

UNIVERSITY OF VIRGINIA FAMILY SUPPORT COLLAB



2023 Report and Recommendations

August 1, 2023

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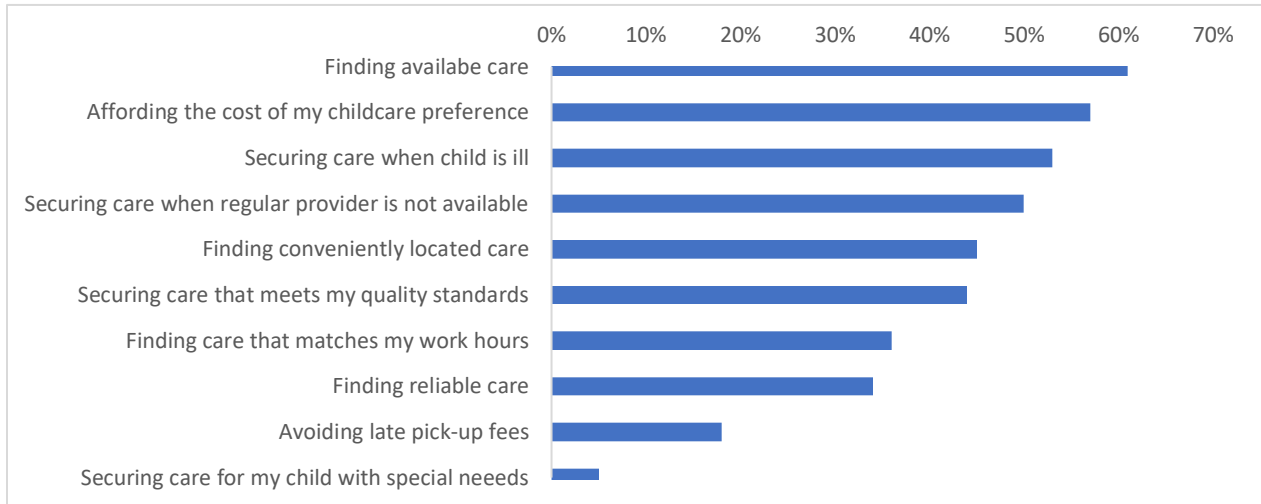
Introduction

The 2023 University of Virginia Family Support Collab Report aims to highlight the accomplishments achieved thus far and recommend actions that continue to build upon the progress for delivering diverse, equitable, and best-in-class caregiving solutions. In 2023, the Family Support Collab (FSC) recognized that it was essential to hear directly from faculty, staff, and team members about their dependent care needs. As a result, the first Childcare Needs Assessment Survey was conducted to gather feedback about gaps in dependent care services as observed by the UVA Community. This feedback supported the FSC in cultivating a deep understanding of our stakeholders' distinct needs. The results of the survey have become the foundation of our 2023 recommendations, which aim to address immediate needs and important challenges requiring long-term solutions. Caregiving and dependent care obligations impact recruitment, retention, engagement, well-being, productivity, career progression, and Diversity, Equity, Inclusion and Belonging (DEIB) initiatives. The recommendations set forth in this report are intended to support faculty, staff, and team members wherever they are on their caregiving journey and align with the [University 2030 Strategic Plan](#) to strengthen our foundation by:

- recruiting and retaining excellent and diverse faculty
- attracting and supporting talented and committed staff
- ensuring that our systems enable our students, faculty, and staff to do their best work

2023 Childcare Needs Assessment Survey Results

One in five (20% of 21,000) benefits-eligible individuals completed the 2023 Childcare Needs Assessment Survey. The following chart summarizes the reported obstacles they encounter when sourcing childcare for children six and under:



Highlights from the survey include:

- Nearly every responding caregiver experienced some difficulty sourcing childcare
- UVA childcare centers have capacity for 501 children, and there are 400+ children on the waitlist for a UVA center spot
- 67% of responders indicated that cost is the primary reason for not enrolling or waitlisting at a UVA childcare center (see 2023 Recommendation 1 for further explanation)

It is worth noting that the self-reported average household income was \$125,000, which is not indicative of most UVA staff, team member, or student income (see Appendix 1). Several members of the FSC heard that some of their constituents did not complete the survey due to

perspectives that the centers are out of reach financially, waitlists are too long, and/or placement for their child(ren) is unlikely in the needed timeframe.

