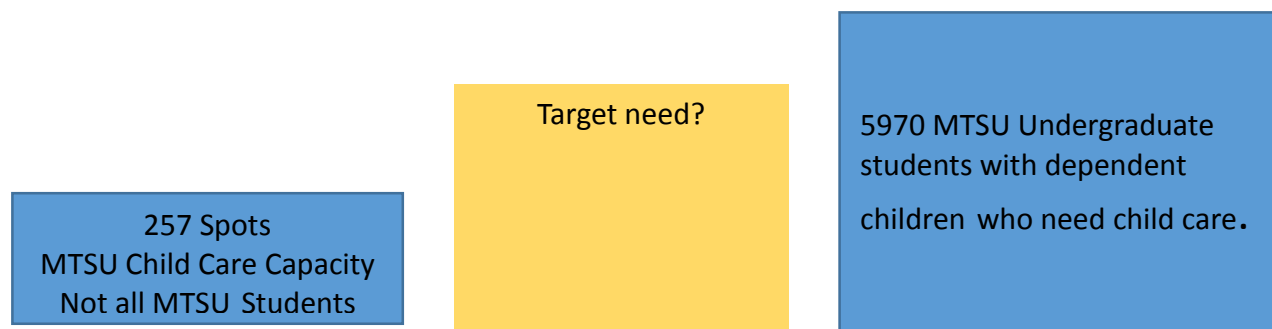
MTSU does not currently capture data nor has MTSU surveyed students or faculty to get a better picture of how many MTSU students need child care and the impact that not having child care has on their student success. As we study what gets in the way of students remaining at MTSU, child care needs are not separated from a general category of “family matters.” Here is what we do know about the need at MTSU:

- Long Waiting Lists for Existing Services (usually one or more years)
- Input provided at the Child Care Forum through written and oral comments.
- Local Child Care Providers usually run at capacity.

It is hard to plan without a way to quantify the need. The Institute for Women's Policy Research proposed that 25% of all undergraduates were parents with children. Using that number, 5970 of MTSU's 23,881 students (Fall 2013 TBR Census) would be students who have dependent children needing child care.

Using the Institute's study, 12% of MTSU's undergraduate population or 2866 students are single-parents with dependent children.

Currently, MTSU's traditional child care service organizations have room for no more than 102 students using primarily part-time slots. Project Help's maximum capacity is 155 children of which at least 50% are children with a developmental delay. Together these three services are serving no more than 257 children. Only the Child Care Lab provides a preference to MTSU students so even a smaller number of the children served are children of MTSU students.



A very small percentage of MTSU students with dependent children are finding child care through MTSU's existing services although these services are much less expensive and of high quality.

### Faculty and Staff Need for Child Care

Although the class project focused on developing proposals to address the need of MTSU's students for child care, it was envisioned that most solutions would also be open to and benefit MTSU's faculty and staff who have needs for child care. This need has not been quantified but many of the people at the forum brought up the need. See forum comments in Appendix A. A staff and faculty survey about child care would also be an important step to quantifying the need and learning how faculty currently address that need.

## MTSU's Current Child Care Services

	<b>Child Care Lab</b>	<b>Child Development Center</b>	<b>Project Help</b>
<b>Serves</b>	3-5 years old only	1-5 years old only	12-36 months or 3 yrs to K Children with developmental delays as well as children developing typically.
<b>MTSU Student Preference</b>	Yes, priority given to MTSU students. Priority given to MWF or TTH slots.	No preference.	No preference.
<b>Costs</b>	\$135 a week, M-F, full time care (7:00-5:00 pm). Less for part-time slots.	Infant/Toddler: \$250 semester Preschool: \$400 semester	Varies, Full time \$150 M-F M-Th, Half Day \$70
<b>Capacity</b>	Licensed for 24 a day. By splitting slots, can serve more different children.	Infant/Toddler: 6 Older Toddlers: 24 Preschool: 24	Varies Maximum Enrollment: 155
<b>Hours</b>	7:00-5:00 pm, M-F. Only open when classes are in session.	8:45-11:45 or 1:00-3:30/4:00 Open for 12 weeks in the semester.	7:30-4:30 or Half Day 8:00-12:00 or 1:00-4:30.
<b>Location</b>	Alumni Drive	Fairview Building	Building at the corner of Baird Lane and Blue Raider Drive. Also Rm 120 of the Fairview Building.
<b>MTSU Provides</b>	3 full time staff, the location, utilities, work study students	Fairview location, lead teacher salaries (teach courses), utilities, work study students.	Both locations, work study students, volunteers. Project Help trains 300 students a semester.

## **RECOMMENDATION 1 – Need to Explore MTSU’s Specific Need**

*Shelby Wade and Ginnie Daugherty*

### **The Need**

The purpose of this mini proposal is to get a better grasp on how the lack or limited child care at Middle Tennessee State University affects the students, faculty, and staff. Research has shown that this is a concern or issue at universities across the United States. A report written by Dr. Lisa A. Kramer at Stanford University covered the data from a survey created and administered to faculty. This assessment yielded information that we believe would be similar if a survey were created and sent to the staff at MTSU. Another university that has published a report was Yale University. However, this report gives the details, data, and suggests approaches to resolve the issue. The main difference in this report however was that the survey mentioned was sent to all staff, faculty, and students of Yale University, therefore had a much larger sample size. Similar to Yale, we believe that MTSU needs to establish a survey for all staff, faculty, and students. This survey should be consistent and be open for any and all to answer and return.

The largest issue with MTSU’s current child care need is the availability. This encompasses both the hours the child care providers are open, and the availability to the staff, faculty, and students. All 3 child care providers at MTSU currently have a waiting list, and a very limited number of children they are able to provide for. By creating and administering this survey, the solutions to the availability issue can be better related and the need can be better understood.

There are no current statistics on the number of nontraditional students at MTSU that need child care. The data about nontraditional students is very limited, as well as any information about faculty and staff. The proposal of a survey is vital to better addressing the need for child care at MTSU. It is our belief that without this survey, no formal proposal will be appropriate, because there is no solid information or numbers on how many need to be served.

### **Summary**

The basis of this proposal is providing a survey to all MTSU student, faculty, and staff. We will ask everyone to fill out this survey and submit the form, regardless of if they have children. This survey will take no longer than 15 minutes and will help any and all future proposals.

We will be asking questions about current child care, what their needs are, and how MTSU has helped them in a positive and/or negative way. We want to better understand students need for child care and let them know that MTSU wants to help. We think a survey is the best way to get information because it’s an inexpensive way to collect a lot of data. We strongly believe that this is vital to us creating a better child care system.

### **Details**

The survey proposed would consist of no more than 25 questions. We would like these questions to have answer options and be as specific as possible. Similar to a study by Stanford University, these questions should stand alone, but have a few that are specific to their responses to



previous questions. This survey should take approximately 15 minutes. The best distribution of this survey would be through email to all @mtsu.edu email accounts. Ideally, this email would be distributed from President McPhee. However, the President's Commission on the Status of Women could also easily send this email. The email should simply say, "Here is the link to an online survey about the need for child care at MTSU. Please fill out this questionnaire regardless if you have children or not. We ask that you identify yourself in a couple of demographics. We appreciate your effort, and hope to collect data and find new solutions to the child care needs at MTSU. This survey will take approximately 15 minutes."

**Below are the questions that we propose be included in the survey:**

- 1) \_\_\_\_\_ **What age group do you identify with?**
  - a. 18-25
  - b. 25-40
  - c. 40 +
  
- 2) \_\_\_\_\_ **Which best describes your association with MTSU?**
  - a. Undergrad Student
  - b. Graduate Student
  - c. Faculty
  - d. Staff
  
- 3) \_\_\_\_\_ **What best describes your family?**
  - a. Single Parent
  - b. Married
  - c. Divorced
  - d. 2 parent household
  
- 4) \_\_\_\_\_ **What is the age of your youngest child?**
  - a. 0-12 months
  - b. 13 months – 24 months
  - c. 2-4
  - d. 4-6
  - e. 6-10
  - f. 10 +

5) \_\_\_\_\_ **Do you expect to have children within the next 12 months?**

- a. Yes
- b. No
- c. Not Sure
- d. Prefer not to answer

6) \_\_\_\_\_ **Should child care be available to students, faculty, or staff at MTSU?**

- a. Yes
- b. No
- c. Not Sure
- d. Prefer not to answer

7) \_\_\_\_\_ **What child care do you currently use?**

- ☐ Use of a relative
- ☐ Use of a neighbor or friend
- ☐ Use of a licensed private day care provider
- ☐ Use of an unlicensed day care provider
- ☐ Use of a school sponsored before/after school program
- ☐ stay on their own
- ☐ Other- See Question #8

8) \_\_\_\_\_ **If you answered other to Question #7 – please describe the form of child care you currently use.**

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9) \_\_\_\_\_ **Which of the following types of day care do you believe are most needed through an on-campus day-care? (Check all that Apply)**

- ☐ Full time day care for newborn {0-2 years old}
- ☐ Full time day care for toddler/preschooler {2-5 years old}
- ☐ Part time day care for newborn {0-2 years old}
- ☐ Part time day care for toddler/preschooler {2-5 years old}
- ☐ Before school day care
- ☐ After school day care
- ☐ Emergency/backup day care
- ☐ Evening care for children
- ☐ Other (please write in below)

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10) \_\_\_\_\_ **What is the current cost of the child care you use? (per month)**

- a. Free
- b. \$100 - \$250
- c. \$250 - \$400
- d. \$400 +
- e. Prefer not to answer

11) \_\_\_\_\_ **If MTSU established a new program, or expanded the current, would you use the MTSU's child care services?**

- a. Yes
- b. No
- c. Not Sure
- d. Depends on variables

12) \_\_\_\_\_ **In a new or expanded program, what is essential for you to use this program? (check all that apply)**

- ☐ Accredited Program
- ☐ Job potential for you
- ☐ Discount for Student, Faculty, or staff
- ☐ On or Near campus
- ☐ Evening Care

[ ] Sick Care

[ ] Other

- 13) \_\_\_\_\_ **If you chose [ ] other in Question #12, please explain what else would be essential for you to use a new or expanded child care program at MTSU**

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### **Benefits of Quantifying the Need**

MTSU should fund this approach because right now we have no data. We know there are students out there who need cheaper child care and students who are not able to attend class because no one is there to watch their child. This would give us the ability to take a step back and see just how great the need is and how we can better serve more students. Right now we are just guessing numbers and have nothing real to go off of. The main benefit of this proposal survey is that the survey will be the foundation for any and all future proposals. This will give the quantitative data needed to ensure the solution to lack of child care at MTSU is equipped to handle the number of children needing to be served.

### **Limitations and/or Concerns**

The limitations with this proposal are that the number of students, faculty, and staff that will fill out the questionnaire is completely unknown. Until the questionnaire has been created and sent out, there is no way to know. Any suggestion of how many will respond will be solely based off other universities assessments, other survey results, or a general guess in correlation to the number of people the survey was sent to. Another limitation or concern is how long to leave the survey open for. The longer the survey is open, the more results will be submitted, but how long is too long?

### **Resources**

One of the most important benefits of progressing with this proposal is the lack of resources necessary. There are many different websites, companies, and programs that a survey can be created through and will analyze the data completely. This resource cuts down tremendously on the man power necessary. Therefore all that would be needed is the initial survey, which the questions above cover most if not all that should be on the survey, but should be left to the President's Commission on the Status of Women to modify and/or expand to. After the survey is created, someone will be responsible for sending the survey, and for responding to any questions/concerns about the survey. This proposal of a survey is the most time efficient, cost efficient, and the simplest of all proposals. This survey is the stepping stone for any and all other proposals and can provide the necessary information to create the most realistic and helpful solution to child care issues facing Middle Tennessee State University faculty, staff, and students. After the survey has been completed, the resource that was used to administer the survey will have collected the date and provided the condensed details, data, and percentages needed to understand the responses. The final thing in this

proposal would be a presentation or the distribution of this information to those with the power to implement a proposal or to expand on the details and exploration of the proposal.

Overall, we see this proposal of the survey being the first step in the right direction. Without the survey there is no way for the need to be understood. If the need is minimal at MTSU, and only 25 more children need cared for, there is only a need for a slight expansion of the existing program. Whereas, if the need is for 250 children, there is a need for a major change or a new facility/organization to be created. This survey will give better guidelines and equip the President's Commission on the Status of Women to further their efforts in finding a solution for what seems to be a large concern or issue for many people at MTSU.

### **References:**

Kramer, L. A. (2007, November). Faculty Child care Needs Assesment. Stanford University.

Retrieved from

<https://facultydevelopment.stanford.edu/sites/default/files/documents/CNA.pdf>

Solutions, B. H. (2005, May). Yale University - Summary of Child Care Survey Findings. Retrieved from <http://www.yale.edu/hronline/worklife/child caresummary.pdf>

## Funding Sources for Child Care

One of the biggest barriers to securing child care is the cost of the child care. The Child Care Aware of America organization reports that the average cost of full time child care for an infant in Tennessee is \$5,857 annually and \$4,515 for a 4 year old.<sup>iii</sup> In Tennessee, this amount is 29% of the median income for single parents.

How do parents pay for child care?

- More than 50% of child care funding comes from parents directly.
- For 3 and four year olds, some states are investing in pre-K programs that relieves some of the financial burden on parents to secure care for their child.
- Federal Assistance is also provide to states through the Child Care and Development Grant, Temporary Assistance for Needy Families, and the Social Services Block Grant (Child Care Aware). Some MTSU students receive federal assistant through one of these sources. These federal programs vary somewhat but in general provides a low income recipient with a monthly voucher to use to pay for child care. The voucher can be used for regulated or unregulated child care.
- Sometimes child care worker are receiving educational credits, as occurs at child care services, for working in a particular child care location. These education or early intervention dollars help lower the costs of child care.



## RECOMMENDATION 2

### Funding the Expansion of MTSU's Child Care Services

*Alex Lawrence, William Rubenstein, Troymeca Wilkes, Kyle Pitts*

#### Problem Statement

The Institute for Women's Policy Research states on their website roughly one quarter of the college population consists of parents who have dependents in need of child care, as well as only 5 percent of the necessary child care is provided by colleges. MTSU has roughly 25,000 students. One quarter of 25,000 is 6,250 and let's infer that of that 6,250, 5 percent (313 students), is already receiving on campus child care, this excludes the 5,937 students who also need this service, and thus must be placed on a waiting list only to never receive placement in a facility.

Also, child care costs in Tennessee can range from \$2,516 to \$5,857 annually with the average income being \$18,210 annually. Therefore the cost annually nearly reaches a dollar per child in need, and represents an average of 32% on a person's income.

([http://naccrrapps.naccrra.org/map/publications/2012/tennessee\\_sfs\\_2012\\_preliminary\\_3\\_20\\_12.pdf](http://naccrrapps.naccrra.org/map/publications/2012/tennessee_sfs_2012_preliminary_3_20_12.pdf)) The average cost per semester at MTSU is roughly \$10,000. If a quarter of the 5,937 students who statistically need this child care have to drop out of school (1,485 students) at \$10,000 a year, the school is losing \$14,850,000 in tuition and fees. (These numbers are based on a hypothetical need).

