

**CHILD CARE
OPTIONS '99**

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**Prepared by the Estrella Mountain
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Child Care Options '99

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Estrella Mountain Community College

Child Care Options '99

Executive Summary

Background

Child care has been a concern for Estrella Mountain Community College (EMCC) since the permanent campus opened in the fall of 1992. The College made early attempts to offer child care services to students via the construction of a campus-based 1,200 square foot child care center in Phase I. Due to a lack of funding, the center never opened. Attempts were made to contract with a third party vendor to operate the center; however, the relatively small size of the center combined with a modest student population did not meet the needs of prospective child care operators. The center was converted to a food service facility (Al's Diner) that is still in operation today.

During the 1998-1999 school year the College revisited the child care issue. In-depth research on child care was conducted and an EMCC Child Care Task Force was formed to address the issue. The research included child care trends, EMCC student survey information, availability of local child care providers, and information on Maricopa Community College Child Centers. Using information gleaned from the child care research, the Task Force identified and evaluated multiple short and long-range options. The options included both traditional and non-traditional responses to the issue. Some examples of potential responses were: offering a child care voucher program with local providers, building a college-based center in Phase III, increasing distance learning options and contracting with 3rd party vendors to provide service. Pros and Cons for all options were identified.

Short-range Recommendation: Child Care Assistance Award Program

It is recommended that Estrella Mountain pilot a Child Care Assistance Award Program for students of lower income. This Program is similar to the voucher program that was identified by the Estrella Mountain Child Care Task Force. The main difference between an award program and a voucher program is that a subsidy is paid directly to students who are using licensed child care providers, while a voucher program involves the college paying child care providers directly. The Award Program accomplishes the same objective, but is less costly to administer and has fewer legal issues.

The Award Program has several advantages including the ability to address child care needs immediately, greater choice in child care providers (including DES certified providers), lower cost of operation compared to running a campus-based center, and the ability to serve more students as the college grows.

Long-range Recommendation:

The college should continue to research the child care issues and develop effective programs that assist students with child care needs. Some specific recommendations include: evaluating the pilot of the Child Care Assistance Award Program for its potential as a long-range response; reinvestigating the viability and cost effectiveness of a campus-based child care center during Phase III planning; and continuing to research unique responses to child care such as increasing distance learning opportunities and remote access to learning resources.

Background and Purpose

Child care has been a concern for Estrella Mountain Community College even before the campus opened in the fall of 1992. In May of 1990, the college published a planning document entitled *Child Care Options* that included information on local child care providers, scanning information on child care, and a set of recommendations. The 1990 document provided background information for Estrella Mountain's early planning efforts.

Estrella Mountain made early attempts to offer child care services to students via the construction of a 1,200 square foot child care center in Phase I. Due to a lack of funding, the center never opened. Attempts were made to contract with a third party vendor to operate the center; however, the relatively small size of the center combined with a modest student population did not meet the needs of prospective child care operators. The center was later remodeled into a food service facility (Al's Diner) that is still in operation today.

Since the campus opened in the fall of 1992, Estrella Mountain's enrollment has increased from 1,200 to more than 4,200 students. Approximately 2,900 of these students are attending classes on the Estrella Mountain campus. More than 1,400 exclusively attend courses off campus (most in high school coenrollment courses). Estrella Mountain will focus its child care service efforts toward the on-campus population. On-campus enrollment is projected to continue to increase as Phase II classroom space opens in the fall 1999 semester.

Estrella Mountain revisited the child care challenge during the 1998-1999 school year. Extensive research into child care issues was conducted and an employee task force was formed to provide input into the development of a college response to the child care issue.

This document, *Child Care Options '99*, updates the previous child care planning report and documents recent research and input from the Child Care Task Force. This new report includes more in-depth research on child care, a set of child care options identified by the Estrella Mountain Child Care Task Force, and specific recommendations for future action. One recommendation contained in this document is to pilot a cost effective child care award program designed to supplement child care expenses for lower income students.

Child Care Facts and Trends

Society and Child Care

Societal changes have made child care a common issue in the workplace. Women with preschool age children have entered the workforce in dramatic numbers. Only 12% of women with preschool age children worked in 1947. By 1996, 62% of working women had young children -- a rate five times higher than in 1947 (Committee on Ways & Means, 1998). In many American families, women are the sole or primary breadwinner -- approximately one-quarter of all U.S. households with children are sustained solely by women (U.S. Dept of Commerce, 1997). Demographic shifts such as these highlight the need for child care.

The majority of working parents have their children cared for via informal care (care in the child's home or another home by a relative or non-relative) rather than organized child care providers (such as child care centers and nursery schools). About 5% of parents employ nannies or young caregivers from abroad. Of the remaining children, about 30% are enrolled in day care centers (Winik, 1999).

Child Care Expense

At all income levels, child care is the third greatest expense after housing and food for families with children between the ages of 3 and 5 (National Women's Law, 1998). Child care easily costs more than a college education at a public university. The average annual cost of public college tuition in Arizona in 1997 was \$2,009 (Presser, 1997). This is half the average annual cost of care for a four-year-old in a child care center in Tucson or Phoenix.

Not surprisingly, child care costs as a percentage of a family's budget are high. Families whose monthly income is less than \$1,200 pay \$47.29 per week or 25% of their income; families earning between \$1,200 and \$2,999 per month pay \$60.16 per week or 12% of their income; those earning between \$3,000 and \$4,499 per month pay \$73.10 per week or 8% of their total income; and families earning above \$4,500 monthly pay \$91.93 per week or 6% of their income (Casper, 1995).

Low-income families on welfare or transitioning off welfare are afforded subsidies for child care. However, due to limited funding, not all eligible families are able to obtain subsidies, and often the subsidies are insufficient to cover the cost of appropriate care (Kagen, 1997). Thus, even with subsidies, lower income families still devote 25% of their family income to child care (Committee on Ways & Means, 1998). Many families with limited income do not even qualify for assistance. In Arizona, a family of three earning as little as \$22,500 per year will not be eligible for assistance (Adams, 1998).