Based on the survey results and FSC research, the FSC proposed the following recommendations.

2023 Recommendations

1. Centralize Administration of Childcare Center Waitlists, Hours, and Tuition

There are currently four UVA-affiliated childcare centers, each with differing priorities, waitlists, hours, and tuition. The differences create a variety of challenges for UVA faculty and staff, Medical Center team members, UPG staff, and UVA students. Individuals cannot anticipate a realistic timeline for access to childcare due to the centers' differing priorities and placement on waitlists. They struggle to form a budget due to varied tuition, pay additional fees to register for each center, and pay an additional fee for a nanny/sitter to bridge the time gap. Decentralized administration also leads to the University lacking a clear indicator of the capacity deficit.

There are currently 404 children truly awaiting a placement, 209 of which are registered for a spot at multiple centers - reflecting a false need of 613. Each site registration costs \$125, and they may wait months/years for access.

The hours at all four childcare centers appear to be reflective of market trends, but do not meet the needs of many families who work in or support the Medical Center's 24/7/365 operation. Providing 24/7/365 coverage is a challenge for centers to meet due to a myriad of licensing and staffing requirements.

The average monthly tuition at UVA-affiliated centers is \$1,323, while the average monthly tuition in Charlottesville hovers around \$1,033. It is important to note that there are many non-profit organizations supporting local community centers, and these local centers accept the Virginia Childcare Subsidy Program, while UVA-affiliated centers do not. The subsidy covers part or all of the cost of childcare based on household income to ensure equitable access to early childhood programs for working parents, but is often delayed in payment from the State to the accepting center.

Actions

Address care option inequities for all employees, including those who need care but who are unable to consider a UVA-affiliated center currently due to income limitations, through the following:

- Centralize waitlists to capture true need, provide realistic wait times, and remove additional registration costs
- Establish a working group to recommend revisions to the centers' priority systems
- Harmonize rates across the centers to begin the process of addressing equitable access
- Require the vendor(s) to accept Virginia Childcare Assistance (subsidy)
- Establish a centralized scholarship program similar to the [Malcolm Cole Childcare Scholarship](#) or the [Stanford Financial Assistance Programs](#)
- Consider a lifestyle spending account to provide financial support to address the gap in center hours and alleviate some of the financial pressure on those who work a wide

range of hours, on lower wage earners, and on our housestaff (whose starting pay is \$60,066)

2. Establish a Reimbursement/Grant Program for Adoption and Surrogacy

Adoption and surrogacy are usually lengthy, emotionally charged, and expensive processes. For instance, a private adoption can cost upwards of \$60,000, and family building through surrogacy can cost upwards of \$150,000. Furthermore, in many cases, costs associated with adoption and surrogacy are not covered by the University's health insurance plan.

To help reduce the significant burden in these situations, the University can offer financial assistance through a reimbursement or grant program designed for adoption- and surrogacy-related expenses. Under current tax laws, qualified adoption assistance benefits provided by employers can be excluded from an employee's taxable income up to a certain limit. For 2023, the maximum exclusion is \$15,950 per child for both domestic and international adoptions. For surrogacy benefits to be tax-free, they must be considered a medical expense and meet the requirements for deductibility under the Internal Revenue Code. Employees who receive adoption assistance must provide reasonable substantiation that the reimbursement is for qualifying expenses. Qualified adoption expenses **do not include** expenses that a taxpayer incurs to adopt the child of the taxpayer's spouse. Additionally, Paid Parental Leave (PPL) utilization for adoption and foster care has not exceeded 15 individuals per year at UVA since PPL was established in 2019.

The value of the adoption benefits to employees greatly exceeds the modest expenses incurred by the University. Assuming the 2023 maximum exclusion and utilization data from the

PPL program, projections indicate a de minimis impact on the overall fringe pool (less than .0008%, or about \$250,000).