Therefore, not only is the school losing large amounts of money, the student retention rate is falling drastically, as well as a high turnover rate for employees who must resign to attend to their children's needs. (<http://www.iwpr.org/press-room/press-releases/colleges-need-more-child-care-to-help-student-parents-graduate>)

Many students face success issues when unconventional care or extenuating circumstances exist such as needing care for infants and special learning needs or care during night classes due to work conflict, which can be extremely expensive. Currently, students can receive such care at Project help two days a week for as low as \$40 or from MTSU Child Development center for as low as \$250 a semester (\$21 a week for 12 weeks). Off campus child care can more than double. Often times many parents either drop out, or their school work suffers due to working more than one job to cover basic necessities each month. All around this is a lose/lose situation. The school suffers economically from loss of tuition, student's education suffers or ceases completely, and the children of parents who can't afford to attend school grow up with less opportunities as well. This issue must be addressed.

#### Overview of the Proposed Solutions

The solutions we believe are more likely achievable and beneficial under the circumstances involves expanding the three current, separate child care centers by either increasing tuition or fees, setting aside a portion of funds readily available, or raise money through a third party as a for profit approach.

The first approach would require increasing tuition by \$2.50 a semester, per student; to divide these funds equally amongst the three existing child care facilities, and to be allocated where the most

need is generated. There are roughly 25,000 students, multiplied by \$2.50 per semester, and divided amongst the three child care centers would give each center an additional \$41,667 a year. This is a definitive approach that will require an equally small, but necessary, contribution by all, which makes a larger problem seem much easier to overcome. However the downfall is this may cause reproach from the student body.

A second possibility could be to cut back energy costs where possible, i.e., not leaving the lights on in the Murphy Center throughout the evening when not used, ensure the baseball and soccer fields lights are not left on when not necessary, turning lights off in other buildings throughout the evening when they are not being used. This approach is going to be more difficult to measure in numbers until the figures are worked over, and the students will be less likely to have an issue allocating funds they are already paying.

The third approach would include a for profit partnership with a third party. For example, a percentage of the proceeds of all MTSU merchandise could be given to the cause or a percentage of football ticket sales. Each idea has the possibility of a large impact, however in creating the tuition by a set amount allows more set in stone numbers, rather than cutting back on energy costs and setting aside a portion of funds from Phillip's Bookstore. Cutting energy costs may generate more room within the budget to allocate to such a need, but this will not be known until the cut back begins, and budget reflects the savings, but this could create a "go green" initiative for MTSU and thus create its own marketing.

Finally, a fee increase would sufficiently raise funds that could be allocated to this issue. Of course, this would need to be approved by the Board of Regents. This fee could be a percentage or dollar amount increase or allocation from the application fee for acceptance to MTSU. MTSU's budget website states the 2014-2015 Proposed budget is to be completed and sent to the TBR staff on May 2; per the Budget Office website, meetings are held in July and October.

<http://www.mtsu.edu/budget/index.php>

### **Impact of the Proposed Solution if Implemented**

Upon implementation the child care center will have more funds to allocate as necessary. The solution will increase child care coverage by providing more payroll, which can lead to higher numbers of enrollment, longer or later hours of operation, licensing for infant care, provide more vouchers for students who cannot afford the rates, providing lunches, necessary licensing and background checks, etc. Since the space is already being provided by MTSU, it's possible they could provide a larger space if the ability to pay for the expansion arises. However, if this isn't possible then some of the new funds generated could possibly help pay for a larger space.

### **Essential Actions Necessary for the Approach to Succeed**

These approaches will act as our business plan. The necessary actions for succession is as follows: to pitch the developed plan to the child care centers for approval and to keep them informed, present to President McPhee, generate the funds over the of the following semesters by one or all of the approaches, relinquish the funds to the child care centers for utilization, continue the process for sustainability. Also, there's a possibility we may need to meet with the Board of Regents to ensure the proper allocation and approval of setting aside the portion of the tuition or have President



McPhee or the Board of MTSU to approve the energy cutback and/or the approval for a portion of MTSU merchandise to go towards the cause.

### **Details of the Proposal:**

1. Where/Location: The current objective is to expand the child care facilities in place up to the comfortable capacity allowed. If capacity is met during normal business hours, extended hours through the evening could be provided for students who take night classes.
2. Steps to Accomplishing the Proposal: See letter D.
3. How Much (Budget): See letter B.
4. Resources: Larger quantity of staff members, licensing, longer hours of operation, more space, possibility of infant and sick care. See letter C.
5. Partnerships/Collaborations Needed: The child care facilities will need to cooperate with President McPhee and be willing to abide by standards MTSU sets if the school's name and reputation will be used during the process of funding expansion. President McPhee may need approval for tuition allocation as well.
6. Regulatory/ Legal Issues: Abide by child care licensing requirements, conduct background checks for new staff, ensure teacher to child care ratio requirement is met, ensure funds are dispersed legally, as well as given to facilities without liability falling on MTSU in case such an event arise if MTSU decides having its name associated with the centers.
7. Benefits to MTSU: There are many benefits MTSU will reap from this endeavor: 1. Higher admissions, 2. Higher student/faculty retention rate, 3. Higher student success rate, 4. Higher school rating, 5. Will act as free marketing for school, and 6. Prevent financial losses from falling student retention rate.
8. Other: Nothing to add.

### **Self-Sustaining Idea or Level of Dependency on Other Parts:**

The development of the plan may increase student tuition by \$2.50 a semester if the funds cannot be allocated from the funds that are currently in place, child care monthly fees may be decreased, and more vouchers and grants may be awarded. This type of assistance is sustainable choice because student enrollment rates are expected to increase over the years rather than decrease, which means the facilities can depend on a significantly larger amount of money to operate on than they are currently. This type of sustainment will allow room in case one of the centers loses funding elsewhere and will give the centers more freedom to make financial decisions and possibly add more curriculum and broaden the age spectrum of children they are currently qualified to care for.

### **Impact on Existing Child Care Services:**

Providing more and better child care services to students centers MTSU around student success and promoting the non-traditional student population as well as the average high school graduate college student. The waiting list can be discontinued and possibly each of the child care centers will have more space to offer faculty as well as students. MTSU can potentially become a "family college" centered around the importance of family and personal development for the betterment of the family as a whole. Also, the child care centers will be able to operate without the pressure of finances and having to turn away parents/students in need. The child care centers will be able to expand their facilities in a number of ways (see letter C).

## **Benefits**

1-6. Students, staff, faculty, and members of the community needing child care will be able to afford the care without having to drop out of school or ceasing their education all together, and still be close to their children throughout the day. The children receiving the child care will be close in proximity to their parents and time allowing, some parents may be able to spend more time during breaks in between classes with children, as well as faculty may be able to see their children during lunch. The staff, may be able to work within the facility their child is being taught. The children may be able to start their education earlier than other children upon beginning the child care program earlier than Pre K and special needs children will be able to receive the care and attentive teaching needed at an early age. The possibility of hiring more staff members can benefit students by providing some of them with jobs, even though they may not need the child care themselves.

## **Resources**

1. Child care costs in Tennessee  
([http://naccrrapps.naccrra.org/map/publications/2012/tennessee\\_sfs\\_2012\\_preliminary\\_3\\_20\\_12.pdf](http://naccrrapps.naccrra.org/map/publications/2012/tennessee_sfs_2012_preliminary_3_20_12.pdf))
2. The need for more college child care facilities (<http://www.iwpr.org/press-room/press-releases/colleges-need-more-child-care-to-help-student-parents-graduate>)
3. MTSU's budget submissions to the Board of Regents in July and October.  
<http://www.mtsu.edu/budget/index.php>  
Budget forms. <http://www.mtsu.edu/budget/forms.php>

# **Expanding What MTSU Currently Provides**

## **RECOMMENDATION 3**

### **Combining All Three Existing Services Under New Nonprofit in a New Location.**

*Jonathan Loyd, Andrew Jankowski, Lake Summar, Cody Patton*

#### **Overview of the Solution Proposed**

In our solution we plan to combine the three organizations and have a single person to lead the new non-profit. A new building will allow more space and opportunities to take care of more children. It will also provide more employment opportunities for students and other interested people along with sick care and night care.

#### **Impact of the Proposed Solution if Implemented**

This expanded organization will allow for child care to be open for longer periods of time. As night care is not provided currently for those parents and guardians that are enrolled in night classes, we feel this is an important need that needs to be met. Sick children are also one of the number one reasons that students with children miss class. Currently there is no sick care facility provided in Murfreesboro, so that leaves parents with two options, either stay home with their child or find private care for their kids. With this sick care students will be able to attend class and not have to worry about the health and care that is being provided to their children.

The increase in space that the new building will provide and combining all the organization that currently exist will allow more students the opportunity to enroll their children in child care and hopefully increase student retention.

#### **Essential Actions Necessary for the Approach to Succeed**

Our first step in starting this new non-profit is to file our state charter and build our bylaws. After that we would need to make sure that we have to right board members present. These would include members of the community and professors at Middle Tennessee State University (MTSU) that are involved in the areas of education, nursing, financial advising and legal advising. Ground breaking on the new building would need to start after this step. (see sections V for more details). After that a director and administrative staff would need to be chosen in order to begin operating. This will be done by holding interviews, open applications, and job referrals. This process will more than likely be the longest (other than the physical construction of the building) because having the right employees will be key to the success of the organization.

## Operation Plans

### *a. Where/Location*

The new building will be located on Blue Raider Drive, directly next to the Agriculture building new the new entrance to MTSU. This area has easy access to a main road, and will avoid the main traffic towards the middle of campus. It is also close to a school zone, which could help ensure safety.

### *b. Steps to Accomplishing the Proposal*

In order to start we would need to get our proposal approved by the university and state of Tennessee. Building permits and other legal documentation will also have to be obtained before beginning this process. Funding will also be a major aspect to the development and accomplishment of the proposal coming into reality. This will be done by the means of grants, donations, children's tuition to enroll in to the program and other means of financing (discussed in section V. d). Staffing will also be a major step in this process (discussed in section IV).

### *c. How Much*

- Real Estate Cost: The estimated costs of building and furnishing the building would be around \$5 million dollars. This would include an entirely new building along with brand new amenities inside.
- Improvements: Overall improvements in space that each organization would have would be highly advantageous to everyone involved. This would allow more students to have the capability to have their children taken care of. Having an entirely new facility would also take away any risks of having the infrastructure questioned by anyone that would use the facility.
- Salary: (teachers and nurses if sick care included) The average salary of a child care worker is nearly \$20,000 per year. The number of workers would vary by how many children could be admitted into the facility. A student-aided program would also be available. This would allow for students to work part-time in the facility to help pay for the care of their child. The addition of sick care would add another \$59,000 per year for each registered nurse that is employed by the facility.
- Food: The facility would provide the basic three meals each day along with snack time in between. Which of the meals the child would receive would be determined by which type of day they would be attending the daycare center. Offering cheaper, healthier options would benefit the parents financially and the children nutritionally.
- Toys and day care supplies: Regulations regarding specific play areas for certain age groups would certainly be taken into effect. All of the rules put forth regarding the play areas would be followed and strictly enforced. Any changes to these rules would be immediately addressed to make sure that no child would be in danger while at the facility.

#### *d. Partnership/Collaboration Needed*

In order for the organization to be successful the partnership with MTSU and all three existing centers will need to be on board. The board of directors, donators parents of the children that are already enrolled in these services and the community.

#### *e. Regulatory/Legal Issues*

- qualifications and certifications
- must have facility that meets codes
- space requirements etc.

### **Self Sustaining Idea or Level of Dependency on Other Parts**

For this to be successful there will need to be support from MTSU, staff members and without donations and grants the organization wouldn't be able to function for the first few years.

### **Impact on Existing Child Care Services**

The current organizations will be dissolved and absorbed into the new organization that we create. This seems to be the best option and most simple way to handle this merger. This will expand the amount of children and students we can provide services to and will enable us to offer more benefits such as night care and sick care.

### **Benefits of this Approach**

#### ***MTSU:***

- Practice teachers and nurses that work at the day care.
- Better child care will help student retention of those with children
- Training for students becoming teachers/nurses for sick care
- The facility would offer sick care and night care for students who might have a night class or have a child sick during the time that they should be attending class.
- Sick care is very uncommon in our area, and would make it necessary to have a registered nurse at the facility at all times.
- Offering sick care would greatly benefit students who would otherwise miss class because of a sick child.

#### *Students needing child care:*

With the child care that we provide it will be easier for students to go to class because they will have dependable child care and will not have to worry about their children. This will help increase student retention by decreasing issues and also help them finish their degrees faster.

### *Staff and faculty needing child care*

The staff that has children in the day care will have an easier time staying at work, since they will not have to miss days due to sick children. This will make it easier to keep employees and not have as much employee turnover.

### *Members in the community*

Extra child care in the community will be good for those outside of the MTSU family also by being another provider of child care for those that need it.

### *Children receiving the child care*

Day cares let children have an outlet to social environments, interaction with other children, educational lessons and more life skills than any babysitting experience the children would get in a home environment.

## **Resources**

Resources for the organization will be obtained by creating connection to organizations that have accomplished what we are trying to do that are already successful, such as the University of Georgia. Grants and donations will also be a major part of the funding process, which will have to be applied for. Day care tuition will help fund the daily and operational costs (this includes staffing salaries, day to day costs and a small amount of the overhead costs).

The work program is a vital concept to the success of the organization. This program encompasses employing the parents of children enrolled into the day care. Each employee will be required to work the minimum amount of hours to cover their child's tuition fees, however they will have to option to work over this minimum for hourly pay. This increases employment opportunities for these parents that are also enrolled in school.

## **RECOMMENDATION 4**

### **Expanding Child Development Center through Space and Additional Learning Resources.**

*Shelby Wade, Zach Case, Tanner Andrews*

### **Middle Tennessee Child Care Center**

#### **Problem Statement:**

MTSU Students, faculty, and staff have an ongoing need for affordable, assessable, and time convenient child care. With the responsibilities of employment and/or education, off campus child care is not affordable and creates retention or advancement issues. Current child care options at MTSU are limited on physical space and the quantity of children served.

#### **Overview of Solution Proposed:**

In order to establish a new nonprofit, Middle Tennessee Child Care Center, a new Board of Directors needs to be established. With a new board of directors and an executive director. There should be a department head for the two current child care centers that are being merged into this new nonprofit. The management within the new nonprofit should consist of an Executive Director, two department heads (Child Development Center and Child Care Lab), and staff for both departments and general staffing requirements that would work between both departments. Below is examples of the 7 members we would like to have on the Board of Directors for Middle Tennessee Child Care Center.

- Project Help Director – Susan Waldrop
- Certified Public Accountant (CPA)
- Leader of MTSU Alumni
- Lawyer
- Prominent Community Member
- Prominent Community Member
- Director of June Anderson Center – Barbara Scales

Middle Tennessee Child Care Center will ideally be held within the Fairview Building. This is the building that currently holds the Child Development Center. In Details of this proposal are the details about the expansion of the Fairview Building, and an alternative solution for a new building that MTSU has just acquired off of University Street.

Another essential component to this proposal is the expansion of the EXL program at MTSU. This program is already established and currently offers over 20 classes within the Early Childhood Education programs. This proposal for a new nonprofit, and the expansion of the number of children served relies on the expansion of the EXL program, and therefore the number of staff/student workers available. Without the expansion of this program, the new nonprofit, Middle Tennessee Child Care Center, would not be able to provide child care for the number of

children we had hopes. The expansion of EXL will provide more adult bodies available, and therefore more children to be served. For more details see Details of Proposal, number 7.