Child Care Labor Shortage

Although child care is relatively expensive for most families, child care operations seldom generate enough money to pay competitive wages in this labor intensive operation. The employee turnover rate in the child care industry has increased from 26% in 1992 to 31% in 1997 (Shellenbarger, 1998). In Arizona the average hourly wage for a child care worker is \$6.39. Pre-school teachers average just \$7.67 (Bureau of Labor Statistics, 1997). Favorable economic times combined with low child care wages have created a shortage of qualified child care workers.

Workplace Response

While there are approximately 8,000 American companies offering day care services directly to employees, businesses only contribute 1% of all the money spent on child care (Winik, 1999). Some approaches that are used by employers include:

- On-site or near-site child care center (company run child care centers)
- Alternative work schedules
- Child care discounts programs
- Reimbursements or purchase of space program
- Resource and referral services
- Contracted sick/emergency child care,
- Children in the workplace (bringing children to work)

While it's true that few employers offer child care programs for their employees, many of these employers have policies that indirectly help with child care. Approximately 61% of all firms offer flexible work policies such as flexible leave and flextime (Winik, 1999). Some businesses also offer flexible spending accounts, where up to \$5,000 of salary can be put aside tax-free to reimburse a parent for child care costs.

Education Response

Elementary schools have responded to the needs for child care with before and after school programs that bridge the time between when a child is out of school and the parent is at work. Some schools also run federally funded Head Start programs that can serve as a form of child care for lower income parents.

Some higher education institutions have provided child care to enrolled students via the development of on-campus child care centers that charge subsidized rates. The centers are either college run or subcontracted to independent vendors. A typical center serves between 40 and 100 children or a fraction of the number of enrolled college students with children.

Higher education's response is not limited to on-site child care centers. Many of the approaches that have been piloted by businesses are applicable to non-profit organizations and schools. For example, Anoka-Ramsey Community College in Michigan has developed a voucher program with local child care providers. Students in this program receive a subsidy of \$1.50 per hour (based on credit loads) to be used at private child care centers that have partnered with the college. Students are responsible for paying the portion of child care fees not covered by the subsidy. Participating child care centers then bill the college for the student subsidy portion at the end of each semester. Currently, six child care centers participate in the program which is open to all licensed centers that want to participate.

Child Care Regulation

Working Mother Magazine recently gave Arizona the lowest rating available in quality, safety, and availability of child care, making the state one of the lowest ranked in the nation (Holcomb, 1999). One factor used by Working Mother Magazine to rate child care is staffing ratios. Arizona has one of the highest children to staff ratios in the nation.

To be licensed in the state of Arizona, child care centers and group homes must meet the following care giver to student ratios:

Child Care Centers	
Age	Staff to Children Ratios
Infants	1:5, 2:11
One-Year-Olds	1:6, 2:13
Two-Year-Olds	1:8
Three-Year-Olds	1:13
Four-Year-Olds	1:15
Five-Year-Olds & School Age	1:20

Residential Group Homes	
Age	Staff to Children Ratios
All Ages	1:5

In Arizona, anyone can care for up to four children for pay without certification. An estimated 87,000 children are cared for in 6,000 non-regulated facilities (Bland, 1998). This type of care is usually provided through residential homes.

All child care centers and residential home providers caring for more than four children are required to carry a license through the Arizona Department of Health Services (ADHS). Home care providers that serve fewer than four children can become certified through the Arizona Department of Economic Security (DES). To receive DES funding, providers must be certified through DES or ADHS. There are approximately 1,300 home providers certified by DES statewide (Bland, 1998). Both the Arizona Department of Health Services and DES require site inspections. Providers must also meet health, safety, and facility requirements that differ depending on the type of provider and the agency issuing the certification.

Availability of Local Child Care Services

Child Care Facilities in the Estrella Mountain Service Area

Within the last three years six new child care centers have opened within one and a half miles of the Estrella Mountain campus. When the campus opened in the Fall 1992 semester there were just four centers within this radius. One of the newest centers (Sunrise Preschool) is located within 150 yards of the campus's Thomas Road entrance.

In the larger Estrella Mountain service area (6-mile radius and the towns of Buckeye, El Mirage and Surprise) there are currently 64 child care facilities and group homes that are licensed by the Arizona Department of Health Services. These facilities include child care centers, pre-schools, school-based programs, and group home facilities. Group home facilities are residential homes that are certified to serve between five and ten children for compensation.

The Department of Economic Security also certifies residential home providers caring for four or fewer children. It is not known how many of these providers exist in the EMCC service area because complete lists of these child care providers are not provided to the public; however, individual DES Certified providers can be confirmed by phone with DES if the name of the provider is known.

The following is a breakdown of the number of licensed child care facilities and residential group homes for each EMCC community. Of the 64 licensed providers, just four are residential group homes. The names and locations of these providers can be found in Appendix A.

Licensed Child Care Facilities/Residential Group Homes in EMCC Service Area		
City/Town	Child Care Facilities	Certified Group Homes
Avondale	8	0
Buckeye	5	0
El Mirage	4	0
Glendale	3	0
Goodyear	6	0
Litchfield Park	7	0
Surprise	4	0
Tolleson and Cashion	4	0
West Phoenix	19	4
Totals:	60	4

Virtually all centers and group homes in the EMCC service area offer services for children between the ages of 3 and 5. Care is usually offered full-time or in pre-defined part-time blocks (i.e. M-W-F 7 a.m. – 12 p.m.).

Fewer centers offer special services or hourly pay options. As the table below indicates less than one in four centers offer infant care and just 38% offer care for 1-2 year olds. Less than 10% offer hourly rate schedules.