Actions

- Allow reimbursable adoption and surrogacy benefits in the fringe benefit pool
- Seek out resources to establish a separately funded pool of assets that can be awarded to individuals on a surrogacy journey who cannot otherwise access tax-free fringe benefits (e.g., individuals not qualifying for the “medical expense” definition, such as individuals needing to utilize a non-employee gestational carrier who is not eligible for the UVA Health Plan)

3. Build Up Resources to Support Adults with Disabilities/Eldercare

Caring for an adult with a disability and/or an elder is just as complex as addressing childcare needs. The U.S. sees approximately 20 million people accepting responsibility as the primary caregiver to an adult with disabilities and/or an elderly family member each year according to [Bright Horizons](#), and 70% of these caregivers adjust their work schedules or leave the workforce to meet family needs. Additional data indicates that 80% of these caregivers are women.

[AARP](#) notes that these family caregivers spend an annual average of \$7,240 of their own money on expenses associated with this care, and the emotional, physical, and financial hardships take a toll. AARP recommends improving access to services and strengthening financial and workplace security to better support these caregivers. Additionally, a hearty mix of resources are necessary to address the emotional, mental, and physical impact. We recommend a two-pronged approach, including proper planning and addressing identified gaps.

Actions

- Build a caregiver planning program (bottom-up approach to supports) to educate employees on the available resources, how to navigate manager conversations, and how to build care plans
- Build a manager training program (top-down approach to supports) to help develop empathy and a leadership mindset to support the diverse demands on caregivers
- Address current gaps in benefits and resources available to faculty, staff, team members, and students through FEAP supports and concierge vendors

4. Bolster Resources for Summer Care Options for K-8

The UVA Health Plan currently covers 3,555 dependents age 6-13, and our recent Childcare Survey reflected 81% of those homes are dual income or single parent. This data is not reflective of all dependents, as children may be enrolled in plans outside of UVA. It is reflective of the necessity of care options when school is not in session merely in reference to safety. Stability, associated debt, affordability, and equitable access all require hard decisions by our employees, resulting in an increased mental load due to the stress associated with this dilemma. Additionally, safe and affordable options for children with disabilities range from hard-to-find to nonexistent. Employees are forced to make decisions that impact their work and career progression.

Actions

- Update the [UVA-Provided Caregiving Resources](#) and [Community-Based Caregiving Resources](#) pages to include an extensive list of options in the community with associated enrollment links

- Assess demand for summer options across UVA, UVA Medical Center, and UPG using a UVA Community Needs Assessment Survey
- Research and deliver enriching and engaging summer experiences in 2024 to provide equitable access and affordability through programming:
 - [Steve and Kate's Camp](#) – Benefitted employees can trade back-up care days for tuition days at these camps
- Consider optionality for children with special needs
- Research the value of a Care Coaching option, which would provide personalized assistance in a family's search for resources and placement

5. Explore Dependent Tuition at UVA (Post-Secondary Education)

Employee dependent tuition benefits for post-secondary education are relatively common throughout the national higher education landscape, and where they are offered, the benefit can vary from a few hundred dollars for one dependent per semester at the employee's institution up to the "gold standard" of The Johns Hopkins University (JHU), which covers 50% of tuition for all employee dependents at any higher education institution in the country up to the equivalent of 50% of JHU's tuition. If both parents of a dependent are employees at JHU, they will cover 100% (\$60,480 for 2022-23) in tuition costs for every dependent per year. However, in the state of Virginia, dependent tuition coverage is very uncommon. Even when it is offered (i.e., at George Mason University), the guidelines are so specific that they severely limit the availability of the tuition amounts, or the awards are very limited (i.e., at Virginia Tech). The College of William and Mary faculty have proposed a full tuition waiver for eligible employees' dependents multiple times, but there is no indication that the proposals were accepted.

Looking to the broader mid-Atlantic region, a number of Big Ten schools offer employee dependent tuition benefits. Rutgers University offers full tuition remission to Rutgers for dependents of employees. Penn State offers up to 75% off of tuition at any of the Penn State campuses for dependents of employees. Circling back to UVA and looking at the Atlantic Coast Conference (ACC), dependent tuition benefits also vary and most of the schools offering a benefit are private. However, University of Pittsburgh and University of Louisville both offer full dependent tuition remission to dependents attending their institutions. There is a wide variability of offered benefits in our region and at our peer institutions and more discussion and research would be beneficial to establish a baseline benefit to propose to UVA leadership.