### **Impact of Proposed Solution if Implemented:**

The biggest impact that this proposal offers is the increase in the number of children that can be served through a Middle Tennessee State University affiliated child care program. This program has the potential to serve 200 children to begin with, and the growth can be exponential from there. Another area where this proposal has a large impact is in the number of students enrolled. With the expansion of child care services, MTSU will have the opportunity to advertise to a larger populations, specifically nontraditional students. We believe there is a possibility for an increase in student enrollment, as well as in increase in the College of Education – Early Education Majors. By creating a new nonprofit that merges the Child Development Center and the Child Care lab, there will be a centralization of the standards and the expectations for both departments under the Middle Tennessee Child Care Center.

### **Essential Actions Necessary for Approach to Succeed:**

- Expansion of Fairview Building
- Marketing to parents
- Marketing to Early Childhood Education Major
- EXL Program for E.C.E. advertised more thoroughly
- Marketing to Prospective students
- Establish Board of Directors

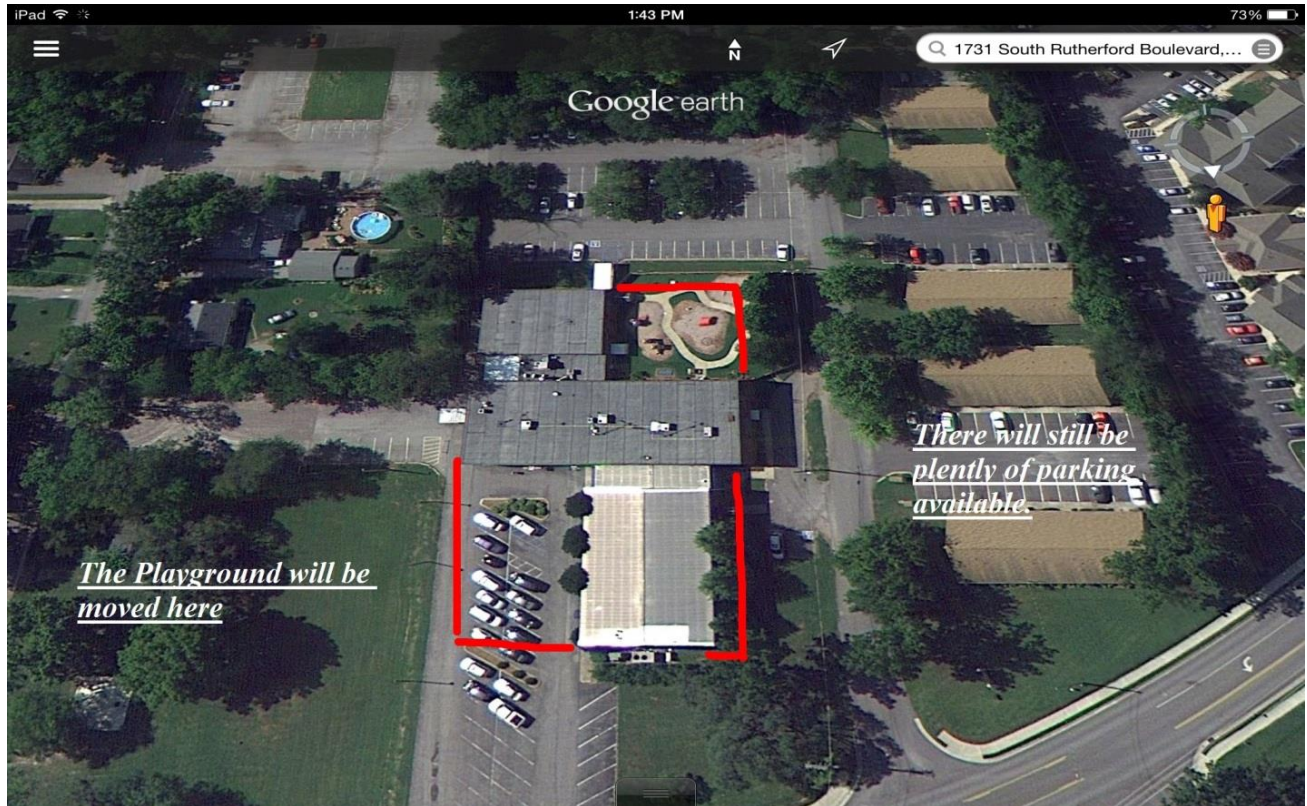
### **Details of the Proposal:**

#### **• Where/Location:**

The Fairview building, home of the Child development center is poorly designed for the use of a child care facility, the effectiveness as well as the efficiency could be improved just by simply increasing the square footage. A remodel of the current facilities could increase the space as well as the quality of the services provided by our new nonprofit. The Christy Houston Foundation is a major contributor in Rutherford County. Founded in 1986, the foundation's mission is to enhance the quality of life in Rutherford County with an emphasis on healthcare by distributing grants to programs and projects with a similar goal. The Christy-Houston Foundation has awarded some \$68 million in grant dollars to local nonprofit entities in Rutherford County. The foundation was endowed with \$44 million; its assets are currently around \$107 million. The largest benefactors over the last two decades have been Middle Tennessee Medical Center at an estimated \$10 million and MTSU at an estimated \$7.5 million. Each year, the board will give 5 percent of its average assets minus expenses in grant awards which would be the perfect start to our new venture with this child care project.

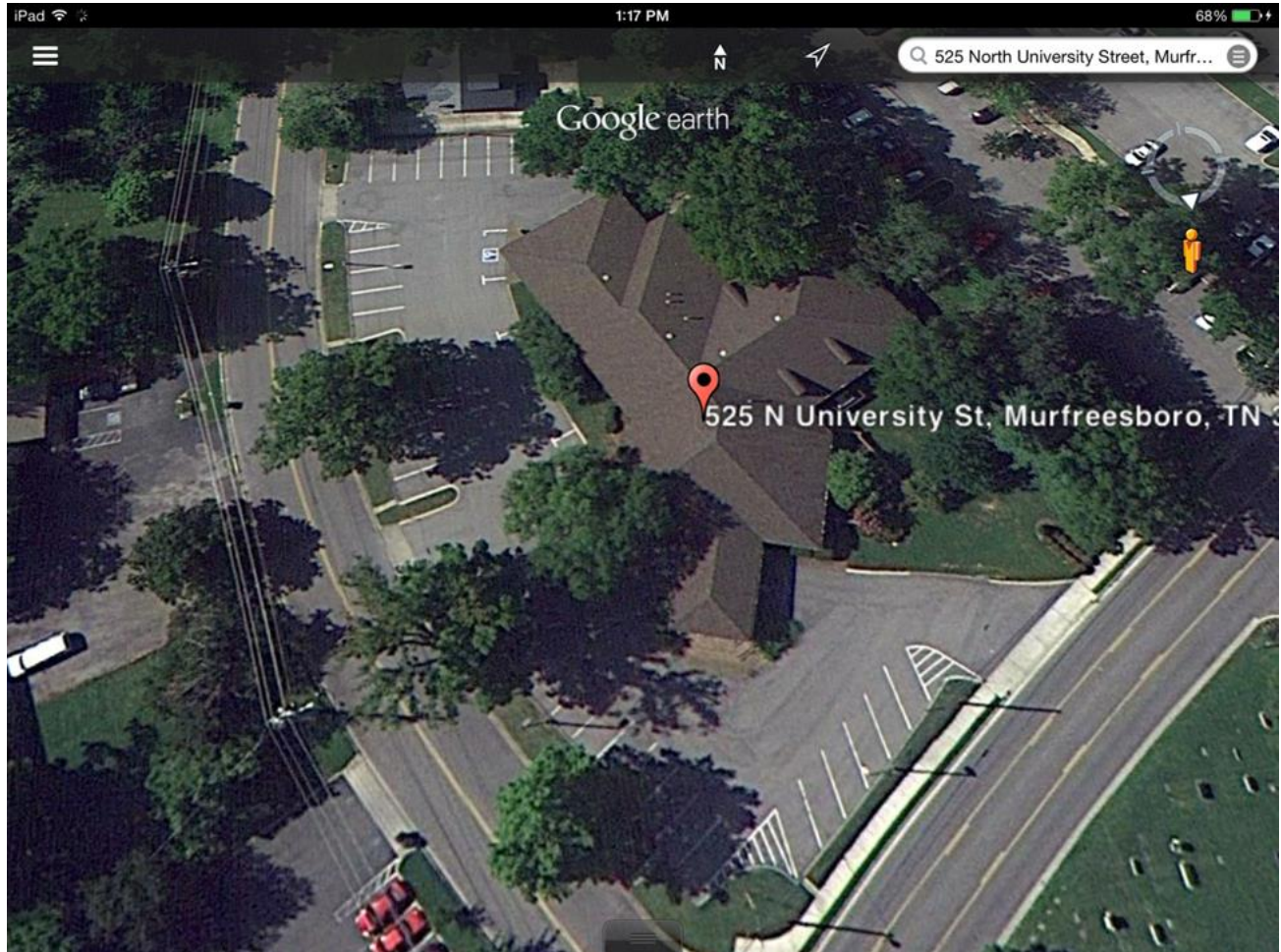


Below is the layout diagram of the Fairview Building and the expansion suggested:



**Below is another option to consider:**

We suggest moving to a previous unoccupied building currently owned by a business that has been moved. The building is located at 525 North University Street in Murfreesboro, Tennessee. This building has many advantages having previously been operated as a medical dental office with an already existing drive thru. It is our understanding that MTSU recently purchased this building, and has no set plan for what will be taking over this building space. This location is close to campus and has approximately 10,000 square foot. This is an ideal option to house the Middle Tennessee Child Care Center.



- **Steps to Take:**

The next part of the details of the proposal are the steps that need to take place in order to get the Middle Tennessee Child Care Center off the ground. The first and most important step is getting President McPhee, the existing child care centers (Child Development Center and Child Care Lab) on board, and to gain the approval of Middle Tennessee's Board of . After having won over these people and the proposal has been approved, the steps believe need to take place.

Steps:

1. Money for building expansion (Donations and Grants - \* Christy Houston Foundation)
2. Expand/construction
3. EXL Program Advertisement
4. Restructuring/Board, bylaws, accreditation
5. Staffing
6. Marketing to Early Childhood Education Majors
7. Marketing to prospective clients
8. Establish the building – get accreditation
9. Market to all prospective MTSU students
10. Open the new facility

- **Who has priority?**

Priority in the new nonprofit Middle Tennessee Child Care Center will be as follows: Students, Faculty, Staff, Community members. We feel the priority group to have child care is Middle Tennessee State University students. These students need an opportunity to work at the new facility, have child care during extended hours (night care), and an affordable alternative to child care throughout middle Tennessee.

- **Budget:**

The following numbers are educated guesses on the cost of expansion. However, further bids, grant approvals, and the rearrangement of school funds needs to be investigated. Our estimates for the Expansion of the Fairview building, home of the Child Development Center is approximately \$500,000 in construction and \$25,000 in the improvement of the existing facilities areas. We estimated another \$150,000 for labor expenses in adding to the Fairview building and updates and approvals of the existing facilities.

It is our understanding that MTSU has recently purchased a building at 525 North University Street. This was previously a dentist office, but is very close to campus and creates a great opportunity to hold the new nonprofit, Middle Tennessee Child Care Center. We believe this property is a great 2<sup>nd</sup> alternative to expanding the Fairview building. Because MTSU has already purchased this property, the expenses would be limited to updating and bring the property to codes for a child care facility, as well as for accreditation. We are unsure of the cost of this update, because we do not know what condition the property is currently in.



- **New Hours:**

Hours of Operation

*Day Care*

Monday-Friday: 7:30 – 4:00

*Evening Care*

Monday –Thursday: 4:00- 9:15

When we think about when child care is needed normally we think it is needed during the workday, but this is not always true. There are many young parents seeking to finish their college degrees but have trouble doing so because of work during the day and not having child care at night when they would be attending classes. As you can see this puts young parents in a tough situation that mostly leads to dropping out of school. I believe that it could improve enrollment if there was child care options for students in the evenings. It would not only benefit students but also faculty and staff that need child care services while they teach class or work evenings. I also think this evening care could bring opportunities for students needing clinical hours or EXL hours.

We have chosen these hours because we feel that they cover most of the need here at MTSU. There should also an option for children to stay during day care through into evening care. With these hours the child care could provide more services for more Students, faculty, and community members.

- **Partnership/Collaborations Needed:**

a.Child Development Center and Child Care Lab

b.Alumni

c.President McPhee

d.EXL Program

e.Early Childhood Education

f.Board of Directors

These collaborations are important to the development of the new child care facilities because, without the correct number of student workers the program as a whole cannot be successful. Advertising the program to the parents of the children in attendance is an example we could use in bringing up the number of student workers involved, this in return would also create a deeper commitment to the program having their own children involved in the program.

- What is EXL and why emphasize this program?



An established program at MTSU that gives students the unique opportunity of linking experiential learning with academic courses. This provides students with the hands on experience in their field of interest, valuable networking and exploration of career paths. Students are required to complete 16-18 hours of EXL designated coursework. Following these hours, they apply for the EXL certification, and enter in a one-hour 4000 level class for assessment and completion of an E-portfolio.

EXL classes are currently offered in over 30 subjects at MTSU. There are over 20 EXL classes offered in the College of Education. (They are all listed below) One main component of this proposal is the advertisement of this program. The EXL program at MTSU is still considerably smaller than many other organization. With better advertisement within the college and advertisement to prospective students, the EXL program could be expanded, as well as the Early Childhood Education major.

<b>Course Number</b>	<b>EXL Course Name</b>
CDFS 3390	Child Dev. & Family Studies Prof. Sem.
CDFS 4340	Contemporary Family
CDFS 4391	Aging Health and Development
CDFS 4720	Family Centered Community
CDFS 5391	Aging Health and Development
ECE 4100	Residency I: Early Childhood Education
ECE 4100	Residency I: Early Childhood Education
ECE 4110	Directed Teaching, Grades K-3
ECE 4300	Preschool Practicum
ECE 4375	Literacy in Early Childhood
ECE 4375	Literacy in Early Childhood
ECE 4375	Literacy in Early Childhood
ECE 4380	Infant and Toddler Practicum
ECE 4380	Infant and Toddler Practicum
FOED 2110	Educational Psychology
FOED 7060	Seminar in Education
READ 3340	Tchg. Reading in Secondary Schools
READ 4015	Language and Literacy
READ 4130	Corrective Reading
SPED 3010	Characteristics & Teaching of Diverse
YOED 2500	Learner
	Planning and Assessment

- **Regulatory and Legal issue**

Accreditations (building and program)

Child to staff ratio

Nonprofit (501c3/990)

Currently, we have low numbers of students enrolled in 4300 Preschool Practicum and 4380 Infant/Toddler Practicum which are the classes where Students are considered pre-service teachers, they are used as adults to help maintain a low child to teacher ratio the reason for these low enrollment numbers are not specifically stated, but some simple advertising to students could easily increase these numbers.

According to the Tennessee state requirements the following ratios of children to staff must be followed for legal licensing requirements as prescribed by the Department of Human Services and the National Association for the Education of Young Children.

Age of Children	Child: Staff Ratio	Max Group Size
6 weeks	4:1	8
9 months	4:1	8
18 months	6:1	12
27 months	7:1	14
3 years	9:1	18
4 years	13:1	20
5 years	16:1	20
6 years	20:1	NR
7 years	20:1	NR
8-9 years	20:1	NR
10 years and older	20:1	NR

- **Benefits to MTSU**

With a more in-depth child care program available to students, faculty, and staff. It is our belief that the enrollment at MTSU could and will increase. We believe that we could see numbers change immediately upon the announcement of a new program or a new nonprofit being put into place. MTSU would then be able to advertise to nontraditional students more than they are now and could use any of the mini proposals focused on advertisement to show that MTSU is a family friendly university, providing child care options. We believe that with the right advertisement and more statistics about how this can help students and create a higher retention rate, a new child care program is essential.