Child Care Services in EMCC Service Area	
Service Provided	% Offering Service
Infant Care	22%
12-24 Months	38%
Older Children 6-12	67%
Special Needs Children	38%
Hourly Rates Available	9%

Cost of Child Care in the EMCC Service Area

During the summer of 1999, Estrella Mountain conducted a phone survey of provider rates in the EMCC service area. The table below shows the rate range and the average dollar amounts for child care for children between the ages of three and five. It should be noted that these rates are approximate because not all centers provided cost information and each center offers different part-time packages.

Child Care Rates in EMCC Service Area		
Local Child Care Rates (For Children 3-5)	Price Range	Average (Mean)
Hourly Rates	\$ 2.00 - \$ 4.00	\$3.33
Daily Rates	\$ 14.00 - \$ 20.00	\$16.10
Half-time Care	\$ 50.00 - \$ 78.00	\$61.74
Full-time Care	\$ 70.00 - \$122.50	\$83.61

Rates for infants and children under two years of age are higher because of increased staffing cost. Rates for older children (age six or higher) are slightly less. Discounts of at least 10% are usually provided for additional children.

Just seven providers in the EMCC service area offer hourly rates. The lowest hourly rate was charged by a residential group home. Non-residential child care providers charge between \$3 and \$4 for hourly care. Half-time rates are estimated using time blocks that range between 20-30 hours. Full-time care is based on 30-50 hours.

Child Care in the Maricopa Community College System

MCCD Overview

In the Maricopa Community College District (MCCD), seven of the ten colleges operated on-site child care facilities during the 1998-1999 school year. The majority of MCCD child care centers (five out of seven) use the program to enhance the curriculum at the college (i.e. early childhood education).

The three colleges that do not currently offer on-site child care facilities are Chandler-Gilbert, Estrella Mountain, and Rio Salado. The Maricopa Skill Center also does not offer a child care facility. It should be noted that Chandler-Gilbert Community College will open a new child care facility in 2002.

The average size of a child care center in the Maricopa District is approximately 4,000 square feet. The facilities have capacities to serve between 34 and 66 children (at any one time) or 35-195 full-time and part-time children each semester. The majority of campuses offer child care for children older than two and half. Only two colleges (Scottsdale and Phoenix College) have diaper changing facilities that allow them to serve children between two and two and a half. None of the colleges offer infant care for children 0-24 months old. Just three centers offer evening hours.

A subsidized rate of \$1.50 to \$2.25 per hour is charged depending on the facility and the type of child being served (child of student, employee, community member, etc.). Four centers have a minimum number of hours that must be purchased each week. All except three centers require students to pre-identify when they will use the hours. For additional information on child care services offered by Maricopa Community Colleges, see Appendix B.

Investment Required to Build and Operate M CCD Care Centers

M CCD child care centers are not self-supporting. Student registration and tuition fees cover only a fraction of the operational budget. The annual operating budgets to run an M CCD child care center range between \$109,000 and \$270,000 (1997-1998 fiscal year). During the 1997-1998 school years all centers recorded operational budget deficits. The amount of operational budget deficit ranged between \$56,000 and \$148,000. This deficit does not include capital investment costs such as the facility and other equipment.

The cost to build a new center ranges from \$582,000 to more than a \$1,000,000. These figures are based on the cost for new centers at Gateway Community College, Phoenix College and Scottsdale Community College.

For additional information on M CCD child care operating budgets and facility facts, see Appendix C.

Estrella Mountain 1998 Child Care Survey Results

During the fall 1998 semester, a survey on child care was conducted to determine how many Estrella Mountain students have children, as well as how satisfied students are with their child care arrangements. A copy of the survey is included in Appendix D.

The survey was distributed to a stratified random sample of class sections. The survey was distributed only to students who were attending courses on campus. Students exclusively enrolled in off-campus courses (i.e. high school dual enrollment) were excluded because child care assistance services would initially be offered only to on-campus populations. Questions were also targeted toward parents with pre-school aged children (two and a half to five years old).

Demographic questions were included on the survey to identify EMCC market segments such as Youth, Career Seeking Adults, Adult Speakers of Other Languages, etc. The following represents key findings from the survey.

- Based on survey results, it is estimated that during the fall 1998 semester there were approximately 426 students (on the EMCC campus) with children between the ages of two and a half and five years old (pre-school age). This represents 15% of on-campus enrollment and just 10% of total enrollment.
- At Estrella Mountain, Career Seeking Adults (22%) and Adult Second Language Speakers (30%) are the most likely students to have children between the ages of two and a half and five. The estimated breakdowns for other market segments are Youth (8%) and Special Interest Adults (19%).

- The majority of students (all market segments) are satisfied with their current child care arrangements for pre-school aged children. Approximately 3 out of 4 (75%) parents with children in this age group reported that they were "satisfied" or "very satisfied" with their child care options.
- Depending on the market segment, between 62% and 93% of the survey respondents reported using family and friends for child care (pre-school age) while attending school. This makes this form of child care the most popular for current Estrella Mountain students.
- There were no respondents from the Adult Second Language Speakers market segment that reported any use of child care centers, preschools, or paid individuals (non family/friends). Just 15% to 21% of the other market segments reported these types of child care.
- Depending on the market segment, between 36% and 73% of students with pre-school aged children reported that their child care arrangement has prevented them from taking additional classes at Estrella Mountain.
- Most students (with the exception of Adults Second Language Speakers) with pre-school aged children expressed interest in the Sunrise Preschool located across the street from Estrella Mountain. More than half of the respondents from the Youth, Career Seeking Adults, and Adults with Special Interest market segments reported that they would consider using this preschool for their children (consider = yes, yes if I can afford it, or maybe responses).

Results of the Estrella Mountain Child Care Task Force Retreat

The Estrella Mountain Child Care Task Force (comprised of employee volunteers) was called together to address the child care opportunities at Estrella Mountain. The purpose of the Task Force was to provide guidance in the ongoing development of child care options for students. A half-day retreat was held on Friday, February 5, 1999 to discuss issues that relate to child care as well as identify and evaluate potential child options for Estrella Mountain. The members of the Child Care Task Force are included in Appendix E.