Actions

- Continue research in a more concerted effort in a UVA Staff Senate and UVA Faculty Senate collaborative working group
- Review William and Mary's faculty proposal for dependent education benefits

2022 Recommendation Progress

It is important to review UVA's progress toward executing the 2022 FSC recommendations and achievements accomplished. Transforming dependent care is a multi-year journey. When analyzing the accomplishments, we chart a course for continued success and inspire continuous improvement.

2022 Recommendations:

1. Continue the work of the FSC and develop a multi-year caregiving direction for the University

- The 2023 recommendations suggest a 1–3-year horizon.

2. Fund a Family Support Specialist position to address the diverse caregiving needs of our population (child, adult with disabilities, eldercare, etc.)

- A funded position has been approved and a Program Lead has been hired. This role is fully integrated into the FSC to establish/support goals.

3. Consolidate all University-affiliated childcare center management

- Consolidation of vendor relationship management with Bright Horizons and KinderCare occurred in January 2023 and includes partnership with UVA Physicians Group (UPG), which operates the Sharon Hostler Child Development Center.

4. Standardize the policies and practices of the University-affiliated childcare centers

- Initiated harmonization of policies and practices in 2023 across the four centers.

5. Engage in a request for proposal for a single, external operational partner for all current and future centers by July 2025. Build a new childcare center on Grounds as a replacement facility for the Earhart center

- A Childcare Center Working Group is reviewing options for expansion and new construction through short-term, mid-range, and long-term capacity.

6. Explore the feasibility of an on-site sick childcare

- The exploratory analysis indicated that licensing options were significantly affected by the pandemic and until addressed on a state level, on-site sick childcare is not feasible.

7. Review policies as they relate to flexwork, training, and attendance

- Policy review is part of the continuous improvement of UVA, the Medical Center, and UPG.

Closing

The FSC work over the past two years has been significant, yielding notable achievements and progress toward strategic goals. As we reflect on our accomplishments, it becomes evident that the journey needs to continue. The world around us is constantly evolving, and as we move forward, new opportunities emerge. The importance of continuing the work the FSC started cannot be overstated; it is both great and good.

Appendix 1 – Median Household Income

Median Household Income By County	
County	Income
Albemarle	\$ 90,568.00
Augusta	\$ 69,082.00
City of Charlottesville	\$ 63,470.00
Fluvanna	\$ 82,983.00
Greene	\$ 73,844.00
Louisa	\$ 70,974.00
Nelson	\$ 67,707.00
Orange	\$ 79,211.00
United States Census Bureau	