Another benefit to the creation of the Middle Tennessee Child Care Center is the expansion of the Experiential Learning program. With more advertisement, and a larger variety of class options, number of students, and number of children to be served, the program could sky rocket. It is our belief that this program has the potential to become a proud, prominent, and determining factor in many future students decision to attend MTSU. With the expansion of this program, is the expansion of the majors in which the classes are offered, this proposal and solution directly affects the Early Childhood Education majors and has the potential to drastically change the enrollment numbers of the College of Education.

Profit generation can be done in several different ways. Students in EXL program or doing clinical hours could be charged fees. Profit could also come from customers participating in the child care services. We would also look into getting grants to use as perpetuity where the child care service could run entirely off of the interest of the donated amount.

- **Perpetuity**

A perpetuity is an annuity in which the periodic payments begin on a fixed date and continue indefinitely. It is sometimes referred to as a perpetual annuity. An example of this is scholarships when the payments are made to students for their tuition the interest made off the perpetuity is what is used to continuously fund them. This method would be perfect for the new nonprofit child care using the interest payments for an array of many things; payment to students for services, scholarships for children unable to attend for financial reasons, and even for use to improve the equipment or building further down the road.

- **Cost of Child Care**

Place	Cost – Charge to Student	Cost – Charge to Faculty/Staff	Cost – Charge to other (community members)	Details	Number of Children Served
Child Development Center	\$325	\$325		Cost for 2 ½ hour time slots for 2 days a week per 12 week semester	20 toddlers + <u>24 pre-school</u> 44 students per time slot
Child Care Lab	MWF - \$81 TR - \$54 M-F - \$135	MWF - \$87 TR - \$58 M-F - \$145		Cost for 1 week of child care from 7:00am – 5:00pm	24 children per day (TR schedule = 24) (MWF schedule = 24) (M-F = 24) (Total of 24 per day)
Middle Tennessee Child Care Center	MWF – \$75 TR – \$50 M-F - \$100  Evening Care - \$45 per night or \$175 for 5 nights	MWF – \$80 TR – \$55 M-F - \$110  Evening Care - \$50 per night or \$200 for 5 nights	MWF – \$85 TR – \$60 M-F- \$125  Evening Care - \$60 per night or \$225 for 5 nights	Cost per week for 7:00am - 4:00pm  Evening Care – M-F - 4:00 – 9:15	200 total – number in each age group to be determined

- **Self-sustaining idea or level of dependency on other parts:**

This idea is very dependent on other parts including Students, Faculty, the different colleges within MTSU and their programs. The collaboration and joining of Child Development Center and the Child Care Lab are necessary because to grow as a program or business it is easier as one centralized entity rather than two separate entities. MTSU's full support is vital because the end result could mean major growth for them as a university and without support they will never experience the success of what could be done. We need the support of the EXL program and the E.C.E. program as well. These are the basis of what could be a very large and successful program where students will get hands on experience while at the same time providing a service to fellow classmate or faculty. Even Care will attract more students, single parents, and families that were unable to attend school before. It will also aid teacher who have children and need care while the teach class. This will increases service hours, which is a step towards growth sustainability. Grants and or start-up money is very important and is the foundation needed to expand the Fairview building and to establish the new nonprofit.



- **Impact on Existing Child care services:**

The Child Development Center and the Child Care Lab will be joined and will expand from less than 100 children to 200 children. It will create more availability and hopefully alleviate the waiting list. This would leave only Project Help and the new nonprofit as the child care services available.

- **Benefits**

There are many possible groups that would benefit from this new child care model. The first is students or young parents needing child care. This would be a cheaper option for them because they are attending MTSU and will receive a discount. It will be on campus so they will be close which is another benefit based on convenience. This new facility will increase the number of children able to attend, which could possibly eliminate the waitlist. Lastly, the new facility would serve a wider age range of children and available times. Staff and faculty would also benefit from this model for the very same reasons as students using the service. As a third priority members of the community could also benefit from the child care services.

As part of MTSU the students will benefit from the educational opportunities such as the EXL scholars program, and the hands on experiences offered through the child care service. These students also have the potential for a job at Middle Tennessee Child Care Center. If awarded one of these position, they have the opportunity to work where their children are cared for. MTSU will also benefit from expansion and notoriety for the early childhood education program. Lastly, the children receiving the child care will benefit from this model because they will have a larger area and new space provide by the new faculty. The child will also benefit from a higher quality child care service that has many accreditations. As you can see implementing this idea for a new child care service creates benefits for everyone involved.

### **Why this project?**

Through participating in this project our group has had the opportunity to help and improve the child care services at MTSU. We have the opportunity to honor our Alma Mater, the surrounding community, and student who are in need. The proposed solution has the potential to help single parents, families, and care givers with an essential need to improve their education, create opportunities and time for employment, and to expand two programs at MTSU. This will increase enrollment and at to the positive public image of MTSU.

### **Other considerations:**

The state of Kentucky has the Interdisciplinary Early Childhood Educational Program (IECE) that is conducted at several colleges statewide. Murray State is one of these colleges that take advantage of this great program. This program offers student's opportunities in the early childhood education field while providing a child care service for the school and community. Students completing the IECE undergraduate or graduate program can teach children across a range of abilities including children with and without disabilities from birth through kindergarten. This program also allows students to receive several certifications in the early childhood program. Students have to complete over 300 clinical hours that is tied directly to their classes, which provides workers for Murray state's child care.

We believe this is a very smart model and believe it could someday be implemented here at MTSU. We believe it could be used in several different majors such as Psychology, Education, and the Health Sciences. This model will provide hands on education in real field situations while at the same time providing a high quality child care service to the students, faculty, and community.

Dr. Mary Ann Remsen, MTSU Assistant Professor of Elementary and Special Education, met with this group and provided some ideas on how to create an interdisciplinary approach here at MTSU. Her conceptual model is included in Appendix B. She would be more than willing to provide additional information to help move MTSU in this way. Dr. Remsen was involved with the model at Murray State.

Although interdisciplinary approach sounds fantastic, it would take a complete overhaul of the existing curriculum. This process could take quite some time to implement and complete. It would also take the cooperation of several different colleges within MTSU. We would love to see this introduced into the curriculum here at MTSU but this would have to be implemented over several years, which could be a realistic goal but is not realistic in the short term.

# New Approaches

## RECOMMENDATION 5

### Lightning Day Care

*Jessica Weaver, Ginnie Daugherty, Julie Vandel*

# Little Lightning Daycare



### **Mission Statement**

The mission of Little Lightning Day care is to provide a free daycare for MTSU students, staff, and faculty. This daycare will be conveniently located near MTSU and be a family friendly place for children to come and learn. The goal of Little Lightning Day care is to help with the success of the students, faculty and staff of MTSU, while helping with the local community.

Little Lightening Daycare services will be free to all MTSU students, staff, and faculty because it is MTSU's quest for student success, and providing free quality child care will be a large step in the right direction. Little Lightening will be located near MTSU instead of on the campus, so that it is accessible to the community and also students that have to work so that they do not have to drive on campus to drop their children off. Family-friendly is an important part of Little Lightening and their goals, it means they staff is respectful of parents and students. That the warm welcoming atmosphere should be expected, and that the teachers care about their students and the family of their students.

### **Business Description**

The Little Lightning Daycare will be located on the corner of North Rutherford and Lascassas. It will be free of charge for MTSU students, faculty and staff. Little Lightning will be open five days a week from 6:00a.m. until 9:00 p.m. It will offer sick care with a registered nurse, drop in care and will be available for children from six weeks old to six years old. Little Lightning will have the capacity to care for 500 children every day and be open every day that MTSU is open. The steps to accomplishing this proposal are as follows:

- Get funding and implement the \$10 raise in tuition for all 26,881 MTSU students.
- Buy the land
- Build the building and playground
- Paint, organize and decorate the inside
- Landscape
- Organize, menu, food, and lunch room
- Set up the nurses' station
- Hire full time staff, nurses, teachers, chef and office personnel
- Interview student helpers
- Set up
- Open doors
- Be the best daycare in the Middle Tennessee area

## **Student Success**

Little Lightning will be using all available MTSU students as part of its idea about giving as many students as possible real world experience to help them succeed in their futures. The Idea is to help students succeed through college and into their chosen careers. This will be accomplished by using the nursing students to help in the nurses' station and to aid with sick care or any injuries that may happen to any child on campus. The education department to aid in the education of the classrooms, and help with the children that need speech. There will also be music and art classes run by their respected departments.

## **Strategies**

We will be using the students that are available to MTSU; the plan involves 14 majors, the local community, the State of TN, and the TN Army National Guard. The 14 majors include:

- The accounting department to balance the books
- The art department to paint the class rooms and put up artwork
- Construction Management to build the building
- Concrete Management to lay the foundation and the parking lot
- Education to be assistant teachers in the classroom
- Health to organize sports day and activity days for the students
- Interior design to organize the layout of the building
- Marketing to adjust and make ad campaigns for Little Lightning
- Music education to let the students hear different types of music
- Nursing to help the registered nurses
- Nutrition and food science to help in the kitchen
- Office Management to staff the front office, and assist the directors and CEO.
- Social workers to help teach in the classrooms
- Special Education to work with the Special Education classrooms.

## **Benefits of Lightning Daycare**

- Free Quality day care for MTSU students, faculty and staff. This will help students financially with the already large burden of attending school, and having children and a place to live. This is strength because it is the only daycare in the state that offers free daycare.
- State of the art equipment, this is to aid the teachers and staff keep the children safe and help educate the children that are attending.
- Well trained caring teachers, a well-trained teacher is the best asset the a daycare can have, they know how to best teach children and understand the family behind the children and can help both work to make the best experience for the child.

- A learning environment for children to have the best start that they can.
- Open 6 am until 9 pm Monday through Friday to be the most convenient for all MTSU students, faculty, and staff.
- Available sick care, the only daycare in the area to help parents with last minute health issues.
- The option of drop in care, very seldom offered to parents whose babysitter got sick, or went on vacation. It understands that things happen and parents need to go to class.
- Open for ages 6 weeks to 12 years old, the only daycare to offer actual infant care.
- Excellent before and after school program
- Help the success of MTSU student body
- To include any of the current daycare programs
- Employment full and part time
- Allows students to focus on school
- Gives experience to MTSU students from 14 different departments
- Only daycare in Murfreesboro that allows for sick care
- One of only two that have drop in care
- Brighten the lives of children
- Create a safe educational environment

### **Challenges to Lightning Daycare**

- New pie in the sky approach, it is a concept that is new to the area and one that wants to have the most opportunities for the most people. Completely new concepts offer new challenges that the CEO might not have dealt with.
- The existing staff might not be willing, the MTSU affiliated daycares have been provided employment for, however, they might not want to change their current routines and start in a different daycare.
- More regulations for MTSU, having a daycare will open the door to a lot of regulations that the school does not currently have to deal with.
- Legal problems that could arise, if there was an accident, having the building off campus could be an issue.
- Existing daycares in the area, there are some competitors in the area that are well established.
- Staffing issues, that large of a place requires a good amount of full time staff along with the interns.
- Government policies are always changing and difficult to keep up with.

### **Drop In Care**

The plan for Little Lightning is to have the option of drop in care, or care that is not regularly scheduled but still available. This is for parents that have a regular babysitter and they get sick or hurt and can't watch the kids. Little Lightning will understand that things happen that are out of our control, so we are working with local parents to be able to relieve unnecessary stress and parents missing class because they are unable to find a last minute babysitter. Drop in care will work for Little Lightning because of the interns; they give much more flexibility to the center. Most places do not offer drop in care because of the staffing issues that arise with it, however, having MTSU students available when needed gives Little Lightning much more flexibility.

### **Sick Care**

Little lightning also understands that children get sick; it's a part of life. The goal is to keep parents, teachers and staff members of MTSU in class as often as possible. To allow for this, Little Lightning will have a staff of full time nurses on site to care for sick children. This will also ease parents mind in the unlikely event of an injury on site the children will be well taken care of between nurses and nursing students from MTSU that are interning. Sick care while expensive, is not being offered anywhere else in the area, and having three registered nurses along with the nursing students at MTSU this is going to be a valuable asset to Little Lightning.

### **Target Market**

Little Lightning's Daycare will benefit all MTSU students, staff, and faculty by providing 500 openings for them to enjoy free daycare for their children. We will also be targeting the local community by opening the daycare to them for a nominal fee. The students that don't need daycare will be benefiting by the ability to add this real world experience to their resumes. Most importantly the children going to this facility will be benefiting by going to a family friendly, clean learning center that they can have fun at, make new friends and have some amazing experiences. The daycare will have priority to current MTSU students, faculty and staff. After that there will be spots open to community members and alumni for a small fee.

### **Design and Development Plan**

- The Collaborations needed for this will be the support of the various departments that have been previously mentioned the State of Tennessee, the Tennessee Army National Guard, Non-Traditional Students Child-care Lab, Child Development Center, Project Help, and President's Commission on the Status of Women, and Student Life.
- The Tennessee Department of Human Services Summary of Licensing Requirements for Child Care Centers attached on the next page. It will be the Little Lightning Daycare's backbone and legal foundation. It will also help Little Lightning's to meet all responsibilities so that it can be certified by all major certifications.



- The Ad Campaign will include stories of current students at MTSU who struggle to attend school and find affordable child care, statistics of prospective students who would be more likely to attend MTSU if there were child care opportunities, and more. Our campaign would highlight the benefits MTSU would gain from creating a new child care center as well as our innovative ideas to include current MTSU students in the effort.
- Little Lightening will be approximately 20,000 square feet with 12 classrooms suites, a cafeteria, a nurses station, a cafeteria, a resource room, an activity gym, and five large play areas separated for age groups.

### **Operations and Management Plan**

Day to day operations would include a full time staff of 12 full time teachers, 2 food managers, 3 nurses, 4 office staff, 6 directors, and the CEO of Little Lightning's Daycare. The food plan will consist of Breakfast, a morning snack, lunch, and afternoon snack, and dinner. It will be a condition of employment or student participation to be both CPR and First Aid certified, as this is a class offered at MTSU. It will also be imperative that every one working with children know the emergency policies in case of emergency and there will be quarterly updates given out and signed for by everyone that says they have read the current policies so there will be very little confusion in case there is an emergency. All Little Lightening faculty and staff will be required to follow the state and federal training regulations. They will be First aid and CPR certified. They will also be trained in disease control, child abuse awareness and injury prevention. All medications must be in the original packages with the child's information on it, there must be a doctor's note and all necessary paperwork must be filled out. All none prescription medicine needs to have the paper work filed out by the parent or legal guardian, and all medicine must be left at the nurses' station.

### **Financial Factor**

The large resource that becomes available will be a ten million dollar Capitol Investment. Along with \$806,430 a year which is made up of a \$15 per semester per student, or each student paying \$30 a year in their tuition. That initial investment would cover the purchase of the land, building materials and labor for the center, playground and kitchen equipment, advertising, paint and furniture for the inside of the daycare, and the first years salaries for all 28 full time employees. It will also cover pouring a parking lot, painting the space, and the addition of driveways to access the facility. After that the Daycare will operate on the \$15 dollar a student a semester increase which would give a yearly operating budget of over \$806,430. Little Lightning's will be free of charge to students, staff, and faculty. There will be a nominal fee for the community which will fund and holiday parties and extras during the year. All full time employees will be paid on yearly salaries. All full time employees will receive full benefits, and work only when MTSU has classes. We would like to advertise Little Lightning's during MTSU sporting events and on a small billboard for \$500. This financial factoring is also not including summer tuition, or any fees paid by community members using the daycare. Since Little Lightning is only open during the academic year for MTSU the



months of December, January, June, July, and August show a decrease in heating/cooling payments on the following budget.

