

These slides were developed by Radhika Nagpal in spring 2015, in response to repeated complaints from many junior faculty mentees across multiple departments, the absence of any new childcare plans for Allston, and the substantial progress made by MIT on childcare since 2004. In April 2015, the entire CS faculty sent a signed letter to the administration indicating the need for childcare in Allston, and distributed these slides widely to Deans and Provosts throughout Harvard. Also during 2015-2016, official reports showed that there was a significant retention loss of junior women faculty (FAS D&D annual report 2016), that female faculty had substantially higher childcare burden (faculty climate survey 2013), and that parental leave policies benefitted male tenure-track faculty (annual report slides, feb 2017). In spring 2017, Harvard finally announced that there would be space for new childcare at Allston; they also began a process to unify the affiliated childcares and change some of the more problematic policies.

Childcare Support at Harvard

From the perspective of science and engineering faculty

Data collation & research by Prof. Radhika Nagpal, Computer Science, SEAS
Shared by David Parkes, Area Dean for Computer Science, SEAS

Childcare is a big issue

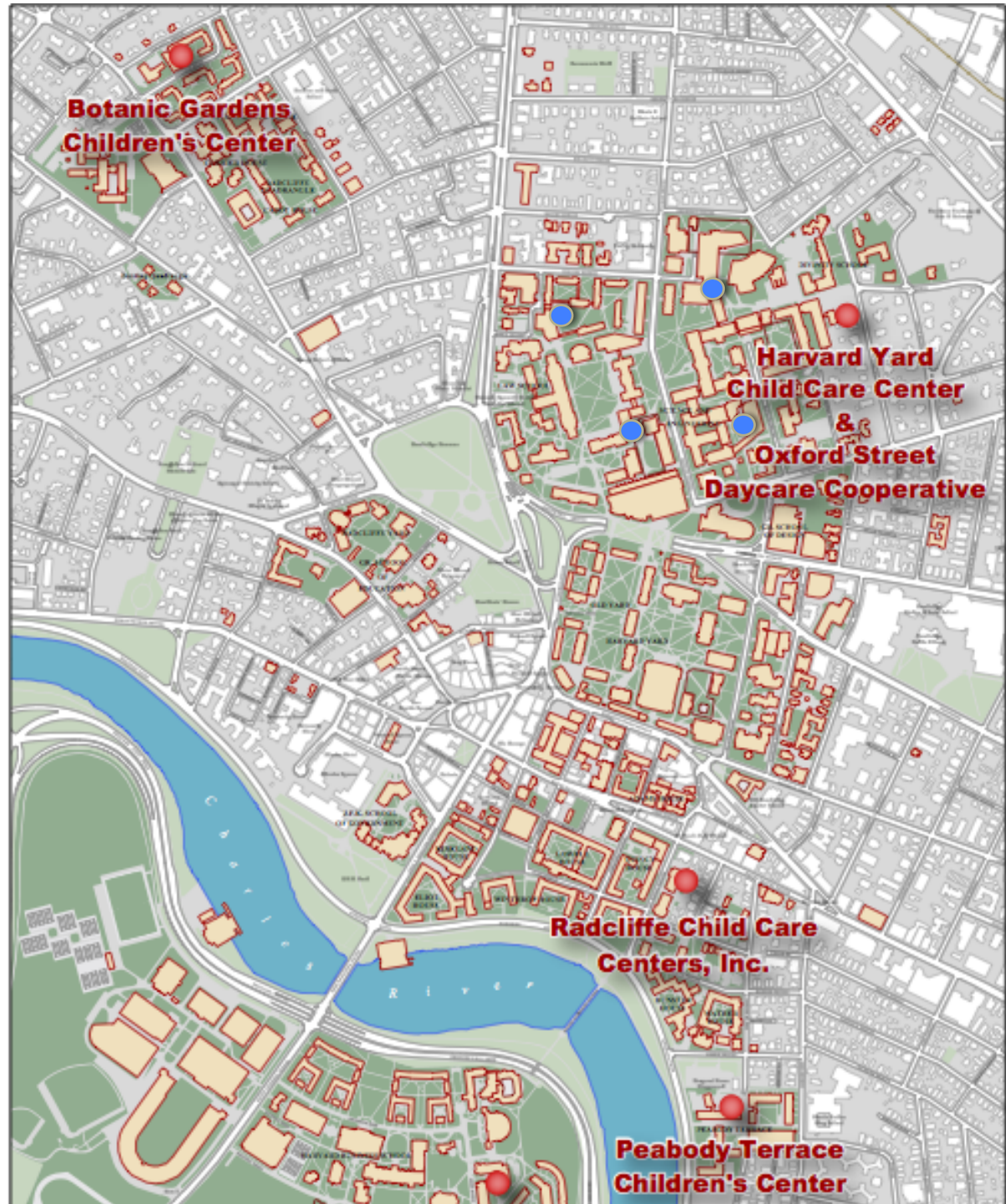
- Task forces for several decades have highlighted childcare as a big issue in recruitment and retention, particularly of women faculty.
- Since then, Harvard has made little progress relative to its peers.
- The current solution does NOT serve the needs of junior faculty, and is inferior compared to our peer institutions, *even those in the same city*. This fact is not missed by current and potential male and female junior faculty.
- This situation needs to change.
- Otherwise we will rapidly lose talent to peer institutions that have recognized the fast changing demographics of the top junior faculty pool.