Appendix 2 - Childcare Center Waitlists, Hours and Tuition

Center Side-by-Side Chart

Vendor		Malcolm Cole	Bright Horizons	Sharon Hostler	University of Virginia Child Development Centers - Earhart and
Registration Fee		125		125	125
Enrollment Capacity		170		148	119 (Copely Road) and 64 (Earhart Street)
Monthly Tuition	Infant	\$	1,500.00	\$	1,443.00
	Toddlers	\$	1,434.00	\$	1,407.00
	Two's	\$	1,250.00	\$	1,238.00
	Pre-K	\$	1,163.00	\$	1,152.00
Sibling Discount		10%		10%	10% off lowest rate
Wait List **	Wait List Policy	https://child-care-preschool.brighthorizons.com/VA/Charlottesville/malcolmcole/Frequently-Asked-Questions#question-1	https://child-care-preschool.brighthorizons.com/VA/Charlottesville/upg/Frequently-Asked-Questions	https://childdevelopmentcenter.virginia.edu/wait-list-policy	
	Priority 1	*Agency 209 employees providing direct patient care including residents and nurses	*UPG/SOM = FT/PT faculty w/ UPG contract *UPG = FT/PT UPG Physicians (RPC/Outreach)	*FT benefits eligible Agency 207, and FT students	
	Priority 2	*All other Agency 209 employees	*Agency 209 = Residents/Fellows (House Staff), AHP's, other MC employees providing direct patient care *UPG = AHP's (Nurse Practitioners and Physician Assistants) *Agency 207 (SOM) = AHP's, other SOM employees providing direct patient care	*FT benefits eligible Agency 209	
	Priority 3	*Employees of UPG *Employees contracted for Nutrition Services or Environmental Services *Agency 207	*Agency 207 (SOM) - FT/PT UVA SOM faculty (e.g., researchers), non patient care staff *Agency 209 = non-patient care staff *UPG = UPG non-patient care staff	*PT benefits eligible Agency 207 and Agency 209 employees *PT students *FT foundation employees affiliated with the University or UVA Health System *FT contractor employees (the contracted company must have a contract with the University or UVA Health System for a minimum of three years and provide on-site services to the University or UVA Health System. Contracted employees must be working full time at the University or the UVA Health System *Faculty, Visiting, Non-Paid	
	Priority 4	n/a	*Agency 207 - all others (Preschool and School Age program only)	n/a	
	Wait List Count	162		171	280
Website		https://child-care-preschool.brighthorizons.com/VA/Charlottesville/malcolmcole/	https://child-care-preschool.brighthorizons.com/VA/Charlottesville/upg	https://www.kindercare.com/our-centers/charlottesville/va/000857	https://www.kindercare.com/our-centers/charlottesville/va/081027
Provides Meals		Yes		Yes	Yes
Provides Diapers, Wipes		Yes		No	No
Parents Group		Yes		Yes	Yes

Agency 207	University Faculty and Staff
Agency 209	Health System
**Siblings of children who	

Higher Education / Medical Center Hours Benchmarking

School/Hospital	Hours	Site
Baylor Scott & White Medical Center – Temple	No center - BH Concierge for discounts	https://www.bswhealth.com/benefits/money/moresavings
Baylor University Medical Center	7:30am-5:30pm	https://piper.web.baylor.edu/
Duke University Hospital	6am-6pm	https://hr.duke.edu/benefits/family/duke-childrens-campus
Emory University	7am-6pm	https://child-care-preschool.brighthorizons.com/ga/atlanta/allsaints?utm_source=google&utm_medium=organic&utm_campaign=gmb&utm_term=weblink&utm_content=centerwebsite&IMS_SOURCE_SPECIFY=google%7Corganic%7Cgmb%7Cweblink%7Ccenterwebsite
Johns Hopkins University	7:30am-6pm	https://hr.jhu.edu/benefits-worklife/family-programs/child-care/jhu-child-care-center-partners/
	7am-6pm	
	6:30am-6:30pm	
Mass Gen Brigham	6:30am-5:00pm	https://www.massgeneralbrigham.org/en/about/for-employees/child-care#accordion-550d8b224c-item-5803c1fb29
	7am-5pm	
Mayo Clinic Hospital-Saint Marys Campus	No center - Referral Service Only	https://www.mayofamilies.org/in-the-news/resources
Milton S. Hershey Medical Center	6:30am-6pm	https://faculty.med.psu.edu/wellness/child-care/
NIH Northwest Child Care Center	7:30am-6pm	https://rockvilledaycare.org/center/northwest-child-care/
NY Presbyterian Hospital - Uptown	7am-6pm	https://child-care-preschool.brighthorizons.com/ny/newyork/nypres?utm_source=google&utm_medium=organic&utm_campaign=gmb&utm_term=weblink&utm_content=centerwebsite&IMS_SOURCE_SPECIFY=google%7Corganic%7Cgmb%7Cweblink%7Ccenterwebsite
Penn State	7:30am-6pm	https://childcare.psu.edu
St. Joseph Mercy Ann Arbor Hospital	7:30am-5:30pm (extended care options from 7:00-7:30 a.m. and 5:30-6:00 p.m. at an additional cost)	https://hr.umich.edu/benefits-wellness/work-life/child-care-resources/childrens-centers/center-locations/health-system-childrens-center
St. Luke's University Hospital – Bethlehem	7am-6pm	https://www.lvconline.org/locations/bethlehem-child-care-locations/st-lukes/
University of Michigan Health System	7:30am-5:30pm (extended care options from 7:00-7:30 a.m. and 5:30-6:00 p.m. at an additional cost)	https://hr.umich.edu/benefits-wellness/work-life/child-care-resources/childrens-centers/center-locations/health-system-childrens-center
UVA	6am-6pm	
	6:30am-6pm	