## Monthly Budget Report

Expenses	January	February	March	April	May	June	July	August	September	October	November	December
food	\$500	\$1,000	\$1,000	\$1,000	\$500	\$500	\$500	\$500	\$1,000	\$1,000	\$1,000	\$1,000
salaries	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
contingency	\$15,893	\$14,963	\$15,000	\$15,000	\$15,403	\$15,403	\$15,403	\$15,403	\$15,000	\$15,000	\$15,000	\$15,000
electricity	\$200	\$200	\$100	\$100	\$200	\$200	\$200	\$200	\$100	\$100	\$200	\$200
phone	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
internet	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
maintenance	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
office supplies	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
nurse supplies	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
miscellaneous	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
cable	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
heating/cooling	\$300	\$700	\$700	\$700	\$700	\$300	\$300	\$300	\$700	\$700	\$700	\$300
grounds keeping	\$0	\$0	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$0	\$0
monthly total	\$67,203	\$67,203	\$67,202	\$67,202	\$67,202	\$67,202	\$67,202	\$67,202	\$67,202	\$67,202	\$67,202	\$67,202

## RECOMMENDATION 6

### MTSU Microfinancing

*Lake Summar, Jonathan Loyd*

This idea is based on the micro credit idea that is sweeping the non-profit world.

**Micro credit:** the lending of small amounts of money at low interest to new businesses in the developing world. This concept can also be used to help individuals in developing countries rise above their poverty. Little loans from individuals, NGO's or other non-profits will provide loans at low or no interest rates to help these people survive and better their lives.

**The problem and concept:** This could be an idea used to help those students that are trying to get their degree from college but also raise children. The cycle of issues for these students include trying to provide day care services for their children so that they can go to school and earn their degree to better their families lives, however, by being a student it can be hard to make enough money to pay for day care services. This can become a problem when many students have to drop out of school so that they can work and support their children. These micro loans can help students with the debt they incur by enrolling their children in day care so that they have the means and ability to stay in school and receive their degree.

**Who funds credits:** These creditors would be people with disposable funds that are looking to give back to their community, and this could also include alumni. It would not be donations, seeing as the plan is to receive their money back at the end, possibly even with interest. There would need to be an organization that would go through applications and choose those individuals that would be eligible to receive these types of credit lines. The organization would also match creditors with applicants. There would have to be a legal side of the group that would have to write up contracts and make sure that both parties are covered, to insure the best outcome for both the student and the creditor. Details could include an agreement to pay back the credit in full, as well as promise to earn their degree or they will be liable for a higher interest rate or extra fees.

**Who is eligible to apply:** Students that have children and are dedicated to earning their degree in order to better the lives of their families. These applicants must provide proof of financial need, as well as be enrolled as a full time student at MTSU. All transactions would be confidential and only the members of the organizations staff and those that apply for funds would have knowledge of their identities. The creditors themselves would not know whom they were funding, but would let the organization handle all legal issues and coordination.

**How MTSU can help:** This organization could be affiliated with MTSU seeing as the success of these students directly affects MTSU. Staff could be hired from a pool of MTSU students in order to provide jobs to full time students and run the organization. The branch of MTSU that could make this plan happen would be the Student Government! We would use SGA to bring in the applicants that they think need the help the most with this service.

**Bringing it together:** By MTSU providing more availability for child care and a way for parents to pay for the services, these student parents will be able to have better student success and MTSU will in turn have higher student retention.

## **RECOMMENDATION 7**

### **MTSU Scholarship**

*Cody Patton, Andrew Jankowski*

The necessary financial means for a single parent to attend college are always a determining factor in her decision to go back to school. With tuition being increased nearly every year, a slow moving economy, and the difficulties of time balancing, just the thought of a single parent going to college can seem impossible. This issue can also present a great gift that could be given to parents that wanted to attend MTSU. Having the ability to award money to those parents through a scholarship given out at our school would make the decision to better their life and their child's life much easier.

Scholarships are available each year for single parents that meet the criteria in which they ask for. The award given for each scholarship ranges from \$2,000-\$10,000. These scholarships offer a chance for parents around the country to pursue a degree from a higher education institution. Although there are a vast amount of available awards, they often times are not sufficient enough for the parent to decide to come back to school. Our single parent scholarship program here at MTSU, would use money that would be fundraised through a new class program at this university. Students from any field of study could take the course, but it would be specifically beneficial to students who were planning to go into the not-for-profit workforce.

#### **Details of the Approach**

Initially, the parent that is interested in receiving the scholarship would fill out an application and submit it through the financial aid department at the school. Some obvious background information would have to be gathered and made sure that nothing was falsified. After all of the information is verified, a look at the personal records of the applicants would be examined and the strongest of the candidates would be taken into more consideration. Unfortunately, we will not have enough financial aid power to accommodate all of the students that are seeking the reward.

The board will be made up of high-ranking officials within the university. Perhaps the head of the financial aid department, a dean from a couple different colleges around campus, etc. Decisions will be made based upon the obvious characteristics of the student, while also taking account of their past struggles and their attitudes about their situation. Interviews will be held with each of the remaining candidates to discuss their situations and some of the struggles and obstacles they have overcome during their time at the university. This will give the board members an opportunity to get an in depth feel for the personality and attitude of these well-deserving students.

#### **Analysis of the award**

The reward amount will be the same for each single parent that is picked to receive it. Some of the standard guidelines for the continuation of receiving the award would be: a minimum of a 3.0 GPA each semester, being a full-time student, and having a genuine need for the financial assistance. Students would then have the award to use toward living expenses, child care services, food, etc. The award would make it substantially easier for the parent to afford the expenses that come along with attending school.

## **Fundraising Objectives**

Although this idea offers an absolutely amazing and beneficial outcome for the parents that need the financial assistance, the importance and experience that the students assisting in the fundraising operation cannot be understated. The class could be offered through the college of business as a building block for the future nonprofit leaders of tomorrow. It would give our university a very good reputation as a school that is progressive and innovative in the future of helping those in need.

It is not necessary for the single parent to complete this course. Only if they were truly interested in pursuing a career in this field would they have to finish the course. Many groups and clubs around campus are well known for their abilities to raise money for different causes. The new course that could be offered will go even further in showing how much MTSU cares about its students and their futures. Our new class could be offered as an EXL class to ensure that the extra work outside of the classroom would be beneficial to any student who is attempting to receive a degree with that special honor.

## **Benefits**

The benefits for implementing this approach would go much farther than the increases in retention for single parents or the increased graduation rate for the same group, but it would also teach students how to help those that are in need. With the level of uncertainty in our global economy, more and more people from all over the world are in the need of assistance on a daily basis. Offering the opportunity for college students to learn the specifics about fundraising and helping others would be immeasurable.

These students would also gain credit in an EXL area, which would also assist them in separating themselves from other students across the country. Our new program could spread so fast that our university is a pioneer in the area and more students would want to spend their four years here at MTSU. Although the results could be measured with a vast array of statistics and numbers, the biggest beneficiaries to this program would be the mothers who prepared their little boy or girl for a better life.

## **Concerns**

With any scholarship, the people that are registering sometimes question the decisions made by the people that give out the award. Obviously, it would be extremely difficult to fundraise for the exact number of applicants that we would have, but it is not impossible. People throughout our state would love the opportunity to assist a young parent in their journey to better themselves and the future of their family. In the beginning, we would have to gauge how the fundraising went along and see how much better the program could get as time went on. We have very little doubt that this program would not be successful. With an opportunity, the university could change the way that single mothers in our state feel about coming back to school.

## **Resources**

The resources that would be necessary would include up to 40 or 50 students for the class that was being offered a professor that is familiar with the course would also be a necessity. A board that would be made up of seven officials would also be a part of the resources needed to reach our goal. Ultimately, the goal for each semester would be to offer 10 scholarships for \$5,000 each. This amount of money could be looked at as insurmountable, but with the hard work and determination of the class and everyone else

involved, it could be a feat that could be attainable. During the first year or two, this amount would probably be smaller to accommodate for the lack of experience from the entire team. Although the teacher might have some experience, the rest of the team would need some time to get used to handling the necessary parts of the process. As time goes by and familiarity begins to increase, the award could easily go up and more students will have the ability to be rewarded money.

## **Marketing**

The new scholarship will be called the Best Beginnings Scholarship. The brochure will include resource and referral agencies, along with our mission statement and the requirements to apply for the scholarship. Marketing the new scholarship would be just as important as the fundraising aspect of it. Without the ability of the students in the class to get the word out regarding the needs of the students, most people will have no idea that this opportunity exists. The marketing plan would have to try and reach the people that would be genuinely interested in helping the single parents.

## **Sources**

<https://www.scholarships.com/financial-aid/college-scholarships/scholarships-by-type/college-scholarships-and-grants-for-single-mothers/>

<http://www.usnews.com/education/blogs/the-scholarship-coach/2011/09/29/where-to-find-scholarships-for-single-moms>

## RECOMMENDATION 8

### Expanding Care Through Area Churches

*Zach Case, Tanner Andrews*

#### **Explain the Need that the Mini Proposal is Addressing.**

The need for child care goes beyond that of just the students. The faculty, staff and even the community could benefit from a church operating child care services for our campus. In the area surrounding MTSU there are a wide array of different denominations that serve the community some of these include; New Vision, World Outreach, St. Marks, and even the campus associated RUF. World Outreach would be the best to use for this new program, this is because of its vast size, which could accommodate many children, and most importantly it is an interdenominational church compiling over 40 different denominations. There is one drawback however and that is World Outreach isn't as close as some of the other surrounding churches, which could hinder the traffic, and use of the new program. The size and effectiveness of this church is enough to outweigh the one negative problem with the location. The amount of members that attend service as well as the students enrolled in classes and attend the church would be enough to staff the venture. Coupled with a donation from MTSU or funded by the parents using the service could be the answer to our need.

#### **Summary of the Proposed Approach**

The Church Model is basis on the idea of having local churches provide space for child caring at MTSU. In this model there would be a business office at MTSU where the child care is managed. The office personal would coordinate the placement of children in the desired church of choice and other various office duties. This office atmosphere could serve as good work-study or even clinical hours for students.

Various churches in the Murfreesboro area will provide space for the child care. We would like to aim for an accommodating denomination church in order to serve the maximum amount of children. Partner ships would be made between the program and the churches to lower cost for MTSU and increase opportunities for churches to acquire new members. Funding for the up keeps of faculties and working salaries would be paid from the child's tuition and grants the program will receive. Students from MTSU would provide most of the care but church member volunteers would be welcome to provide help also with the proper identification and background information.

#### **Action Plan or Details of How Your Approach Would Work**

The first step in this model is to analyze the situation, make sure this is the direction that we need to go. Then once the direction has been established create partnerships with the church or churches chosen in the area in our case World Outreach. Third and one of the most important steps is to decide the funding options for the venture, would the university be making a one-time large donation, or making small constant donations. If the donations by MTSU were to cease or not become a reasonable option then the parents would have to pay a small out of pocket fee for the use of the churches services, scholarships may also become available if MTSU were to begin perpetuity rather than make a donation to the church. If the

parents were for some reason unable to cover the cost of the child care services then a reasonable solution would be to have he/she to cover a class of children at another time in the foreseeable future when the church is in need and the parent is able to help. The goal is to have churches offer their space free of charge and provide guidance for churches to expand their own existing child care services, however if this is not possible the other funding approaches have already been discussed. This will eliminate facility cost for MTSU as well as provide an increase in availability of child care services. The fourth step is to set up the programs within the church, determine which age groups will be served, the availability of the program and the degree of certification for the new partnership. Once these steps have been completed the next way to expand the program is to communicate to the students, faculty, staff, and the community that it is available to them the process to enroll and what is expected of them as a parent.

The next phase of this plan is to make it available universally to the community with a church as big as World Outreach there will be a need to fill the rooms, provide food, and staff the needs of the children. The members of the church could play a large part in this process however since the program is sponsored and ran jointly with MTSU they have a responsibility to play a part in the role of this new child care venture. In other words the funding provided by MTSU through scholarships and other payment methods whether it be service or sponsorship would be needed to help other nonstudents in need to be provided to them as well.

### **Benefits of this Approach**

There could be many benefits to the church model approach. The churches have the opportunity to increase church members' attendance both from students and in the community as well as make a positive impact on the reputation of the church and MTSU. Students have the opportunity to work or receive credit while learning in a hands-on atmosphere. The community will benefit from the added availability of child care and the various options of religions. Lastly this approach will increase student retention, and decrease turnover at MTSU by providing more options for child care to students. This approach will also provide MTSU a large number to children it can serve at a lower cost with more resources than ever before.

### **Limitations/Concerns of using this Approach (and how to handle those)**

What is the number of available churches? Discuss with the churches in the area to see how many churches are willing and have the space for the children of MTSU students.

Are the churches willing to join partnership? (Relate to above statement)

Could we get churches to provide space free of charge? If not, then students may be eligible for government assistance to provide for child care. Parents who are not qualified could be offered cheaper rates than what daycare centers normally charge.

How much will they Charge? Depends on the financials of the parent. (Relate to above statement)

Is the need greater than the cost? Yes.



How much space each church has? The business and coordinating department would be responsible for ensuring that each church is not given too many students so it does not become overcharges

Distance from School? Provide transportation system possibly.

Is the need that great? Yes

Are there enough children to be served to make this idea plausible? Yes

### **What Resources (financial, manpower, other) are required to Implement this Approach?**

The costs of the child care will vary depending on how many students will be within the child care facilities. By law there is only a certain amount of students allowed in a classroom with one teacher. For example, a teacher with a class of 4-year-old students can only have a total amount of 8 students in her classroom. In addition to all of the teachers, there will also need to be a business office that serves as a coordinator with a child care director. The director and the coordinating team will be responsible for placing the students and overseeing the student-teacher ratio. Also, the employees in this department will be placing students in the different churches depending on the religion. For example, if a family belongs to a Methodist church, they will prefer their child to attend a Methodist church for the child care. The process of organizing this approach will more than likely take about a year. The MTSU representative would need to speak with the local churches and plan the child care services in advance to ensure that there are spots available and how many spots are available at each church.

We think that this resolution could be a very affordable one if approached in the right manner. The partnerships with churches could cover the cost of faculties and could even provide meals and volunteer for the child care facilities. MTSU will have to hire or appoint a Director and coordinator to run and organization the placement of children and to maintain the process of the Program. The goal is to have the churches provide most of the financials needed to keep the child care running. So in turn we suggest that MTSU donate a large sum or receive grants to use as a perpetuity so that funds for salaries and other admin cost could be paid solely by the interest from the perpetuity.

#### Sources/References

<http://www.churchchild.com/>

<http://www.boardofchildcare.org/>

<http://www.wochurch.org/>

Lawton, K. A. (1990). Adventures in federal babysitting: as Congress moves ahead with child care legislation, religious groups argue about the implications for church-based centers. *Christianity Today*, (8). 34.

Krenzke, B. J., & Lehl, C. (1986). Child care: the church's challenge. *Lutheran Education*, 121126-131.

## RECOMMENDATION 9

### True Blue Night Care

*Colin Moore*

Child care in Murfreesboro is both tricky and expensive. It has grown to such a rate the child care centers are overflowing with long waiting lists of parents whom want to be students but are unable to do so due to the fact of the limited space these centers have. Yet time is also an additional factor, as some classes are offered within MTSU in the evening time which would be ideal for a parent.