Harvard

- Five *independent* child care centers are located on Cambridge campus:
 - Oxford Street Coop (OS),
 - Harvard Yard Coop (HY)
 - Radcliffe Childcare (RCC)
 - Botanical Gardens (BG)
 - Peabody Terrace (PT)

in order of distance from science/seas buildings.

Harvard Website:
<http://hr.harvard.edu/childcare>



Harvard Details

- **Enrollment:**

- There is no required preference for Harvard employees, **let alone for junior faculty.**
- From Harvard website: "Each center is independent, and makes its own decisions regarding enrollment and curriculum. Families must apply, and children are enrolled on a space-available basis."
- Some daycares have a priority, others don't. *Very few clearly advertise their policies on their websites.* All five centers have long waiting lists, due to high demand.

- **Cost:**

- **Coops: \$2,350** Oxford Street / Harvard Yard CCC full-time infant
- **Non-Coops: \$2700** Radcliffe Childcare, Peabody Terrace, Botanic Gardens full-time infant
- Harvard does not exert any control over the tuition rates; there is no special rate for faculty, staff, or graduate students. **The ladder faculty childcare scholarship program has a low income cap that excludes most dual career faculty,** which includes most women junior faculty. According to Harvard's website, all costs of the daycare center are covered through the tuition they collect.

Another Major Enrollment Problem: Harvard Affiliated daycares admitted infants and toddlers ONLY in Sept ("no rolling enrollment"), providing no options any other time of the year even for infants. They also required a year-long contract to be signed upfront without option to quit if things did not work out.

- **Options:**

- The daycares have highly variable options.
- **The two daycares closest to main campus (OS and HY) are both "parent cooperatives" and *require* parents to work multiple hours every week on a schedule that is set by the daycare and changes weekly** (until recently 5 hours/week/child and is required even if child was out sick for the whole week or if you plan to go on holiday).
- Only PT and BG offer full and part-time options; RCC offers just 5-day enrollment.
- **Hours, holiday schedules, priority policy, all vary by childcare center and are not clearly advertised on their websites.**