Appendix 3 - Family Planning Benefits

Reasonable and necessary qualifying expenses related to adoptions defined in Section 36c(d)(1) of the Internal Revenue Code include:

- Attorney fees and court costs
- Counseling fees associated with the placement and initial adjustment
- Immigration, immunization, and translation fees
- Temporary foster care is provided before the placement of the Eligible Child
- Home inspections costs
- Medical expenses paid on behalf of the Eligible Child before adoption that are not otherwise covered by insurance
- Travel expenses (including amounts expended for meals and lodging while away from home)

Paid Parental Leave Utilization (for adoption and foster care)

	2020	2021	2022
MEDICAL CENTER	5	6	10
ACADEMIC	8	6	4
UPG	2	1	0

Appendix 4 – Adults with Disabilities/Eldercare

Current benefits and resources available to faculty, staff, and team members:

- [Back-up Care and SitterCity](#)
- [FEAP](#)
- [Aging well: A planning, conversation, and resource guide](#) by Fidelity
- [Caring for Aging Loved Ones](#) planning guide through Fidelity
- [Life Services Toolkit](#) by HealthAdvocate

Appendix 5 - Summer Care Options for K-8

Health Plan Enrollment

Age	Count
6	431
7	418
8	455
9	453
10	451
11	440
12	441
13	466
Total	3555

Appendix 6 - Dependent Tuition at UVA

Education Benefits Benchmarking (across higher education)

UNIVERSITY	STUDENT STATUS	% REMISSION	DEGREES COVERED	ELIGIBLE UNIVERSITIES
Penn State	Dependent	Grant-in-aid benefit is 75% discount on tuition (up to age 26 for children)	Undergraduate for children Undergraduate / Graduate for spouse	Penn State all campuses, World Campus, PA College of Technology
	Employee	Grant-in-aid benefit is 75% discount on tuition 16 credit limit per year for a 3 semester appointment 12 credit limit per year for a 2 semester appointment	Undergraduate / Graduate	
University of Ohio	Dependent	50% if one parent is an OSU employee (max \$4820/semester) 75% if both parents are OSU employees (max \$7630/semester) Up to 8 semesters or 140 semester hours of enrollment	Undergraduate / Graduate / Professional degree-granting programs	OSU
	Employee	Up to \$9,640 per semester (in/out of State resident fees) Undergraduate pre-tax / Graduate \$5,600 pre-tax, \$5600+ post-tax		
Michigan State	Dependent	50% tuition up to 120 credit	Undergraduate only	MSU Only
	Employee	Eligibility varies - 100 % of MSU undergraduate coursework up to 14 credits/year. For graduate course work, 50% of undergraduate tuition rate. For non-MSU accredited institutions	Undergraduate, graduate	Any accredited college/university within Michigan
University of Michigan	Dependent	Special One-Year Non-Resident Tuition Differential Grant for dependent of newly recruited faculty hires Dependents of faculty and staff with 50% or more appointment and evidence of financial need are eligible to apply for "UM Faculty & Staff Scholarship Fund"	Undergraduate	UM Only
	Employee	FT employees 75% tuition (max 12 credits/year) PT employees staff (50%+) prorated discount from the 75% equivalent to the percentage	Not specified. Course must be job related or related to career opportunities	UM or other accredited colleges and universities
University of Illinois at Urbana-Champaign	Dependent	50% tuition waiver for children (under the age of 25) of employees (minimum 50% hire), excluding fees for up to 4 years. Excludes employees of University related organizations e.g. Alumni Association.	Undergraduate only	Any campus of an Illinois senior public university
	Employee	Tuition waiver, not subject to taxation up to \$5,250 for employees with 25% or more service.	Graduate level	
Indiana University Bloomington	Dependent	50% tuition waiver for dependent children (23 years of age or under and unmarried), variable subsidy rate for spouses of fulltime (75% FTE or greater) academic and staff employees. Limit of 140 credit hours.	Undergraduate, graduate and professional programs	IU only
	Employee	Variable subsidy rate up to a dollar amount of \$1200-\$1500, only one dependent or employee reimbursement per semester.		
University of Iowa	Dependent	No benefit for spouses or dependents other than they automatically receive resident tuition rates.	Not specified	Not specified
	Employee	Employees may apply for full coverage of up to one course (up to 4 credits) per semester, excluding other fees. Must have a regular 50% or greater appointment.	College credit course	