Unfortunately there is little to no services being offered during the evening classes, except one time a few years ago. They were unable to offer it due to the fact that customers were low. If it were possible for MTSU to advertise of night time child care, this could peak interests of students and increase night time enrollment.

A few years ago, Nancy James of the MTSU Child Care Lab offered night time care but was unable to retain it as she needed roughly 12 kids to watch in her facility to break even in costs. At times these numbers would drop down to 6 and the service was ultimately dropped. She is willing to try again, if the demand was high enough, but to do that, she would need some help.

There are many classes offered at MTSU during non-summer hours ranging from 6:00-9:00 pm. It is a one day course that covers one week yet it is three credits that would bring a student closer to their goal. Additionally if a parent were able to take two or three classes in a week, they would slowly be able to obtain their degree. But a bridge from these classes to the existing child care services needs to be made. This bridge can be made, if MTSU put in some advertising so that the designated location could get the minimum children that she would need to break even.

Much of the effort would focus on marketing. First, MTSU staff (housing staff, One-Stop employees, others advising students) would need to be trained so that those seeking child care of a night time option and to be able to refer students to the designated child care location. MTSU could market True Blue Night Care to students and students could reserve a spot for the next semester at the time they register for classes. True Blue Night Care would promote night class options for students.

The Child Development Center has rates that range from \$250-\$400 for services of a few hours for a few days each semester. By offering something similar to students to take night time classes, costs and time needs would be cut down, and enrollment would go up. It is possible that the costs of the Child Development Center and what MTSU has to provide would increase due to the increased hours of the Center, but it is equally true that the revenue of MTSU would increase due to the increase of student enrollment.

Simply put, MTSU has the tools it needs to offer night time care to students and increase enrollment rates. MTSU does not do it because there is little to no people asking for it because their customers do not have the option to. If they do have the option, it would be like expanding into a new market and if was advertised successfully, MTSU could easily increase its enrollment from ten to one hundred students.

## RECOMMENDATION 10

### Care.Com Promotion through MTSU Job Sources

*Troymeca Wilkes, William Rubenstein*



## College Caregivers affiliated with... Middle Tennessee State University

Browse available babysitters, tutors, pet sitters, and more from a listing of current students and alumni at MTSU. Or create a free caregiver profile and apply for local jobs.

<http://www.care.com/edu/middle-tennessee-state-university>

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MTSU's student body is growing drastically and fast. We get students nationwide and internationally. Every student is unique in their own way. One characteristic that some students share is they have children. Students who are parents have to plan out their semester to accommodate their children. It is already difficult as a student to find time to complete day to day tasks but if you add a child into the equation it becomes more hectic. Day care facilities are a great opportunity to take advantage of but some times the cost to go to day care is expensive. You also have to pay a set price even if you child is out sick for the week or he is visiting family for a week. Child care centers are great but it also comes with a lot of baggage. Your child is most likely to get sick when around other kids. You have to pick your child up if they have an issue that needs to be taken care of. Sometimes day cares have way too many kids to watch so they tend to not pay attention to your child. Your child can either be part-time or full time, there is no such thing as 2 hours per day. So what is a great way to find a child care provider for the time that you need?

A great way to solve the need of child care would be to partner with Care.com. Major universities are currently taking advantage of Care.com services. Care.com is a useful website for parents seeking child care, tutoring, and elder care. It provides jobs for people who are experienced in the child care field. Currently, some major universities are taking advantage of Care.com as a useful way for their students to find work while attending school. Some of these Universities include Harvard, Duke, Yale, and Villanova. The website would provide a convenient way for students and faculty to find child care. It is also a great way for students to find last minute child care. It is on an as needed base versus paying the same amount per week whether your child attended or not. It benefits students who would like to become child care providers or just need an extra income. Students who have experience with children would be recommended to apply for the website.

## **Action Plan**

### **Lightning Job source:**

Using the Care.com approach is one of the best ways to help the need for child care. Students can trust it is a legitimate website by linking the Care.com website to MTSU's website. You can find the link for the Care.com website on the career development webpage under Lightning Job source. Once you are logged in on Lightning job source, the Care.com would be a tab at the top of your profile. After logging in you can click the tab to be sent to Care.com. It is a way to access Care.com and know it is a legitimate website. By accessing it through MTSU.com, you know it is not a scam or fake page. Also by linking it to Lightning Job source, only MTSU students are allowed on the site. Outside care providers are not allowed to access the website due to a password protection.

### **Care.com Model**

MTSU would partner with Care.com to help relieve the stresses of being a student/parent. Care.com would be a helpful tool in solving the needs of parents who attend night classes. Currently child care is not provided after 6 p.m. which is the prime time for student/parents to take classes. Parents can utilize Care.com to find a suitable child care provider who offers after hours care.

Another challenge students face is finding child care when their child gets sick and has to drop everything to care for the sick child. This can lead to missed classes; project deadlines missed homework, withdrawing from classes and eventually failure. Parents can access certain child care providers that provide sick care. There would be a link for sick care on the main webpage. The link would provide different child care providers and their experience with sick children.

Care.com is also a great place for students to create a profile to be a child care provider. They would have to provide work history/experience, references and be willing to submit to a background check. The background check would be completed by the Care.com staff. Allowing students to apply for jobs can also give the experience they need to start their career path. Not only that but it also gives a student a job and money they need while in college. They get to make their own hours allowing them to attend school and work at the same time.

### **Benefits**

A lot of parents are skeptical of who they leave their children with. Of course there are good and bad sides to the Care.com approach but the good generally out ways the bad. For instance, allowing a college student to provide child care is better than asking your teenage child, nephew, or kid down the street. College students are more mature. They tend to recognize responsibility better than a teenager. A college student also has the energy to keep up with your children. Oftentimes parents are tired from work, school, and life. Parents also believe they are the only ones who can handle the stress from having children. College students are at the age where they have the energy to successfully care for your child. They are not too old that you will catch them sleeping on your sofa when you make it home. College students are also flexible. They don't go to class all day or every day. They don't have full time jobs. College students tend to not

have full time jobs. So making out a simply schedule would be easy and fair. College students are not really on the job market. They don't have major bills. Hiring a college student will be cheaper than a day care center or well experienced child care provider. These are just a few benefits. A lot of benefits stem from hiring a college student as a child care provider.

## **Limitations/Concerns**

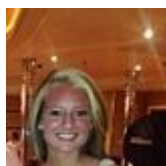
There are benefits but there are also some concerns of the Care.com approach. Some may be concerned if MTSU will monitor the campus care or will Care.com monitor it. Care.com will be in charge of the website. The only thing MTSU will provide is a link to the website. MTSU's IT crew will be allowed access for small errors but not major issues or concerns. MTSU will not be paid to run the site the only one being paid for services is the child care provider or college students. Since Care.com will run the website, they will also pay for background checks. The parent is also in charge of where the services will be done. The student can come to their house or go to a safe place they may trust the student. Once a relationship is built and trust and loyalty is established a schedule can be made. All students must sign a waiver of care and if any student don't abide by the contract can be subject to termination or school suspension. Care.com provides a secure way of payment. There is no charge for students to apply for jobs; however, not all students are allowed to apply. It generally takes 1 to 3 days for a payment to process. Once families establish a bond with that care provider they no longer have to pay the provider through the web. Care.com gives parents who are students an easy way to find sick care or night care.

## **Marketing**

The last step of this proposal is to market this idea. A great way to market this idea would be to send out a mass e-mail to all students, staff and teachers. The e-mail will include how to access the Care.com link, and what to do once they are there. It will notify all students in need of a job and parents who are looking for child care. Another way to notify students is by handing out flyers on campus and putting them in essential areas. We can also provide an advertisement on the campus buses. Generally the buses drive all over campus and everyone see them. MTSU can also provide a news article on the main website during the beginning process. It is a great way for potential students to see it as well as current students.

## **Examples of MTSU Student Listings**

Featured Caregivers affiliated with.  
Middle Tennessee State University



[Morgan P.](#) MTSU, Child Care Provider

I started working in my church nursery at the age of 15 and I continued working there until I was 18. I worked with ages 6 nmonths to 3 year... [More](#)

[View all 358 Child Care Providers at Middle Tennessee State University](#)



**Lauren N.**

MTSU , Tutor/Instructor

I am a second grade teacher. I also have experience with children ages 6 weeks - 6 years at a local YMCA.

[View all 33 Tutor/Instructors at Middle Tennessee State University](#)

[View more...](#)

**Sources**

Care.com

Mtsu.edu

## RECOMMENDATION 11

### Joint Housing with Internship Option

*Colin Moore*

The need for child care for parents whom are students is currently growing. The growth rate is to such an extent, that all of the child care facilities are unable to facilitate the current demand. They mainly deal with children from 1-5 years old and have divided up each day to slots and still cannot accommodate the demand as they each have over 30 students wanting child care and with over 3 facilities with this need, that roughly 100 potential students MTSU misses each semester. There is also a need for financing for these facilities as parents would have to work and go to school to pay for these facilities. Some people can't afford \$30-\$60 dollars a day and maintain their work and school needs.

To help stem the need on a short term notice, it may be possible for MTSU to step in without having to build a new facility. Currently the Scarlett Commons housing offers town home apartments of four different bedroom slots to students for \$2995, a semester except for summer which is \$1000. If two families and MTSU were willing to work together with MTSU, they could live with each other in one of these apartments and support each other. Two of the rooms would accommodate the parent(s) of each family, while the other two would house the children (no more than two per room). The idea then would be for the students to take classes on different days. For example MWF classes for student A, and T/H classes for student B. while one person is out to class, the other parent would stay at the apartment and watch both sets of kids. For this to work though, MTSU would need multiple things, such as paperwork and background checks to ensure the safety of the children. In addition an external supervision could be used in the form of cameras in the living room and kitchen. These results can be used to help monitor the children and can be accessed by the parents if they feel unsafe about the other parent, meanwhile also letting them be more attentive to the children themselves.

To start, Andrew Bickers, the director of housing would need to be involved, he would need to use his resources to implement this plan and make it available to the students. There will need to be legal forms to be created and signed, advertisements to the general public, a person in charge of the paperwork so as to make sure the two families brought in are aware of all the details. Additionally, a person from the communications department can be involved to install cameras in the living room and kitchen. These recordings can be used for the parents benefit but also MTSU's.

These parents would have to work together so as to meet each other before they live together, and be able to schedule their classes around each other. If the parents agree to it, they could schedule around each other to have classes on the same day, or have a few night classes, or have a Saturday class thrown in. The important part is communication. If neither parent is willing to communicate, then it will result in failure. If they are able to communicate, then scheduling will be for all the better, and as far as classes go, to secure a parents time to go to classes, it would be advisable to make a contract so that they would be responsible for the children at specified times. This would give the parents something to fall back on, in case one parent decides to not watch the other's kids for an unsatisfactory reason.



The next major issue is funding. At its current rate, it cost one of two families roughly \$6,000 for housing for them self and the children so they would have two rooms. It is unlikely, they would be unable to afford such a cost without any aid to reduce the amount. To help with the costs, students should seek help at [www.collegescholarships.org](http://www.collegescholarships.org). Additionally, it would be beneficial if a fund could be made to reduce the costs. This fund can raise money through the communication department through the school website and at appropriate MTSU events. This would be a part of the communication internship project.

To help clarify the communication internship project, a class for credits could be developed through a professor in the communications department and Dr. Janet McCormick. A new class would involve a student take time to make small advertisements about student parents and their need for housing. They would also attend some college games to raise money for the parents and all funds would go to this bank fund to reduce some of the cost if not all. The student would need to make 2-5 small advertisements. These advertisements can be mixed, such as internet ads, or radio ads. As for a Final, they can take the footage from the apartment and use it to make a final project which would consist of a 3-10 minute short story of these parents and how they entered MTSU as student parents and worked toward graduation through the new MTSU parent housing option.

If for one semester, two parents could live together, work out a contract through MTSU to watch each other's kids; while a student gets the opportunity to study this living situation, make advertisements for this and raise money to help stem the costs of the child care; than this would be a remarkable success story that would make MTSU standout in front of other colleges, and potentially increase enrollment in the future. Additionally, if MTSU decides to create its own child care facility that could accommodate a parent without relying on another one, this would work as a fair substitute until a strong permanent solution was implemented. Additionally this reach out to communication students as a new project for them to work on and experience some of the things they would need to do in their future work fields.

## Appendix A – Child Care Forum



**An open forum to discuss challenges and opportunities  
for child care on the MTSU campus  
will be held**

**Thursday, February 6 from 4:30-6:00 pm  
Child Development Center in the Fairview Building  
Conference Room 111**

**Refreshments will be served.**

**This event is jointly hosted by the  
President's Commission on the Status of Women and Dr. Leigh Anne Clark's  
"Not-for-Profit Management" class.**

Child care will be available during the forum for ages 1.5-5 years old, though you must contact  
Samantha Cantrell

by 4:30 pm on Monday (2/3) to sign up ([samantha.cantrell@mtsu.edu](mailto:samantha.cantrell@mtsu.edu) or 615-494-8751).

Space is limited, so requests will be accommodated on a first-come, first-served basis.  
Children of other ages are welcome to attend, though they must remain with their parents during the  
forum.

If you are interested in the topic but are unable to attend, you are welcome to send comments to  
[pcsw@mtsu.edu](mailto:pcsw@mtsu.edu).

More information available here:

<http://mtsunews.com/on-campus-child-care-forum-2014>

## Notes from the Child Care Forum

**Feb. 6, 2014**

**4:30-6:00 pm**

- Dr. Cantrell welcomed everyone, introduced the Commission members and those working on this effort.
- We also welcome your comments/feedback to the Commission website - [PCSW@mtsu.edu](mailto:PCSW@mtsu.edu).
- At MTSU, the three existing child care agencies (Child Care Lab, Child Development Center, and Project Help) do not offer care for 0-12 months. We know that is an issue.
- We also know there is a need for sick care/drop-in care. Nancy James has actually been looking into this issue.
- Ms. James called the Department of Health Services to learn what child care facilities offer these services in Rutherford County. She learned that there is no sick care option in Rutherford County. One reason is that it is hard to manage the budget, or even predict the budget. It is also very expensive to provide (need an RN on site). There is one drop in center located on Old Fort Parkway.
- There have been suggestions to use volunteers from time to time. But volunteers have to still meet the requirements of the law. The facility would have to train and conduct a background check for these volunteers. That is also very expensive.
- One of the challenges is that you have to have the right staff there and you do not know how many people will need the service, if any.
- Are there not some way to provide this kind of care where people go to a person's home? Or people are asked to come in only when someone calls in?
- Nashville/Memphis have a Sees (sp?) system where you can find a substitute when a staff/worker calls in sick or is unable to come to work. Potential substitutes have to pay a membership fee and go ahead and get screened/fingerprinted to that they are "ready" to work. They call into the system to see if there are any needs that day. It is similar to the teacher substitute system that is used.
- What about something like Care.com? Care.com is a service that connects people who need child care/babysitting/elder care with people who say they are willing to provide it.
- Maybe MTSU could create a list of MTSU students who are interested in providing this care. A challenge would be where would something this be housed and who would oversee it. Another challenge is the potential liability it brings to MTSU.
- I have an idea for the sick care issue. I wonder if you could locate a child care facility by a walk-in clinic so that there is a RN on location? Response: I think the regulations require the RN to be on site and a part of the child care facility.
- I have a concern about the background checks. I think all child care facilities should do a background check on all workers. My child goes to Project Help and that is not the case. Response. Project Help is under the umbrella of Department of Education rather than Human Services. Project Help has to pay for the background checks where ours are paid for by DHS. That is \$50-60 a background check. That becomes too expensive for the volunteers they use. Forum participant: I know they have many procedures in place to ensure a volunteer is never alone with a child. It would just make me feel better if everyone was checked.