Harvard Details

- **Holidays:**
 - Three daycares (OS/HY/RCC) follow a public school holiday calendar
 - Including all federal and state holidays, several early release days, AND several week-long closings *such as a spring break that does not align with Harvard's spring break, a winter break, and a summer transition break (july or august)*. Most of the daycares do not clearly advertise their holiday schedule; was not able to determine holiday schedule for PT or BG online.
 - This is non-standard. Most commercial daycares only close on state and federal holidays.
- **Locations:**
 - Only OS and HY – both coops - are in central main Harvard Campus, *the densest area of junior faculty* (2 minutes walk from Science/SEAS, 10 minutes from T). The other three daycares (BG, RCC,PT) are 10-20 minutes walk from main campus and the T station.
- **Policy**
 - Harvard has no influence over policy choices made at any of the centers. When policy changes are made that negatively affect junior faculty, there is no mechanism to prevent it. For example, recently the Coop centers changed the alignment their spring break with the public schools instead of with Harvard. Now Harvard junior faculty with young children must find week-long childcare options during teaching weeks.
- **Level of Care**
 - Most faculty agree that the level of care provided by these independent daycares is good (exceptional in the case of PT); it is the other issues that dominate (cost, location, availability, lack of positive institutional influence on policy, highly variable experiences for the different daycares).

The Harvard “affiliation” has no meaning and is misleading. The independent daycare offerings on-campus are expensive, inconvenient, and have policies that are polar opposite to the demanding career of a junior faculty.