Background information on trends in child care, local availability of care, Estrella Mountain student survey information, and the MCCD child care information was shared with the Task Force. After reviewing the background information, the Task Force identified potential child care options designed to assist Estrella Mountain students. The committee identified pros and cons for each option, as well as the time frame required to implement the option (short-range, mid-range, or long-range). A list of additional information that should be collected was also identified for all options. The options are NOT mutually exclusive.

**Option A:
Child Care Voucher Pilot
Short Range**

Pros

- 3 AM/PM options available
- 4 Flexible for students
- 5 Opportunities for grants and matching funds
- 6 Pilot allows us to see if it works without a large investment
- 7 Provides more campus space for academic and occupational programs
- 8 Ability to serve more students
- 9 Can be scaled to accommodate different numbers of students each semester
- 10 Ability to serve students with children younger than 24 months.

Cons

- ▲ Liability and legal issues
- ▲ Limited number of evening facilities available
- ▲ Limited weekend facilities
- ▲ Lack of “on-site convenience” for parents
- ▲ Requires some staff time to coordinate the program
- ▲ Probably doesn’t address the needs of Fitness Center students

Need for additional information

What is the complete cost of the voucher system (including administrative costs)?

How do we choose child care centers to participate?

Will certified “in-home” day care be covered?

Can the Skill Center be involved?

What are the liability and legal issues?

Will it be available to staff?

**Option B:
Phase III On-Site Child Care Center with Academic Program Link
Long Range**

Pros

- 11 Helps promote future Bond issues
- 12 Enhances curriculum
- 13 Flexible hourly service can be offered
- 14 Provides students on-site convenience
- 15 Can be opened to staff
- 16 Physical gesture to the community (the building)
- 17 Technology available for youth
- 18 Total control of operation and quality
- 19 Provides work-study employment opportunities
- 20 Makes our Fitness Center more competitive (if available to these students)

Cons

- 3 Dependent on future bond passage
- 4 Operating cost subsidy is large
- 5 Significant building cost (\$500K +)
- 6 Capacity limited
- 7 Requires enhanced food services
- 8 MCCD dictates staffing levels
- 9 Limited age group served
- 10 Total liability

Need for additional information

- What are the additional costs associated with a 12-month schedule and evening operations?
- What are the requirements to partner with the Head Start program?
- What are the projected EMCC building and operating costs?
- What program space will be forgone to support child-care facility space?
- Will Skill Center students be allowed to use the center?

Option C:
On-site Child Care Center with an Independent Provider
Long Range

Pros

- Independent provider would share liability
- Operational costs would not be ours
- Subsidy could be less than operating a college run center
- Industry expertise
- Possible use by Fitness Center students

Cons

- Funds still needed to build facility
- Must build to meet unique requirements of independent vendor
- Limited flexibility
- May still have to subsidize
- May not be sensitive to unique student needs

Need for additional information

Are there any vendors interested?

Would a subsidy still be required, how much would it be?

What is the cost to build a center to specifications required by the vendor?

Option D:
Certified In-Home Care (Cooperatives and/or Vouchers)
Short Range

Pros

- Smaller ratio of care providers to children
- Available now and in the future
- Popular form of day care
- Ability to take sick kids
- Can be lower cost

Cons

- No check and balance system – no control of quality
- Requires staff to coordinate the program
- Liability issues

Need for additional information

How do we identify home providers?

Can vouchers be used for this type of program?

What are the liability issues for Estrella Mountain?

**Option E:
Expanding Distance Learning Opportunity
Mid to Long Range**

Pros

- Addresses sick care
- Possibility for grants
- Low or no cost to students
- No liability
- Partnerships possible
- Could address staff needs for child care via flexible schedules
- Providing free loaner computers and Internet access may be less expensive than child care subsidies

Cons

- EMCC doesn't currently have the support staff to support enhanced distance learning
- EMCC doesn't have a curriculum for complete distance educational degrees and certificates

Need for additional information

What are Estrella Mountain's plans for distance learning?

What would it cost?

**Option F:
Partner with Extended Day Programs at Local Schools
Short Range**

Pros

- Provides care before and after school
- The program is existing
- Cost is lower than traditional day care

Cons

- Would require some class schedule modification to maximize effort (i. e. afternoon courses)
- Limited space availability
- Doesn't address evening hours

Need for additional information

Who offers these programs?

Would these programs be willing to accept vouchers?

How many students would the program impact?

Option G:
Resource Referral
Short Range

Pros

- Low cost
- Can implement today
- Less liability than running a child care operation

Cons

- Just a referral...doesn't provide assistance with paying for child care
- Limited response

Need for additional information

How often is the child care referral list updated?

Are there liability issues?

Option H:
Partner with Sunrise and Other Providers for Curriculum Purposes
Mid Range

Pros

- Field work or observation opportunities for students
- Incentive to begin child care studies
- Reduced rate for students who work there

Cons

- Doesn't provide child care benefits for the vast majority of students

Need for additional information

What are the territorial issue concerning child care programs?

Recommendations

Short-range Recommendation: Child Care Assistance Award Program

It is recommended that Estrella Mountain pilot an assistance program for students of lower income to meet the immediate needs of Estrella Mountain's on campus population. This program is similar to the voucher program that was identified by the Estrella Mountain Child Care Task Force. The main difference between an award program and a voucher program is that a subsidy is paid directly to students who are using licensed child care providers, while a voucher program involves the college paying child care providers directly. The award program would accomplish the same objective, but is less costly to administer and has fewer legal issues. The award program also provides students more flexibility because students have more choices in child care providers (including DES certified providers).