UNIVERSITY	STUDENT STATUS	% REMISSION	DEGREES COVERED	ELIGIBLE UNIVERSITIES
University of Minnesota	Dependent	Family members may qualify for resident tuition rates.	Not specified	Not specified
	Employee	Benefits eligible faculty who hold 75-100% time appointments can apply to the Regents Scholarship fund for partial or full coverage of tuition costs. 100% coverage if pursuing first undergraduate degree. 75% coverage for all other eligible classes.	Undergraduate, graduate, professional programs	
University of Maryland, College Park	Dependent	100 % tuition remission for qualifying programs and family members. 50% remission for dependents at a University System of Maryland (USM) degree granting institution. Minimum 50% hire required for eligibility.	Undergraduate, graduate programs, medical and dental programs excluded	UM and other USM degree granting institutions that participate in the USM tuition remission program.
	Employee	Employees with at least 50% time can take up to 8 credits per semester. Tuition remission is proportional to the percentage of service.	Medical school and dental school excluded	UM and USM institutions, non-USM institution upon approval
University of Nebraska-Lincoln	Dependent	All regular full time (1.00 FTE) employees who meet the eligibility requirements may transfer up to 15 credit hours per year to their spouse or dependent at tuition equal to the University's resident tuition charge per semester credit hour at campus of attendance. Child must be enrolled full-time, not required for spouse.	Undergraduate	UN campuses only
	Employee	Employee Scholarship program provides tuition equal to the University's resident tuition charge per semester credit hour. The program is limited to no more than 15 credit hours in any 12 month period and is normally restricted to no more than 6 credit hours per semester.	Academic credit courses	
Northwestern University	Dependent	Benefit based on billed tuition minus forms of financial aid, not including mandatory fees. Tuition coverage up to 12 quarters per dependent (up to age 26). % coverage varies from 85%-90% by service years. Portable benefits are available for non-NW courses and range from 50-100% by service years.	Undergraduate	NW and at other non-NW locations (Portable benefits program)
	Employee	Full-time faculty and staff are eligible receive 90% tuition coverage up to \$12,000 per calendar year. Any amount over \$5,250 is considered taxable income.	Undergraduate, graduate	
Purdue University	Dependent	Dependents are eligible for a partial remission of tuition assessed at the applicable staff rate approved annually by the Board of Trustees.	Purdue credit courses	Purdue only
	Employee	Faculty and staff can apply for partial remission of tuition assessed at the applicable staff rate.	Purdue credit courses	
Rutgers University	Dependent	100% tuition remission for children with limits dependent on length of degree.	Undergraduate, graduate, professional programs	Rutgers only
	Employee	Full time faculty and staff are eligible to receive tuition remission based on salary and rank: salary above \$103, 482 or rank of Associate Professor or above are entitled to 50% tuition remission; salary below \$103, 482 or rank below Associate Professor are entitled to full tuition remission.		
University of Wisconsin-Madison	Dependent	No benefit for spouses or dependents		Any state accredited public or private higher educational institution or WTCS district institution.
	Employee	Employees may be reimbursed (tuition and fees) for authorized job or career related education within budget constraints. Must have half-time or greater appointment.	Undergraduate, graduate, professional development	

Appendix 7 – 2024 FSC Administrative Preparations

Governance

- Create membership requirements and bylaws

Goals

- Increase diversity in representation across entities to better understand gaps in resources
- Address resources for children and adults with disabilities
- Address attendance policies related to caregiving
- Address the centralization of the waitlists, changes to priority structure, and sibling discounts
- Measure waitlist demographics and movement (insert metrics to be captured)
- Address the caregiving needs of students (undergraduate/graduate)
- Address the caregiving needs of postdoctoral fellows