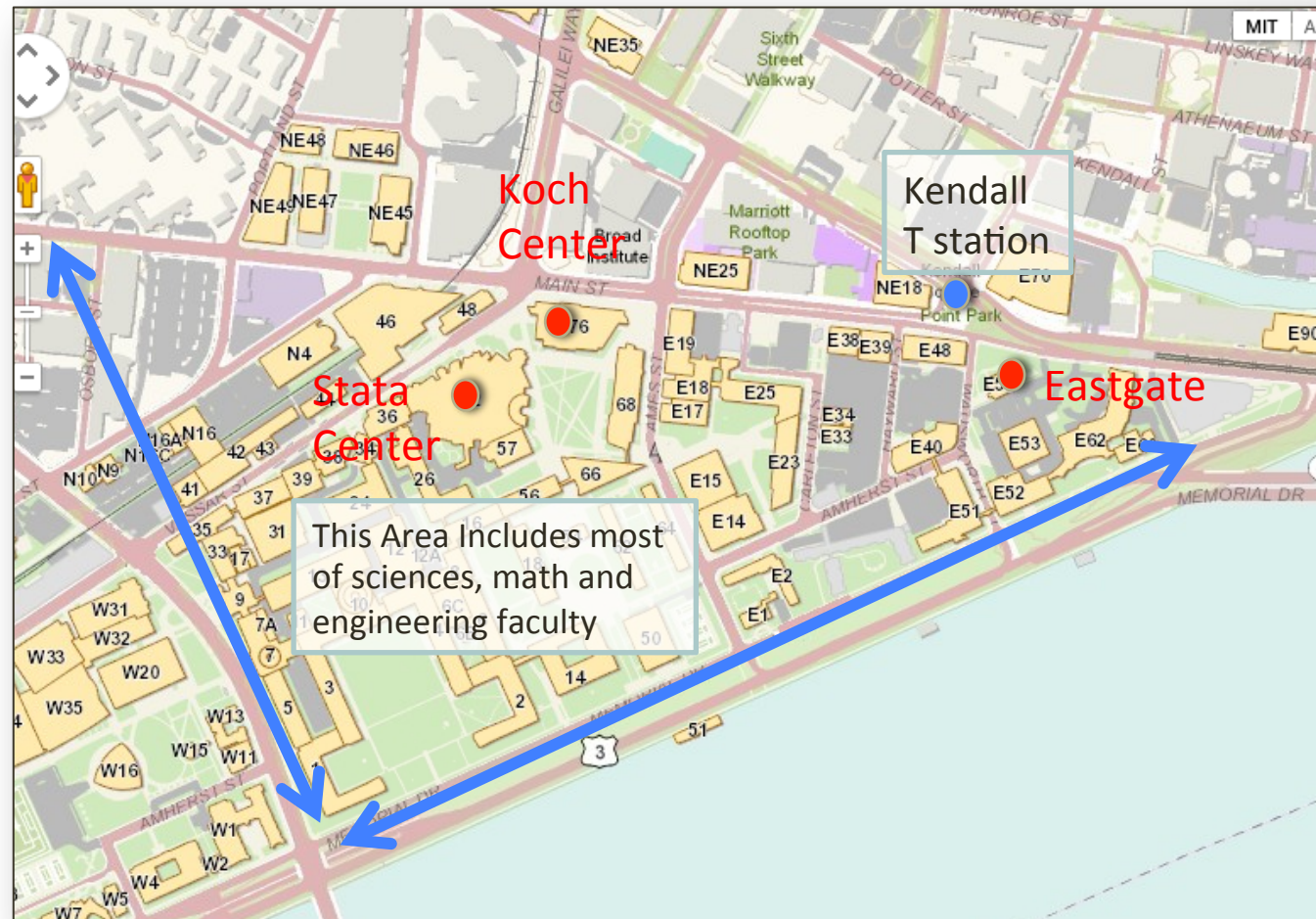
MIT

Technology Childcare Centers (TCC)

MIT operates three childcare centers in the heart of the campus

Stata Center (SC), Koch Center (KC), Eastgate (EG)

“MIT created this parent resource as part of a larger mission to support the work-life needs of its faculty, post-doctoral scholars, students, and staff.”



MIT TCC Website
(Highly informative)
<http://childcare.mit.edu/>

MIT Details

- **Enrollment:**

- **Only eligible to MIT affiliates:**

- Active MIT employees (current employee; postdoctoral; undergraduate or graduate students) are given priority level 1. Visiting scholars and members of MIT-affiliated organizations (e.g. Broad, Whitehead, Draper) are given priority level 3 and 2. Crystal clear and uniform policies are described on their website.

- **Faculty priority for infant slots!**

- “Tenure-track and tenured faculty members receive enrollment priority for all on-campus infant spaces (ages eight weeks through 14 months). Other faculty applicants will be prioritized by the date of application. All infant spaces will be offered to MIT faculty members on the waiting list before being offered to other MIT affiliates.”
 - <http://childcare.mit.edu/how-apply/application-policies/enrollment-priority>

- **Cost:**

Standard enrollment policies: Enrollment open year round. 1 month notice to quit

- All three centers: **2,513** (full-time infant rate)
 - MIT sets the tuition rate each year, and subsidizes center costs such as rent
 - “Every aspect of our Technology Childcare Centers (TCC) is oriented toward meeting the needs of MIT families—and that includes cost. For this reason, MIT subsidizes TCC’s operating budget, and provides scholarships...At TCC, 80% of tuition revenue is used to cover staff salaries and benefits.”
 - <http://childcare.mit.edu/tuition-scholarships>

- **Options:**

- Uniform flexible options available at all three centers (5,3,2 day weeks)

MIT Details

- **Holidays:**
 - **Total of 14 holidays per Year.** Only federal/state holidays and no week-long closings (as is standard for most daycares).
- **Locations:**
 - **All three locations are in the center of the main campus**, within 5 minutes walk of all MIT buildings and < 1 min walk from the Kendall Square T station. The SC is in the main lobby of the Stata Center Building (EECS). The KC is in the Biology building. These faculty can merely ride the elevator down to visit their children at any time during the day. MIT has devoted their prime real-estate to this issue: both Stata and Koch are their newest buildings. The Eastgate daycare is inside the married graduate housing.
- **Policies:**
 - **MIT sets all the policies** (e.g. holiday schedule, tuition rates, teacher/child ratio, enrollment priority, etc), **and proactively manages the resources**. The KC center was opened in October 2013 as a response to high demand on the other two centers. TCC is managed by Bright Horizons Family Solutions in partnership with the MIT Work-Life Center.

MIT is a model for what a modern university can do to attract young talent.