The proposed Child Care Assistance Award Program would provide students a subsidy of about \$1.50 per hour based on the number of credit hours in which a student is enrolled. For each credit hour, a student would receive two hours of child care subsidy per week (1 hour class time and 1 hour study/travel time). Priority would be given to students with household incomes less than 200% of the poverty level.

The recommended subsidy was calculated by reviewing the rates charged by child care providers in the immediate service area of the college. Two centers located in the town of Buckeye were also used in the estimate due to the significant number of EMCC students who live in this area. Hourly rates were estimated using part-time or daily rates in most cases.

It is important to note that the subsidy is designed to cover only a portion of the student's child care cost. The goal of the subsidy program is to provide students with child care at a subsidized rate similar to sister campuses. The South Mountain Community College rate of \$1.75 was used as a guide. The average rate of the selected child care centers was calculated to be approximately \$3.25 per hour. By paying a subsidy of \$1.50, the typical student would pay approximately \$1.75 per hour for child care ($\$3.25 - \$1.75 = \$1.50$ subsidy). Because child care providers have different rate schedules, the net amount paid by students may be a little less or a little more. Details on this subsidy calculations is included as Appendix F.

Students wishing to participate in this program would be required to complete an application and provide the college a set of required documentation. A copy of the proposed program application and instructions is included as Appendix G.

Rational for the Award Program Option

There are multiple reasons for implementing a child care award program. They are as follows:

- The Award Program is cost effective. The subsidy of \$1.50 per hour is lower than the hourly subsidy required to offer services through child care centers operated by Maricopa Community Colleges. The cost effectiveness of the program may allow Estrella Mountain to serve more students than if the college operated a stand alone center.
- Phase II of Estrella Mountain does not include a child care center. The earliest a child care center could be built is in Phase III. Phase III is dependent on the passage of a bond election and construction would not likely start until the 2003-2004 academic year (at the earliest). This award option provides the campus a way to respond to child care needs today.
- The pilot would allow the college to determine the viability of the program before investing in a campus-based child care center that would cost between \$500,000 and \$1,000,000 to construct.
- The program is scalable. The option allows the college to offer services to more students as the college grows. A campus-based facility is limited to a maximum capacity and cannot be expanded without new construction. Also, if fewer students need child care in a given semester, the college can serve just those students without having to absorb costs associated with excess capacity.
- After a discussion with MCCD legal counsel and representatives from the Business Office it was determined that an award program would limit liability to the campus.
- The program provides students flexibility in choosing their own care provider.

Long-range Recommendations:

Over the next five years, the college should continue to research the child care issues and develop effective programs that assist students with child care needs. The following is a list of specific long-range recommendations.

- The pilot of the Child Care Assistance Award Program should be evaluated for its potential as a long range response to the child care needs of Estrella Mountain students. If this program proves to be a success, the college may choose to use this program in place of a campus-based child care center.
- The viability and cost effectiveness of a campus-based child care center should be reinvestigated during Phase III planning. If a child care center is called for in Phase III, the college may wish to evaluate the option of using a third party vendor to run the center.
- Estrella Mountain should continue to research unique responses to child care, such as increasing distance learning opportunities and remote access to learning resources.

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Appendix A: List of Child Care Providers

Child Care Facilities in Estrella Mountain Communities Source: Arizona Department of Health Services, April 1999						
Facility	City/Town	Infants	13-24 Months	Full Day	Part Day	Evening
Avondale Elementary Head Start	Avondale	N	N	Y	Y	N
Avondale Headstart Brinker	Avondale	N	N	N	Y	N
Avondale Kinder Head Start	Avondale	N	N	N	Y	N
Community United Methodist Church Day Nursery	Avondale	Y	Y	Y	Y	N
La Petite Academy	Avondale	N	Y	Y	Y	N
Little Western Academy	Avondale	N	Y	Y	Y	N
Loving Care Day Care Center	Avondale	Y	Y	Y	Y	N
Pendergast Developmental Preschool - Garden Lakes	Avondale	N	N	N	Y	N
Buckeye Head Start	Buckeye	N	N	N	Y	N
Child Enrichment Center	Buckeye	N	N	N	Y	N
First Steps Children's Center	Buckeye	N	Y	Y	Y	N
Liberty Elementary School	Buckeye	N	N	N	Y	N
Tender Care Creative Center	Buckeye	N	Y	Y	Y	N
Littleton Elementary School - Preschool	Cashion	N	N	Y	Y	N
Dysart Head Start	El Mirage	Y	Y	Y	Y	N
El Mirage Abc Child Care Center	El Mirage	Y	Y	Y	Y	N
Nueva Esperanza De El Mirage	El Mirage	N	N	Y	Y	N
Nueva Esperanza De Surprise & Pals Preschool	El Mirage	N	N	Y	Y	N
Skyway Bible Land Preschool & Child Care	Glendale	N	N	Y	Y	N
YMCA Prime Time - Luke	Glendale	N	N	Y	Y	N
YMCA Prime Time - Marshall Ranch	Glendale	N	N	Y	Y	N
Christ Lutheran Day Care Center	Goodyear	N	N	Y	Y	N
Estrella Head Start	Goodyear	N	N	N	Y	N
Palm Valley Early Childhood Education Center	Goodyear	N	N	Y	Y	N
St. John Vianney Preschool	Goodyear	N	N	N	Y	N
Sunrise Preschool #129	Goodyear	Y	Y	Y	Y	N
Young Riders Estrella	Goodyear	N	N	N	Y	N
Litchfield Early Childhood Education Center	Litchfield Park	N	N	N	Y	N
Litchfield-Scott Libby Elementary School	Litchfield Park	N	N	N	Y	N
Montessori West Preparatory School	Litchfield Park	N	N	Y	N	N
Noah's Nursery	Litchfield Park	Y	Y	Y	Y	N
St. Peter's Episcopal School	Litchfield Park	N	N	Y	Y	N
Teach 'N' Fun	Litchfield Park	N	Y	Y	Y	N
Trinity Lutheran School	Litchfield Park	N	N	N	Y	N