Continued on the Next Page

- I have an idea to share. I used to work at Murray State in KY. They provide child care for ages 0-4 years that builds upon Head Start Grants and other sources. Murray State students are in an intensive program that requires them to rotate through all the ages. Murray State students get amazing training and students/staff with kids get more complete care. They also have services on site for the parents (vision screenings for example).
- We could do something like that here coordinating Project Help, the Child Care Lab, and the Child Development Center to give MTSU students experience and skill development (develop lesson plans/curriculum). Give you a chance to work with the family. At Murray State they require something like 100 clinical hours. Students pay for the background checks themselves because it is part of the program. We would have to figure out how the money would flow.
- Where does the money for child care come from? Nancy James explained that for the Child Development Center, money comes from parent tuition. We charge a low tuition. The staff salary, space and training is provided by MTSU. We are tied to an early childhood class.
- Unlike the CDC, the Child Care Lab, falls within Student Affairs. Dr. Sells is here tonight, and she is my boss. Our funds come from parent tuition, some parents have child care assistant grants, and some children receive free lunch assistance. Our location and some basic necessities/utilities are covered by MTSU. We also have access to MTSU student workers which helps.
- Do we know how many students are parents? It seems we would need to know the need to put a plan in place and to seek grants.
- Dr. Cantrell: I have approached the Office of Institutional Effectiveness for some data since child care is falling within the umbrella of student success. It is a retention issue. Although they have shared information, child care falls within a category of a “family issue” and they do not collect data more specifically than that. We have explored the idea of gathering data, but we have been encouraged to not focus our efforts there but rather know that it is a significant issue.
- It is an issue for the entire campus – for staff and faculty – not just for students. Response: Yes, whatever ideas are generated will also be open to faculty and staff.
- I am a staff person here and have my child in one of the three places you mentioned. I struggle because the Child Development Center runs on an academic calendar rather than a 12 month calendar. I have to keep working but have to scramble and pay significantly more to put child care together for my child when classes are not occurring. Response: Yes, that is an issue. The reason we chose the academic calendar is that allowed us to close and not charge students. If we stay open, students would have to pay even though they did not need the care.
- One benefit to have child care on campus for everyone (students, staff, faculty) is that a parent can be involved in their child’s activities (special programs, visit during breaks).
- It would be great if the MTSU child care options could consider the MTSU camps made available when planning their calendar/breaks. Or vice versa.
- Also the academic calendar does not match the Rutherford County school calendar. In March, many staff, students, faculty have their school-age children with them in class/in offices.
- What about the ESP program. ESP means Extended School Program in the city schools. The Rutherford County schools offer a YMCA program after school. Something like this is great for care after the school day.
- Maybe faculty needs to be encouraged/educated about the need that some students have for child care during spring break or when things happen.

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- Wasn't there a letter sent to us at MTSU discouraging student's bringing children to class/school and staff/faculty bringing kids to campus? That seems to work against this idea of we need to be flexible. Some faculty allow it. Others not. Some classes may not be appropriate to allow a child in. It may also not be fair to other students in the class.
- What does a school like Berkley do? Have we looked to some forward thinking, creative schools to see what they do?
- Nancy James: Many years ago, we learned that the University of Kentucky was doing something creative with Kinder Care (a for profit child care company). Kinder Care built a child care facilities on UK's campus and was to provide the care at a reduced rate. UK allowed Kinder Care to use the land. There was a provision if Kinder Care left, the building would belong to UK. UK also required Kinder Care to meet NAEYC standards (ex. lower staff/child ratios). Kinder Care left. They were not making a profit but the building went to UK. There may be other models that worked elsewhere.
- Is there a sliding scale for what students/staff/faculty are charged? Perhaps it should be income based. I think some of the staff have limited means where as some faculty may have significantly more means. Response. At the Center, we charge 27 a day for students, 29 for staff/faculty, and 3\_\_ for non-MTSU families. The Lab has a flat fee but there are scholarships fund that can help those with a need.
- The Christy Houston Foundation is a good source for capital funds.
- One things we are seeing with grants is that you have to show how the grants will be sustainable over time. Funders do not want you to depend on the grant funds on going.
- I just want to say that MTSU provides great quality care, higher than you often get in the community. I don't think we should change that. We just need to expand what we do and do what we can.
- What is the wait for MTSU care? Response. Our waiting list takes about a year. I have found it to be an issue of our space and the cost of care. For example, during the recent economic crisis, we had some space but people could not take the space because they did not have the money for the care. A good number of our parents get federal child care assistance. That assistance was frozen when people needed it most.
- If you are not an insider who has used the MTSU child care, it is really hard to explain the child care options to others. Those with some flexibility in their schedule, can make it work. Response. We have put some information on our website with information about all three options.
- I'm a single parent who is trying to go to school and work. I don't have an extended network to help me, and it is hard. I need care on the weekends and at night. It is hard for me to find work because I'm so unavailable. I try to take only T, Th classes so I can work the other days, but I can only find the work at night. My child was 4 weeks old when I started MTSU. He is now 4 years. I am having to cut back what I can take because I can't work enough, pay for care, and go to school. I know of another student in my situation. If we had the support, we could have been done with school, and be in a better situation.
- MTSU students (single parents) could work in MTSU child care facilities and get \$\$ or get care for their child when they need it.
- Could provide 1/3 of cost with a voucher and then parent could pay \$50 private pay.
- How do we capture/quantify these students? How many students are in this situation?
- Some businesses strive to provide quality care (ex. Stones River Baptist Church). Stones River Baptist Church wanted to start providing care and approached MTSU's Child Care Lab to learn how. Would like to have a relationship with us.
- Perhaps, we could have satellite MTSU child care locations that allow our students to learn skills in these areas and they broaden our network of available child care providers.

### COMMENTS SENT TO THE PCSW via E-MAIL

**From:** Shoiria Shamsieva [mailto:ss6k@mtmail.mtsu.edu]

**Sent:** Wednesday, January 29, 2014 9:34 AM

**To:** President's Commission on the Status of Women

**Subject:** suggestion

Hi,

I am unable to attend the meeting but I have a suggestion.

It would be awesome, if child development center would offer classes on weekends. My 2 year old son goes to daycare on weekdays, that is why we cannot attend regular classes in CDC, but I want to prepare him for pre-K, I would love to attend classes with him on weekends.

Thank you,

Shoiria Shamsieva

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**From:** Amanda L Bivensszczepanski [mailto:alb2bq@mtmail.mtsu.edu]

**Sent:** Wednesday, January 29, 2014 12:01 PM

**To:** President's Commission on the Status of Women

**Subject:** Child Care Forum

Hello,

I am unable to attend this forum, however, I am interested in this topic. My perspective on child care on campus is not as much focused on the limited availability of child care on campus, but the severe lack of space availability in my own classes. I feel if I had better availability of my own classes, I would try to work my schedule out to place my children in on-campus care. I really like the idea of utilizing on-campus care.

This is the third university I have attended. Although I like MTSU, MTSU has the most severe lack of class availability I have seen, even online space is severely limited in some cases. I have classes for my major I will have to take, which are only offered in one or two sections, on weekends or evenings. Child care on-campus, at that point, is out of the question, and off-campus options are severely limited.

Additionally, I live in Clarksville. Getting a 2 and a 4-year-old home around 10:00p.m. is not an attractive option. At that point, I have to weigh out cost/benefit of finishing up at MTSU vs. another in-state option.

My comments maybe a bit tangential from what you are looking for, but this is where I am. I feel I can't begin to complain or provide input on on-campus care until I can pull together a decent, on-campus, full-time schedule.

Sincerely,

Amanda Bivens-Szczepanski

**From:** Sarah E. Westfall  
**Sent:** Wednesday, January 29, 2014 3:12 PM  
**To:** President's Commission on the Status of Women  
**Subject:** Child Care Forum

I am not able to attend the child care forum, but as a working mom at MTSU, I would love to give my input as needed.

Could you give me some idea of what questions you hope to have answered during this forum? Are you wanting feedback on child care for the student population or the employee population (or both)? I would like to provide helpful comments, so some general guidelines or questions would be helpful.

Thanks for putting this together!

Sarah E. Westfall  
**Area Coordinator: Monohan Complex**  
*Dept. of Housing & Residential Life*  
Office #: 615-898-4252  
Middle Tennessee State University  
1301 East Main Street, Murfreesboro, TN 37132

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**From:** Courtney Crumbaugh Lurie [mailto:cc2y@mtmail.mtsu.edu]  
**Sent:** Wednesday, January 29, 2014 4:12 PM  
**To:** President's Commission on the Status of Women  
**Subject:** Comments on Child Care at MTSU

To whom it may concern,

I am a wife, a mother, and a full-time student. My son is 2, and I gave birth to him during the Fall 2011 semester. I have been very fortunate that my major offers a variety of online courses and that my husband has a job that is flexible enough to allow me to finish my degree while he keeps our son the two days per week I attend classes. That being said, we sacrifice a lot to make my schooling a possibility.

My husband and I almost never see each other because he works the days I am not attending classes, and my classes take up the majority of my Tuesdays and Thursdays. I have also been limited in how quickly I can finish my degree because I have to make sure my husband or another family member can take care of our son the days I attend class on campus. Paying for child care would be very difficult because I do not work outside the home.

If MTSU began offering child care, I think it would encourage more parents to begin a degree or finish one they already started. It would definitely have made my family's life easier if MTSU offered free or discounted child care during school hours. It would also be beneficial to the children of the students because they would get to socialize with other children and have access to the resources MTSU's college of education would be able to provide.



With MTSU's effort to grow their Adult Degree Program, I think offering child care would be a great idea. I hope the university looks into the possibilities of offering child care to students, faculty, and staff.

Thank you,  
Courtney Lurie

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From: Juanita Elizabeth Price [<mailto:jep4r@mtmail.mtsu.edu>]  
Sent: Thursday, January 30, 2014 7:28 PM  
To: President's Commission on the Status of Women  
Subject: Child Care Forum

Hello,

My name is Juanita Price. I am an ILP student. I am interested in the event; however, I will not be able to attend. May I request information from the session.

Thank you in advance!

Juanita Price  
219-381-7559  
[Jeprice3711@yahoo.com](mailto:Jeprice3711@yahoo.com)

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**From:** Robyn Ridgley  
**Sent:** Tuesday, February 04, 2014 1:36 PM  
**To:** President's Commission on the Status of Women  
**Subject:** Child Care Forum

Hi,

I cannot attend the forum on Thursday. I am sending my comments.

I am interested in this topic for several reasons. One, when I first came to MTSU, I had two small children and needed child care. I would have preferred to have care on campus, but none that met my full-time care needs was available for my 5 month old and 2 year old. Second, we have several students in our program that have young children. They, too, need full-time or more than part-time care for their young children. I think we have some really excellent early childhood programs on this campus and faculty who know what high quality care looks like. I believe we should put our heads together to figure out how this need can be met. I'm willing to help.

Let me know if I can be of support.

Sincerely,  
Robyn Ridgley  
Robyn Ridgley, Ed.D.  
Associate Professor  
Middle Tennessee State University  
Department of Elementary & Special Education

Box 69, Room 389 College of Education Bldg  
Murfreesboro, Tennessee 37132  
(615) 898-5526  
[Robyn.ridgley@mtsu.edu](mailto:Robyn.ridgley@mtsu.edu)

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Thank you for letting us know your concerns. At the forum tonight, we will be discussing topics such as the availability of child care on campus. We have some great programs here, but as you point out, some long waiting lists.

The President gave us the nod to hold this forum, though he cautioned us that there is no budget for a major expansion. Still, we hope to keep the conversation going and keep a spotlight on the issue. We have recruited Dr. Leigh Anne Clark's "Not-for-Profit Management" class to develop some different models for expanding child care.

Later this semester, we hope to post some updates about this project at <http://mtsu.edu/pcsw/> We are also collecting comments on this issue at [pcsw@mtsu.edu](mailto:pcsw@mtsu.edu)

From: Tara Hollins  
Sent: Thursday, February 06, 2014 10:49 AM  
To: Paola Alexandra Molina  
Cc: Samantha E. Cantrell  
Subject: RE: Child care

Paola, I have referred your question to Dr. Samantha Cantrell, PhD. She will get back to you shortly.

Thanks,  
Tara

-----Original Message-----

From: Paola Alexandra Molina [<mailto:pam3f@mtmail.mtsu.edu>]  
Sent: Thursday, February 06, 2014 10:43 AM  
To: Tara Hollins  
Subject: Child care

I have a class during the time of the meeting I am very interested in child care though. I have a 4 year old and I have put him on a waiting list but have not heard back.

Paola Molina

Paola Molina  
PhD Student

Molecular Biosciences  
Middle Tennessee State University

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**From:** julmyatt@gmail.com [mailto:julmyatt@gmail.com] **On Behalf Of** Julie Myatt Barger  
**Sent:** Thursday, February 06, 2014 2:46 PM  
**To:** President's Commission on the Status of Women  
**Subject:** Tonight's Child Care Forum

Dear Samantha et. al,

I am unable to attend tonight's Child Care forum but wanted to weigh in on the conversation. The fact that MTSU does not have a full-time child development center open during normal business hours baffles me. The current options for faculty are limited to a couple of days a week for a couple of hours, clearly based on the old faculty model in which the faculty member was male, his wife cared for the children, and simply needed a couple of hours a week to run errands. This is not the case for today's faculty members. I have one child and another on the way. My spouse has his own full-time job. Life would be much easier were there full-time child care on campus.

Perhaps we should look at our sister institutions' child care offerings in an effort to support our position articulating the value of on-campus child care. I know that Tennessee Tech has for many years had a full-time child development center on campus. It is staffed by students, many of whom are studying Early Childhood Education. I would imagine that other universities have adopted similar approaches. Why not MTSU?

Please keep me updated on what comes from the forum, and please know that I am happy to help move the conversation forward in any way I can.

Best,  
Julie

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Dr. Julie Myatt Barger  
Assistant Professor of English  
Middle Tennessee State University  
[julie.barger@mtsu.edu](mailto:julie.barger@mtsu.edu)  
(615) 898-2563

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**From:** Antoinette Van Zelm  
**Sent:** Wednesday, February 05, 2014 8:54 AM  
**To:** Samantha E. Cantrell  
**Subject:** Child Care Meeting

**Hi Samantha:**

I am not able to come to the meeting about Child Care at MTSU, but I am very interested in the issue and would be more than happy to help with any kind of committee (though 2015 would be better for me than this year as I have several volunteer commitments already). Please keep me posted or add me to a list of interested people. Project HELP and the Day Care Lab were great for us, but I know there is a great need for more options especially for full-time employees.

Maybe we can do lunch later this month!

Best,

Antoinette  
Antoinette G. van Zelm  
Programs Manager  
Center for Historic Preservation  
Middle Tennessee State University  
Box 80  
Murfreesboro, TN 37132  
615-217-8013  
Fax 615-898-5614  
<http://www.mtsuhistpres.org/>  
<http://www.tncivilwar.org/>  
<http://library.mtsu.edu/tps/>

**From:** Kristina N Doerr [<mailto:knd3f@mtmail.mtsu.edu>]  
**Sent:** Thursday, February 06, 2014 1:32 PM  
**To:** Tara Hollins  
**Subject:** Re: Reminder: Child Care Forum tonight

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Hi Tara,

I cannot attend as I'll be in class, but are sessions like this ever recorded or transcribed, so that I could listen or read the conversation at a later date?