Volpe Center

Volpe National Transportation Systems Center

Federal building, located right behind Kendall Square T station
TSC Childcare Center, in the first floor of the building



- **Enrollment**

- Priority given to Volpe/federal employees, but also allows open enrollment for private parents

- **Cost**

- **Federal employees: 1876** (full time infant)
- **Private Parents: \$2085** (full time infant)

- **Options**

- Flexible: Choose any number of days/week

- **Location:**

- **In the Volpe Federal building first floor with a big playground**
- **30 sec from Kendall T**, right next to MIT, Microsoft research, etc.

- **Holidays:**

- **Only closed on federal holidays (10-14 days a year)**

- **Policies:**

- Set by Volpe center for the benefit of its employees

*Another Cambridge Example
BIOGEN, Bright Horizons*

Standard enrollment and holiday policies, great location in building lobby, restricted to employees, subsidized rates ~ \$2200 for infants

[University, Government, Corporate examples of well-done childcare in Cambridge]

“The Volpe Center in Cambridge offers convenient, affordable, fun, and caring childcare – even to non-federal employees! It was better than anything Harvard or MIT had to offer”

- Harvard junior faculty member (used Volpe 2000-2006)

“Our primary goal is serve the child care needs of federal employees of the Volpe Center and other federal agencies, but our center also is open to children of parents in the private sector.”

- <http://www.tscchildcare.org/tuition.html>

Summary: Harvard vs MIT, Volpe

	Enroll	Cost	Options	Location	Holidays	Policy
Harvard So-called “affiliated” daycares	No priority required for Harvard employees “Affiliated” status comes with no apparent requirements	\$2700 (~\$2400 for Co-ops) Harvard does not exert control on rates/policies	2 Co-ops <i>(mandatory for parents to work scheduled hours)</i> 3 Regular	Locations not well matched to faculty density (Regular daycares further away from campus)	Public school calendar holidays (OS/HY/RCC) Several week long closures (spring, winter, august break).	Harvard has no influence on any meaningful policies. Centers are independent, variable, and often poorly matched to Harvard staff & faculty needs
MIT Operates its own daycares (TCC)	MIT only. Faculty priority for infant slots	\$2500 MIT subsidizes daycare rent and sets the tuition rates.	3 Centers All have the same flexible options (5,3, or 2 days/week)	3 Locations central to campus, in faculty buildings, next to Kendall T	Federal holidays only (~14 days/year) Matched to MIT calendar.	MIT sets all policies to best benefit employees (Bright Horizons manages)
Volpe Operates its own (TSC)	Priority federal employees Allows private parents	\$2000 (For private parents. Even cheaper for employees)	Flexible options (pick any days in week)	1 Location in main building, next to Kendall T	Federal holidays only	Volpe sets all policies to best benefit employees

BIOGEN: Employees only, ~\$2200, Flexible options, Located in main building lobby and 5 minutes walk from Kendall T station, Federal holidays only, operated by Bright Horizons.

The Future: Allston

- Building a campus in the year 2015 that does not include a childcare solution is backward and sends the wrong message.
- Childcare must get attention at the highest levels. This is a critical issue facing junior faculty, men and women alike, *but disproportionately and negatively impacting junior faculty women.*
- There is no excuse not to fix the child care problem in Allston and with SEAS, HBS and other units, there will be plenty of demand.

We Need to Fix This

- The current childcare does not support junior faculty needs.
 - As a junior faculty member described it: “It only works for those who have flexible, part-time, and non-demanding jobs, of which being junior faculty at Harvard is the polar opposite.”
 1. Junior faculty get no priority
 2. They are way oversubscribed, and not easily accessible
 3. They are more expensive than local alternatives
 4. Their policies do not serve faculty or staff needs(2 of 5 are co-op, most are holiday-heavy and not aligned w Harvard calendar)
- Our bad solutions are especially strong barriers to recruiting and retaining junior women faculty, who are faced with many family- and gender-unfriendly barriers at Harvard.
- The MIT model shows clearly what can be achieved.