Appendix A: List of Child Care Providers (Continued)

Child Care Facilities in Estrella Mountain Communities						
Source: Arizona Department of Health Services, April 1999						
Facility	City	Infants	13-24 Months	Full Day	Part Day	Evening
Beary Precious Child Development Center	Phoenix	Y	Y	Y	Y	N
Bev's Family Child Care	Phoenix	Y	Y	Y	Y	N
Cactus Kids Preschool	Phoenix	N	Y	Y	Y	N
Calvary Christian Day School	Phoenix	Y	Y	Y	Y	N
Cartwright Head Start	Phoenix	N	N	N	Y	N
Developmental Preschool-Desert Horizon	Phoenix	N	N	N	Y	N
H K Cummings Community Center-Desert Horizon	Phoenix	N	N	N	Y	N
Holiday Park Kinder Kids	Phoenix	N	N	Y	Y	N
Kids Koala-T Kampus Preschool	Phoenix	N	Y	Y	Y	N
Lil' Blessings Child Care	Phoenix	Y	Y	Y	Y	Y
Little Lambs Day School	Phoenix	N	Y	Y	Y	N
Pamela's Child Care	Phoenix	Y	Y	Y	Y	Y
Phoenix Urban League - Pendergast Elementary	Phoenix	N	N	N	Y	N
Phoenix Urban League - Westwind Campus	Phoenix	N	N	Y	Y	N
Phoenix Urban League Head Start	Phoenix	N	N	Y	Y	N
Priscilla's Playhouse	Phoenix	Y	Y	Y	Y	N
Southwest Christian Preschool	Phoenix	N	N	Y	Y	N
Swift's Little Academy	Phoenix	Y	Y	Y	Y	N
Tomahawk Children's World	Phoenix	N	N	N	Y	N
Villa De Paz School-Pendergast Dev Preschool	Phoenix	N	N	N	Y	N
Westwind School - Pendergast Dev. Preschool	Phoenix	N	N	N	Y	N
YMCA Prime Time - Copperking	Phoenix	N	N	N	N	N
YMCA Prime Time - Garden Lakes	Phoenix	N	N	Y	Y	N
Desert Friends	Surprise	N	Y	Y	Y	N
Dysart U.S.D. #89 Kingswood Preschool	Surprise	N	N	Y	Y	N
Surprise Head Start	Surprise	N	N	Y	Y	N
Wee Rascals Preschool	Surprise	Y	Y	Y	Y	N
Little Western Academy #2	Tolleson	N	Y	Y	Y	N
Tolleson Boys & Girls Head Start	Tolleson	N	N	N	Y	N
Tolleson Early Childhood Center (TECC)	Tolleson	N	N	N	Y	N

Appendix B: MCCD Child Care Service Matrix

MCCD Child Care Services											
College	Type of Care	Age Range	Hours	Student Hourly Rate	Minimum Hours Required	Drop In	Curriculum Link	Community Use	Employee Use	Fall '98 On-Campus Day Enr.	Fall 98 On-Campus Evening Enr.
Gateway	Pre-School	2.5-8	6:30-10p	\$1.50	None	Yes	No	No	Yes	2,546	2,624
Glendale	Pre-School	3-5	6:45a-4p	\$1.75	1	No	Yes	No	Yes	10,571	9,313
Mesa	Pre-School	3-5	7a-10p	\$1.75	None	Yes \$3.00	Yes	No	If Avail	13,979	10,860
Paradise Valley	Pre-School	2.5-12	7a-10p	\$1.75	None	Yes	Indirect	No	Yes	3,999	3,649
Phoenix College	Family Care & Headstart	2.5-5	7a-5p	\$2.00	3	No	Yes	No	No	6,357	6,119
Scottsdale	Toddler & Pre-School	2-5.5	7a-4p	\$2.25	8	No	Yes	No	Yes	6,124	4,937
South Mountain	Pre-School	3-5	7:30a-5p	\$1.75	15	Yes \$1.75 except pre-school	Yes	Yes	Yes	1,526	1,352

Source: Phone surveys of Maricopa Community College child care facilities conducted by EMCC Office of Planning and Institutional Effectiveness during the fall 1998 semester.

Appendix C: MCCD Child Care Budget and Facility Matrix

MCCD Child Care Facilities								
College	Square Feet	Capacity	Fall 98 Enrollment	Wait List	Total Children Per Semester	1997-98 Actual Expenses	1997-98 Actual Revenues	1997-98 Net Loss
Gateway	3,600	66	New Center	No	100	\$174,513	\$41,498	\$133,015
Glendale	1,620	45	30	Yes	70	\$167,509	\$53,422	\$114,087
Mesa	5,031	56	56	Yes -30	195	\$268,130	\$120,012	\$148,118
Paradise Valley	2,442	46	40	Yes	140	\$193,116	\$50,187	\$142,929
Phoenix College	5,040	37	26	No	50	\$125,773	\$48,053	\$77,720
Scottsdale	6,000	44	44	Yes	70	\$223,414	\$116,517	\$106,897
South Mountain	4,500	34	31	No	35	\$109,529	\$52,898	\$56,631

Source: Source: Phone surveys of Maricopa Community College child care facilities conducted by EMCC Office of Planning and Institutional Effectiveness during the fall 1998 semester. MCCD child care expense and revenues derived from OGF Budget Expense Data as of 10/1/98. Facilities square footage obtained from MCCD Facilities Planning Office.

Actual expenses include costs listed in OGF Budget Expense Data as of 10/1/98. Expense includes personnel costs required to run the center.

Actual revenues includes registration and fees paid by students.

Net loss is the operating loss (actual expenses minus revenues) that each child care center incurs. This loss represents the required "subsidy" to operate the center.

Appendix D: Survey

We Want Your Input! Fall 1998 Survey on Child Care

(Please complete this survey even if you don't have children.)