Thanks,

Kristina

**Kristina Doerr**

Industrial/Organizational Psychology Graduate Student 2015  
Project Associate in the Center for Organizational and Human Resource Effectiveness - [www.mtsu.edu/cohre](http://www.mtsu.edu/cohre)  
Middle Tennessee State University

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From: Lindsey Morgan Tullis [<mailto:lm3m@mtmail.mtsu.edu>]  
Sent: Thursday, January 30, 2014 1:27 PM  
To: Samantha E. Cantrell  
Subject: Child care

Hello,

I want to attend the meeting about child care on February 6. I will need child care while I attend this meeting. I have a 3 year-old boy named Eli. Please let me know if it will be available for me and if there is anything else I need to do.

Thanks

Lindsey Tullis  
(615) 491-4764

Sent from Lindsey Morgan Tullis.

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**From:** Emily Ann Williams [<mailto:eas4e@mtmail.mtsu.edu>]  
**Sent:** Thursday, January 30, 2014 6:11 PM  
**To:** Samantha E. Cantrell  
**Subject:** Child Care Forum

Ms. Cantrell:

My husband and I would like to attend. Our fifteen-month old will be with us as well, as I assume he is too young to utilize the provided child care.

In sum,  
Emily Williams  
Samuel Williams  
Oliver Williams (15 months)

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From: Samantha E. Cantrell  
Sent: Thursday, February 06, 2014 10:58 AM  
To: Paola Alexandra Molina  
Cc: Barbara Scales; Beverly Woodward; Ida Fadzillah; Kerry V. Boylan; LA Clark; Nancy James; Susan Waldrop  
Subject: RE: Child care

Thank you for letting us know your concerns. At the forum tonight, we will be discussing topics such as the availability of child care on campus. We have some great programs here, but as you point out, some long waiting lists.

The President gave us the nod to hold this forum, though he cautioned us that there is no budget for a major expansion. Still, we hope to keep the conversation going and keep a spotlight on the issue. We have recruited Dr. Leigh Anne Clark's "Not-for-Profit Management" class to develop some different models for expanding child care.

Later this semester, we hope to post some updates about this project at <http://mtsu.edu/pcsw/> We are also collecting comments on this issue at [pcsw@mtsu.edu](mailto:pcsw@mtsu.edu)

-----Original Message-----

From: Tara Hollins  
Sent: Thursday, February 06, 2014 10:49 AM  
To: Paola Alexandra Molina  
Cc: Samantha E. Cantrell  
Subject: RE: Child care

Paola, I have referred your question to Dr. Samantha Cantrell, PhD. She will get back to you shortly.

Thanks,  
Tara

-----Original Message-----

From: Paola Alexandra Molina [<mailto:pam3f@mtmail.mtsu.edu>]  
Sent: Thursday, February 06, 2014 10:43 AM  
To: Tara Hollins  
Subject: Child care

I have a class during the time of the meeting I am very interested in child care though. I have a 4 year old and I have put him on a waiting list but have not heard back.

Paola Molina

Paola Molina  
PhD Student  
Molecular Biosciences  
Middle Tennessee State University

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## **Appendix B**

### **Conceptual Model of an Interdisciplinary Learning Approach to Expanding Existing MTSU's Child Care Services**

**Mary Ann Remsen, PhD  
MTSU Assistant Professor  
Elementary and Special Education**

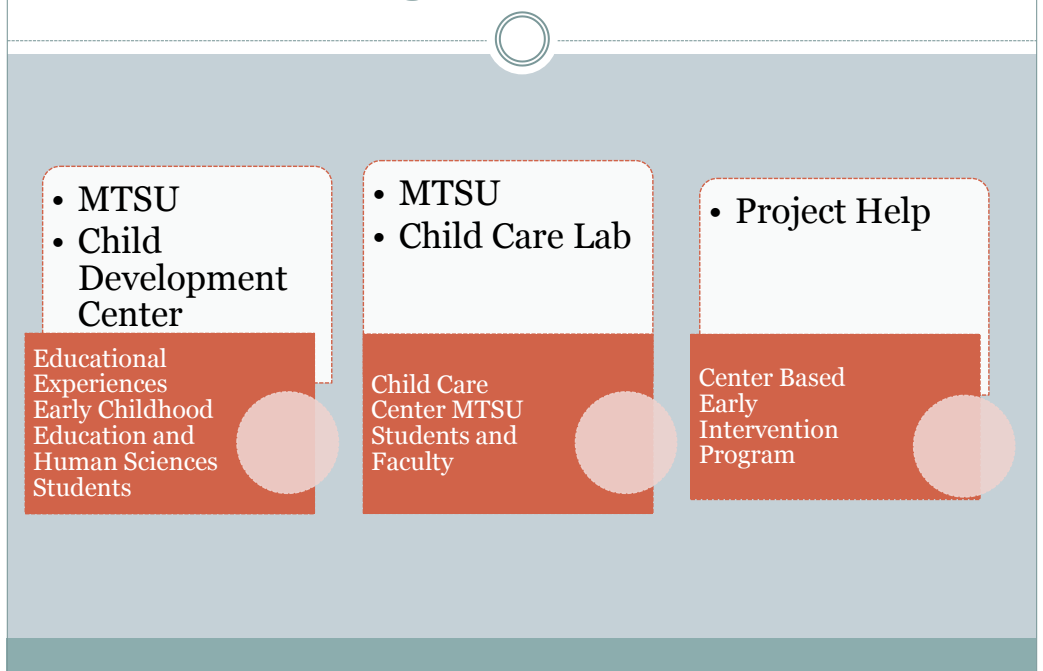
## **Child Care Services**



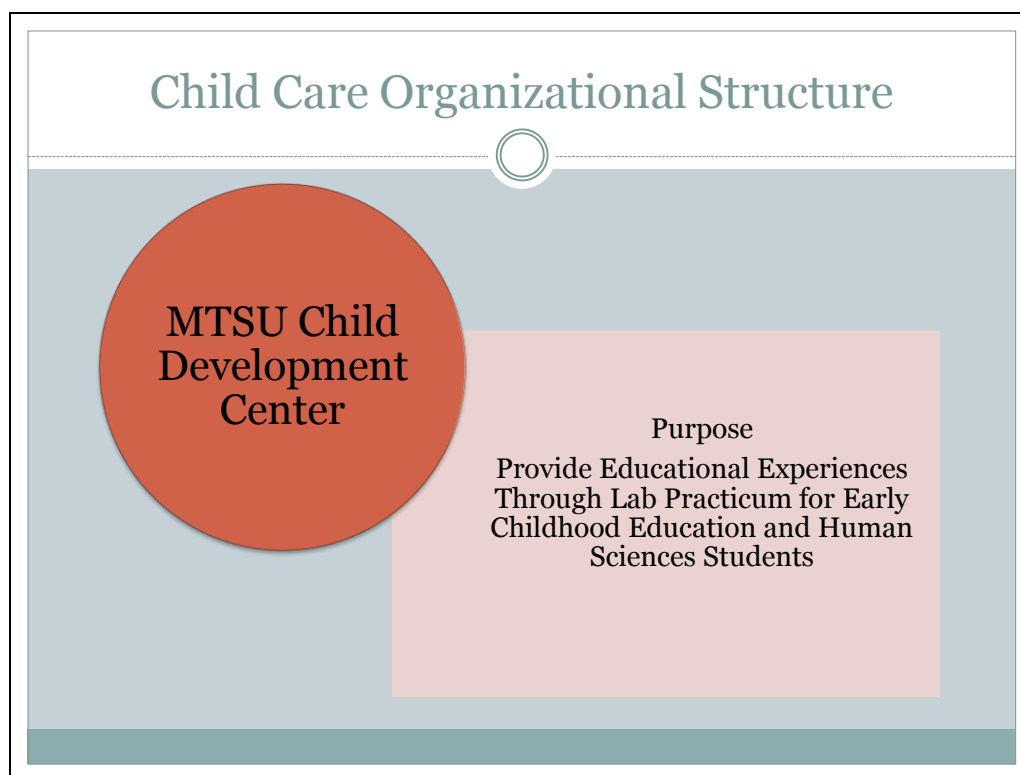
**AN INTEGRAL PART OF EDUCATION  
AND SUPPORT FOR MIDDLE  
TENNESSEE STATE UNIVERSITY  
STUDENTS AND EMPLOYEES**



## Current Organizational Structure



## Child Care Organizational Structure



## Child Care Organizational Structure

### Project Help

#### Purpose

Center-Based Early Intervention Program for children between 6 and 36 months serving Rutherford County residents. Offers speech, language and occupational therapies and services. Also provides child care for typically developing children.

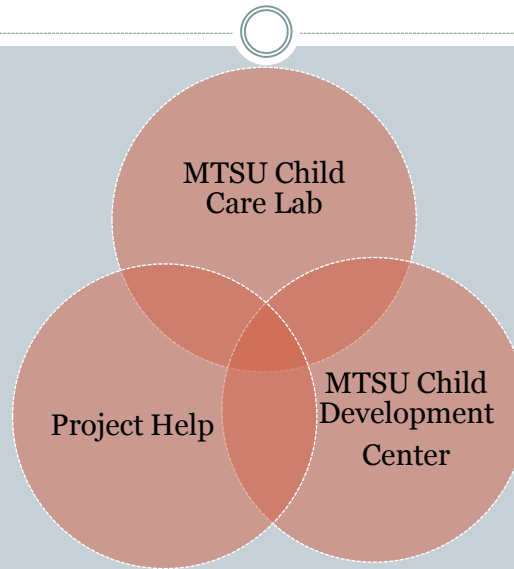
## Child Care Organizational Structure

### MTSU Child Care Lab

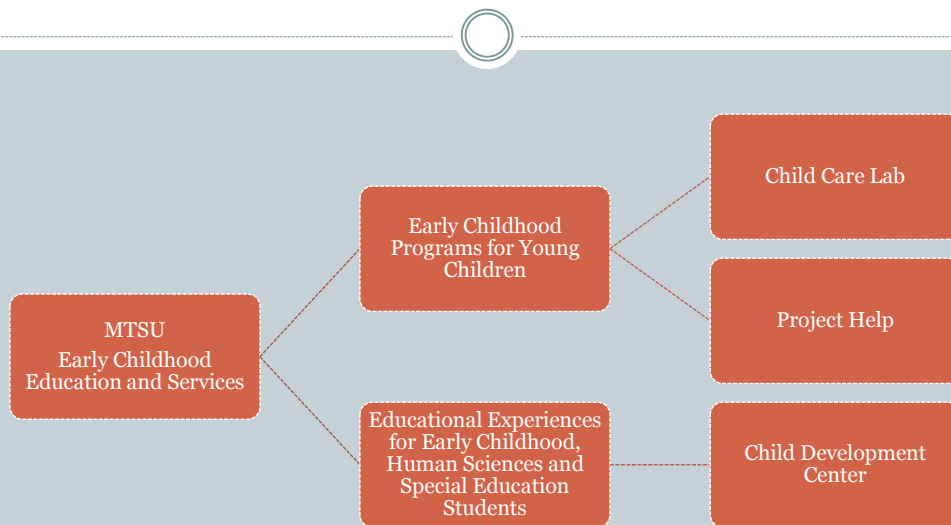
#### Purpose

Provide a safe, healthy, nurturing, and stimulating environment for children serving the MTSU students, faculty, staff, and administration population

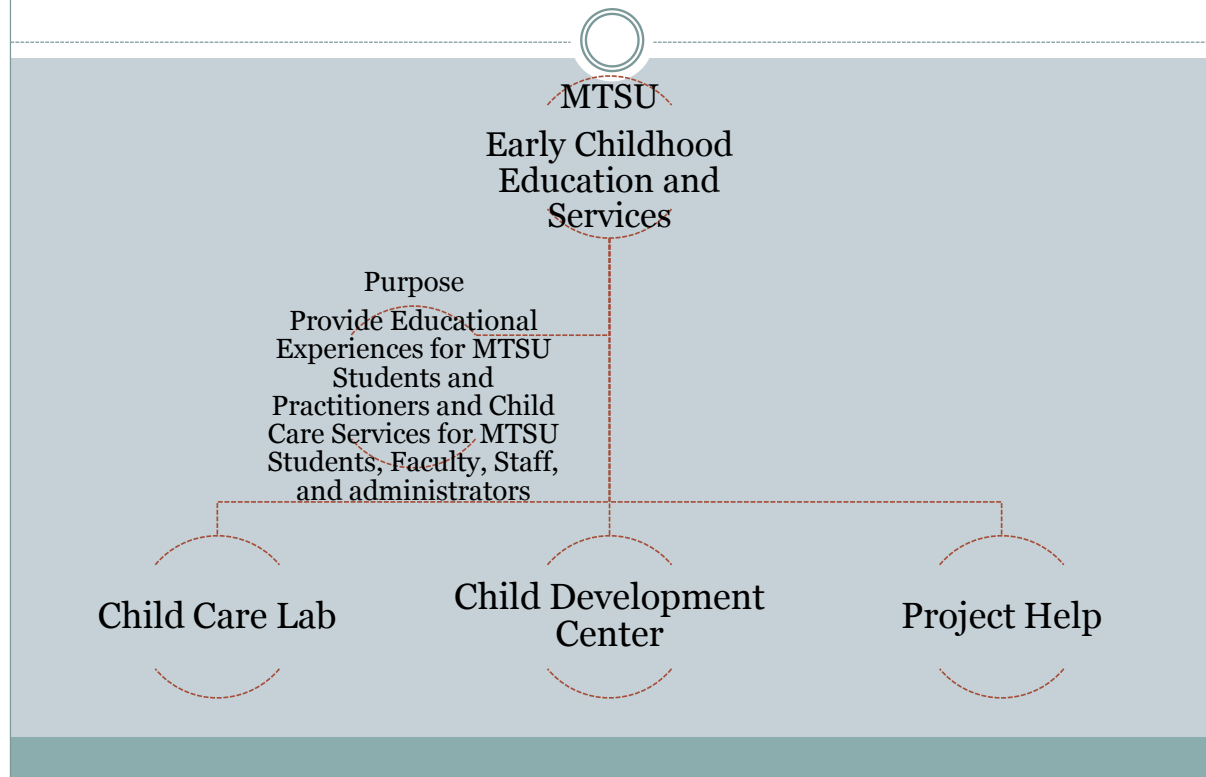
## Integrated Early Childhood Education Organizational Structure



## Proposed Organizational Early Childhood Education Structure



# Hierarchal Structure



## Endnotes

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<sup>i</sup> Improving Child Care Access to Promote Postsecondary Success Among Low-Income Parents, Institute for Women's Policy Research, by Kevin Miller and Barbara Gault, March 2011, <http://www.iwpr.org/publications/pubs/improving-child-care-access-to-promote-postsecondary-success-among-low-income-parents>

<sup>ii</sup> How to Level the Playing Field for Women in Science, The Chronicle of Higher Education, March 3, 2104, <http://chronicle.com/article/How-to-Level-the-Playing-Field/145037/>

<sup>iii</sup> Parents and the High Cost of Child Care 2013 Report, Child Care Aware of America, <http://usa.childcareaware.org/sites/default/files/Cost%20of%20Care%202013%20110613.pdf>