

April 20, 2006

TO: EXECUTIVE VICE CHANCELLOR AND PROVOST PAUL GRAY

RE: BOGY KLINMAN REPORT

Dear Paul,

Thank you for sharing the final report by Professors Bogy and Klinman of their review and recommendations for the Early Childhood Education Program (ECEP).

We believe the report is an honest and fair assessment of the issues and existing conditions in the program and will use this document to help guide us in making new and ongoing improvements.

Since the External Review process in 2003, we have continued to solicit input from parents, teachers, and other stakeholders to develop and improve our childcare services. Our work with organizational consultants has helped format a plan for future success using input from all these sources. The Bogy/Klinman report provides us with additional information to move us forward in implementing an organizational structure which works best for all concerned.

We are pleased to report that we are already moving forward in a number of areas where recommendations were made, specifically regarding staffing changes and enhancements, and we will proceed as advised in other report recommendations. We also agree that in a number of areas, it would be appropriate and beneficial to wait for the new director to be hired to implement changes as necessary and will do so as time allows.

Staffing Improvements Made

- A classification review for the director's position was recently completed and the position has been reclassified to the MSP II level, bringing it more in alignment with the level of duties and responsibilities and providing us with greater recruitment value for this position.
- Staff restructuring for the program has been postponed in order to get the most qualified and experienced candidate pool for the site coordinator positions. We expect to have full implementation of the new organizational plan in August. This temporary delay allows us to continue to offer full levels of childcare services for the remainder of spring

semester with little disruption and, ideally, we will have a new ECEP director in place by late summer.

- In the meantime, staff working in new positions continue to provide leadership, guidance, participate in management training, and strengthen working relationships with staff.
- New ECEP administrative staff have been hired in the central office to provide much needed support to student and faculty/staff programs.
- Three new full-time teacher assistants have been hired and one more will be hired in Fall 2006. These assistant positions will lessen our dependence on part-time student aides and provide more stability and continuity of care in classroom settings through their on-going presence.
- Improvements have also been made to address concerns regarding substitute teachers. Criteria for hiring have been developed as has a standard process for dispatching substitute teachers. Four have been hired this spring and we expect to hire one more.

Response to Additional Recommendations

- The director is responsible for all nine of our centers. To that end, we feel it's important that the director's office be centrally located so as not show favoritism or increased attention toward any of its programs. In 1999, the director's office was in physically housed in a center and a review committee suggested that it be moved to RSSP central offices for this very reason.
- We are moving toward a more integrated approach with regard to the composition of our centers. We agree that children of students, faculty and staff should be given equal priority. The new center opening in January 2007 will enroll children from all three of these groups.
- While weekly parental participation is a lofty goal, it is not often feasible for the families we serve, or a reliable way to achieve staffing ratios mandated by state licensing requirements.
- With regard to research, only one center, the Harold Jones Child Study Center has a dedicated staff person for research.
- We will ask the Institute of Human Development to explore the option of building a fee in all research grant proposals that include research done at our centers to support the lab (our centers).

- We are asking the campus to support child care in our current budget cycle.

We would like to thank you and Professors Bogy and Klinman for your time and thoughtful inquiry to the concerns brought forth. We agree with your support of childcare as a top priority for the University of California and will continue to do our best work to make that happen.

Sincerely,

Genaro M. Padilla
Vice Chancellor for Student Affairs

Harry Le Grande
Associate Vice Chancellor for Residential and Student Service Programs