This survey is being conducted to determine how many EMCC students have children as well as how satisfied students are with their child care arrangements. If you have already taken this survey, please do not take it again. Please complete this survey and return it to your instructor. Thank You!

- Your Age: Under 18 18-24 25-34 35-44 45-54 55+
- Reason for taking classes at EMCC?
Mark only one:
 Transfer to a University Improve Job Skills Personal Development Other _____
- Do you have children?
 Yes No (Stop here. Please return the survey. Thank You!)
- Are any of these children between the ages of 2 1/2 and 5?
 Yes No, Children are Younger than 2 1/2 No, Children are Older than 5
- While you are attending classes** at Estrella Mountain, who cares for these children?
 Family Member Child Care Center or Pre-School
 Friends Paid Individual (Baby-sitter, in-home care, etc.)
 Children are in school (Kindergarten or higher) Children don't live with me
 Children care for themselves Other _____
- How satisfied are you with this child care arrangement?
 Very Satisfied Satisfied Somewhat Satisfied Not Satisfied

If Not Satisfied, please explain: _____
- Has your child care arrangement ever kept you from taking additional Estrella Mountain classes?
 Yes No

If Yes, please explain: _____
- Approximately **how much do you pay per week** (in total) for child care? \$ _____ for # _____ of children.
- A new child care center (Sunrise Pre-School) is opening across the street from EMCC. Would you change your current child care arrangements to use them?
 Yes Yes, as long as I can afford it Maybe, I have to investigate it further
 No, I am satisfied with my current care option Other _____

Want more information?

If you would like more information about child care options, please include your name and address. Thanks!

Name _____ Street _____ City _____ Zip _____

Appendix E: EMCC Child Care Task Force Membership

EMCC Child Care Task Force Membership

Name	Title
Eileen Archibald	Administrative Assistant I
John Bradley	Business Faculty
Adolfo Gamez	Coordinator Special Education Services
Clay Goodman	Coordinator Fitness Center
Sandy Hill	Research Specialist
Kathleen Iudicello	English Faculty
Jennifer Kester	Financial Aid Tech II
Ernie Lara	Dean of Student Services
Bertha Phillips	Student Success Coordinator
Silvia Serrata	Administrative Assistant I
Linn Taylor	Director of Student Life
Rene Willekens	Director of Institutional Planning
Anne Williams	Articulation Specialist
James Wolfe	Computer Maintenance Technician

Appendix F: Child Care Awards Program Calculations

Local Child Care Centers Used to Estimate Hourly Cost				
Facility	City	Estimated Hourly Rate	Based on:	Survey Date:
La Petite Academy	Avondale	\$3.90	\$56 for two full days (18 hours)	Jul-99
Loving Care Day Care Center	Avondale	\$3.50	Hourly Rate	Jul-99
Comm. United Methodist Child Care	Avondale	\$4.00	Hourly Rate	Jul-99
First Steps Children Center	Buckeye	\$2.00	\$17 per day / 8.5 hours	Nov-98
Tender Care	Buckeye	\$1.75	\$70 full time/40 hours	Jul-99
Sunrise	Goodyear	\$3.96	\$39.60 for two half days (10 hrs 7am-12pm) T-Th	Jul-99
Christ Lutheran Day Care Center	Goodyear	\$3.00	Hourly Rate	Jul-99
Little Western Academy	Avondale	\$3.90	Hourly rate	Jul-99
Montessori West Prep.	Litchfield Park	\$3.31	\$430 per month for 104 hours	Nov-98
Litchfield-Scott Libby Elementary School	Litchfield Park	\$3.00	Hourly Rate	Jul-99
St. Peter's Pre-school	Litchfield Park	\$4.30	\$215 per month, 2.5 hours per day	Nov-98
Teach and Fun	Litchfield Park	\$2.35	\$20 per day / 8.5 hours	Jul-99
Average Hourly Rate		\$3.25		
Less Cost Paid at an MCCD College*		- \$1.75	*The South Mountain Community College hourly rate was used as a guide.	
Subsidy Amount:		\$1.50		

Appendix F: Child Care Awards Program Calculations (Continued)

Child Care Subsidy Table Using One Hour Study Time Factor								
# of Credit Hours	In Class Time	Study Factor	Child Care Hours Subsidized Per Week	Total Hours Subsidized Based on 15- Week Semester	Total Subsidy for 15-Week Semester	2nd Child@ 50%	Total for Two Child Households	Total for Three Child Households
3 Credit Hours	3	3	6	90	\$134.78	\$67.39	\$202.17	\$269.56
4 Credit Hours	4	4	8	120	\$179.71	\$89.85	\$269.56	\$359.41
5 Credit Hours	5	5	10	150	\$224.63	\$112.32	\$336.95	\$449.27
6 Credit Hours	6	6	12	180	\$269.56	\$134.78	\$404.34	\$539.12
7 Credit Hours	7	7	14	210	\$314.49	\$157.24	\$471.73	\$628.97
8 Credit Hours	8	8	16	240	\$359.41	\$179.71	\$539.12	\$718.83
9 Credit Hours	9	9	18	270	\$404.34	\$202.17	\$606.51	\$808.68
10 Credit Hours	10	10	20	300	\$449.27	\$224.63	\$673.90	\$898.53
11 Credit Hours	11	11	22	330	\$494.19	\$247.10	\$741.29	\$988.38
12+ Credit Hours	12	12	24	360	\$539.12	\$269.56	\$808.68	\$1,078.24

Potential Number of Students Served @\$25,000 per semester			
# of Credit Hours	Students Served with One Child	Students Served with Two Children	Students Served with Three Children
3 Credit Hours	185	124	93
4 Credit Hours	139	93	70
5 Credit Hours	111	74	56
6 Credit Hours	93	62	46
7 Credit Hours	79	53	40
8 Credit Hours	70	46	35
9 Credit Hours	62	41	31
10 Credit Hours	56	37	28
11 Credit Hours	51	34	25
12 Credit Hours	46	31	23

Appendix G: EMCC Child Care Award Instructions and Application

Child Care Assistance Award

Assistance will be awarded based on financial need. If you qualify based upon the following criteria, you can apply for child care assistance. Assistance will be awarded on a first come first served basis until funds are depleted.