Requirements for Allston

1. **Cost ~ \$2500 / month** [Enough subsidy to make it affordable]
2. **Harvard faculty committee set the policy** and Harvard is involved in ensuring those policies get followed.
3. **8-6p hours, only close on 14 federal holidays.** No spring break, no early releases, inclement weather - open when Harvard open.
4. **No co-ops:** no parent responsibilities for in-room time or clean-up, vast majority of slots are 5-day slots, center provides snacks, coverage from infant to school age.
5. **Harvard only**, rolling sign-up, *no annual contract* (1 month notice to quit)
6. **Priority for tenure-track faculty** for infant spots (top of wait list); no need for checking in with provost's office for this to happen. Tiering similar to MIT with no non-Harvard eligibility.
7. **A Provost's list for special priority;** e.g., MIT has 10 slots for recruitment, retention. No need for ad hoc negotiations each time this comes up
8. **Transparency:** including all policies advertised clearly on website and biannual report on budgets and policies.
9. A third party operation, such as Bright Horizons would be OK, with close liaison with Harvard to ensure a good child-to-teacher ratio, adequate salary, benefits, and gym/parking access (follow MIT's method)

Common responses explaining the status quo

1. Cambridge is expensive, and there's no space (so we can't expect to do better)
2. Harvard can't be expected to be involved in running a childcare (or, raising kids is a personal matter and doesn't make sense for Harvard to be involved)
3. People are happy with the current Co-op system
4. Very few faculty live near Harvard (a Harvard-specific daycare would be under-utilized)
5. We aren't as bad as some other places.

BUT:

- Harvard invests in faculty life and faculty recruiting, *but the system is not working well for faculty who are caring for young children*
 - The demographic of recruiting male faculty (junior or senior), with wives who gave up their careers to take care of children under school age, is changing. *Today both junior women and men are likely to have children during their tenure-track careers, and are likely to be part of a dual working couple.* These young faculty are also likely to live near Harvard campus to make it easier to deal with the demands of junior faculty life. *We are losing faculty to universities like MIT, especially women faculty*
- Harvard already runs other things:
 - Real-estate (esp to recruit faculty), interest-free college loans for senior faculty's children, *on-campus* healthcare facilities, and massive amounts of parking in prime locations.
- *The existing system especially negatively affects women faculty*
 - Junior women, who are likely to start families within the tenure-track years and who are more directly affected by poor on-campus choices as they try to breastfeed and care for infants during the first year.
 - Senior women, who expect the university to fight for change, and are currently discouraged by this lack of will to make progress on task force recommendations.

Comments from faculty

- Harvard does NOT have childcare. The Harvard affiliation is a marketing ploy - a brand that the childcare centers can sell to make them look good.
- The Harvard co-op daycares only work for people who have flexible, low-demand jobs. Which is the polar opposite of what it means to be a Harvard junior faculty. It works even less for Harvard staff; We wanted a daycare nearby so I could breastfeed my baby. The only options were both co-ops. That's hardly an option.
- **The daycares are super expensive. But the income cap for getting financial aid from the FAS diversity office is so low that only single-earner junior faculty families really qualify. That cuts out all of us dual working couples from any help, which pretty much includes all the women junior faculty I know.**
- Its hard to feel supported when there's no nearby quality daycare that you can rely on, and your department holds their meetings from 4:30-5:30 (that always run over) and the daycare constantly has holidays.
- **The Coop daycares can set policies that make no sense for Harvard, but Harvard says they can't interfere. So when the Coop daycares decided to align their spring break with the public schools, nothing was done. The decisions are made by a parent board which is mostly non-Harvard parents who have lots of time on their hands.**
- **All the daycares are super oversubscribed and there's no preference for Harvard faculty.** My spouse and I received help from Judy's office in getting a spot at our daycare center, and it was not easy...My children were part-week for the first year, and then (with some wrangling) full-time only the year after.
- The daycare we use is really great and caring, but they need more help from the University to make it sustainable. Right now, they are struggling with staff retention due to many issues, including low salaries.