Household Size*	HH Income
1	\$0 - \$16,480
2	\$0 - \$22,120
3	\$0 - \$27,760
4	\$0 - \$33,400
5	\$0 - \$39,040

*For any additional dependent beyond five, add \$5,640 per person

Child Care Assistance Award

The amount of financial assistance that will be granted is based upon the number of credit hours a student takes. **Students must be enrolled for a minimum of three credit hours.** If there is more than one child in the household that requires child care, the first child will be covered at 100% and each additional child at 50% per semester or a maximum of \$811.00 per semester.

Credit Hours Enrolled	One Child	Two Children	Three Children
3	\$135	\$203	\$270
4	\$180	\$270	\$361
5	\$225	\$338	\$451
6	\$270	\$406	\$541
7	\$316	\$473	\$631
8	\$361	\$541	\$721
9	\$406	\$609	\$811
10	\$451	\$676	\$811
11	\$496	\$744	\$811
12	\$541	\$811	\$811

Students receiving funds from the Estrella Mountain Child Care Assistance Program will be subject to the following criteria:

- ▲ Satisfactory Academic Progress - ALL credits attempted will be reviewed for completion at the end of the semester or term. Students who did not successfully complete a course will be reviewed for continued child care assistance eligibility. Students must maintain a grade of C or better. Grades of I, Z, W, Y, % or F DO NOT count as credits completed (including self-paced classes). Students should progress systematically in their course selections. Repeat classes will not be funded.
- ▲ Regular Status - All regular status students are encouraged to enroll in an eligible program for the purpose of pursuing a degree or certificate. Students who are undecided about their academic goal will need to justify their enrollment.
- ▲ Limitations - Students who have earned/attempted 72 credits, have earned a degree or have reached the maximum time frame of 6 terms of half-time will no longer be eligible for the EMCC Child Care Assistance program.

APPENDIX G: CHILD CARE AWARD INSTRUCTIONS AND APPLICATION

Name _____ Student ID # _____
 Address _____ Telephone # _____
 City/State _____ Zip _____
 Parent/Guardian 1998 Income _____ Student 1998 Income _____
 Total Family 1998 Income _____
 Number of people in household this income supports (including applicant) _____

Number of credit hours enrolled: Fall _____ Spring _____

Please Provide the name and age of all eligible children this assistance aware program will benefit:

Name	Age
_____	_____
_____	_____
_____	_____

Name of child care provider* _____

Child care provider phone number _____

**Applicants may be required to provide proof of child care provider's license information by the Arizona Department of Health Services or Arizona Department of Economic Security.*

Child care assistance will be awarded to students based on substantial financial need and agreement to participate in a local community service activity. **Applicants must use a third party child care provider licensed by the Arizona Department of Health Services or the Arizona Department of Economic Security. Applicants must submit documents that verify income. For example: Federal Income Tax Form 1040 for 1998, W-2 forms, check stubs and benefit eligibility letters (AFDC, Social Security, SSI) and a birth certificate for all eligible children.** If you are unable to provide documentation, please contact the Office of Student Life. If you **do not** have a Social Security number a student ID number will be provided.

Applicant Signature _____ Date _____

Estrella Mountain Community College, one of the Maricopa Community Colleges, does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, handicap/disability, age, or Vietnam era/disabled veteran status in employment or in the application, admission, participation, access and treatment of persons in instructional programs and activities.

ESTRELLA MOUNTAIN COMMUNITY COLLEGE

STRATEGIC AND INSTITUTIONAL PLANNING DOCUMENTS

DOCUMENT NUMBER	TITLE	DATE
No. 1	Planning Directions: A Conceptual Framework for Planning	August, 1989
No. 2	West Valley Community Education Needs Assessment	September, 1990
No. 3	Assessment of Business Programs and Computer Facilities	October, 1989
No. 4	Conceptual Phase Proposal: New Site for College Facilities	October, 1989
No. 5	Proposed Physical Education Report	November, 1989
No. 6	Strategic Planning Fact Book	March, 1990
No. 7	Report of the Teaching for Learning Subcommittees	April, 1990
No. 8	Child Care Options	May, 1990
No. 9	Master Plan Report	June, 1990
No. 10	PALS Lab Proposal	July, 1990
No. 11	Project C.Y.C. Final Report	July, 1990
No. 12	Community Planning Process	August, 1990
No. 13	Project CBLC Final Report	September, 1991
No. 14	Establishing a Community Based Literacy Program: Dreams, Realities, And Future Directions	November, 1991
No. 15	Adult Literacy Planning Committee Report	December, 1991
No. 16	Capital Planning for the Twenty-First Century	March, 1992
No. 17	Blueprints for Planning	November, 1996
No. 18	Insuring Institutional Effectiveness	November, 1996
No. 19	Environmental Scan and Fact Book 1997	January, 1997
No. 20	Environmental Scan and Fact Book 1999	June, 1999
No. 21	Environmental Scan and Fact Book 2000	August, 2000
No. 22	Environmental Scan and Fact Book 2001	August, 2001
No. 23	Child Care Options '99	August 1999
No. 24	Plan for Institutional Effectiveness 1999-2002	August 1999
No. 25	Strategic Plan 2001-2004 (Update)	September 2001
No. 27	Student Success Plan 2001-2005	June 2001
No. 26	Student Academic Achievement Plan 2001-2011 Update	November 2001
No. 27	Financial Resources Plan 2001-2004	December 2001
No. 28	Student Academic Achievement Plan 2001-2010	January 2002
No. 29	Information Technology Plan 2002-2006	February 2002
No. 30	Academic Plan 2001-2006	February 2002