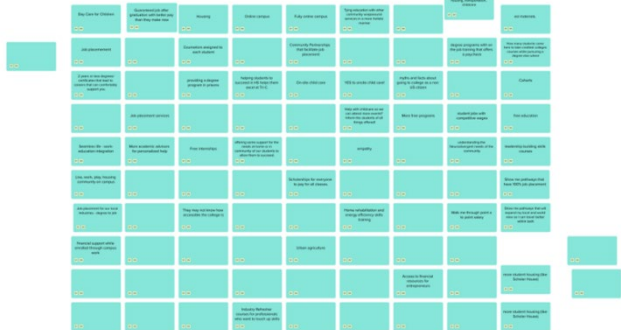


Monday, March 17, 2025

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## Strategies to Thrive

What unmet needs might our community be asking of Tri-C that, if we met, might be a game changer?



# Listening Session Summary

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## Question 1

Reflecting on our Vision: Reflecting on the context and Dr. Baston's message just shared, what stands out to you as the most essential outcomes Tri-C must achieve in the next five years? What challenges should we be especially mindful of?

## Summary

The enrollment decline at Cuyahoga Community College is alarming, driven by a shrinking, aging local population and changing student demographics. To counter this, the college must adapt by embracing change, fostering collaboration, leveraging technology, and developing new programs aligned with employer needs. Addressing students' concerns about the return on investment and adapting to societal shifts are crucial.

The institution must remain relevant, support employees through transitions, and focus on lifelong learning.

Meeting the needs of today's students and preparing for future job markets are essential for sustaining enrollment and ensuring the college's long-term viability.

## Responses

### **Adapting Education for Future Jobs**

Existing programming that does not lead to sustainable wages is a challenge

There's that saying that children just being born will have jobs we haven't even imagined yet. It seems like this is accelerating, especially with AI.

Train and create new programs based on employer needs; Be willing to sunset programs

We need to train for the jobs that do not exist

### **Adapting to Educational Challenges**

Challenge - stop doing things that do not serve us or the students we currently serve or will in the future

Challenge - we are structured to primarily meet the needs of 18-26 year olds

Challenge: national and state laws will change the way we teach our students now.

Impact we are facing are global, grants that will disappear, what is taught in the classroom can result in the quality of instructor and students population. We will no longer be affordable.

Meeting the education / training needs of today's student

Technology Challenges of Staff and Faculty in the world of AI

### **Challenges in Student Recruitment**

Enrollment decline and need to reverse the trend

It's interesting that the decline has occurred for so long

Making students excited about the opportunities and the ROI for them

Some colleges have already positively broken away from nationwide trends

Steep decline in enrollment

Student Recruitment

Student Recruitment

Students want things fast

the change in student demographic

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The enrollment decline is scary. It's been nice the past year or so to see more students returning in person, though.

The local population is shrinking and getting older

We need to pay attention to how students are feeling about college. The sentiments are real.

## **Challenges with ROI and Pace**

Faster Pace

Fear that the return on investment isn't there

Getting everyone on the same path moving in the same direction in a short amount of time

People just want money quickly

People want things fast and now

## **Driving Transformative Change**

Adopting a unified focus on how to move forward

Leverage the history to adapt and prepare for scaled transformation

Opportunity to create a transformative future with many stakeholders

## **Embracing Change for Future Success**

Adapt now or risk being left behind

CHange is a Must

change is inevitable and we need to adapt

If you're not open to change, you will be left behind

Resonated - letting change happening through us vs. to us

Think 2050

We can't remain what we were before

We have to change to change our trajectory

We need to be a risk-taker

We need to be adaptable, so we aren't left behind

## **Employee Support and Community Relevance**

We need to ensure that employees are provided with resources throughout any changes that happen.

We need to remain relevant to the community we serve.

we need to stay ahead of employment trends.

## **Meeting the Needs of Millennials in Higher Ed**

Challenge - If college makes Millennials feel dire things - how do we embrace those needs - loneliness, emptiness, worth - of education and experience

Education is not just to make money

Outline for project from Dr. Baston is very aggressive

The future of higher ed is different. After working here over 20 years, that resonated with me.

We need programs that change lives quickly to regain confidence in Higher Ed

## **Navigating Political and Demographic Changes**

Changing demographics may be a challenge

The political landscape is a challenge

With so many changes, finding the opportunities during that are going to fit best benefits us as. Finding the needle in the haystack. That is a challenge.

## **Navigating Societal Shifts**

Changing job requirements

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Levy might not pass because this current and upcoming Generation might be able to afford paying more taxes  
Social changes

The view of society changing-- return on investment  
unforeseen political and social concerns

## **Other**

As the first Ohio Community College - agile and bold is in our historical DNA

Can't remain idle

Challenge - we have not fully embraced the workforce students and their success

Challenge is mindset among those who are not ready to be bold or agile

Challenges - if our local population is declining for the foreseeable future - we need to find a way to expand our reach; thinking of SNHU - they seemed to have mastered outreach connections with our community for relevance

It is essential to review programs we offer and to be nimble when necessary

Lots of work

need to adapt to possible changing demographics

Need to be flexible and adjust quickly

Neurodivergence

Pay attention to being more agile to meet both the needs of more students over the age of 25 and changing jobs

Perceived lack of value

Pivoting to adult students will be challenge, how do we find them and can we get out into the community to meet their needs?

The College needs to include all voices when considering any large changes.

We have examples of bold and agile programs that we need to scale.

We need to be adaptable - online learning and CBE modalities are here to stay - online campus is necessary

We need to consider how AI will be changing the course of education - get on board and drive technology versus technology driving us

We need to create a culture of collaboration and trust

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## Question 2

Reflecting on our Mission: What unique strengths or characteristics does Tri-C have that differentiate it from other local educational options that might give our students a competitive advantage and create social impact in our community?

### Summary

Tri-C offers numerous advantages including tax clinics, direct admission for CMSD students, the lowest tuition per credit hour in the state, evening and weekend courses, applied bachelor's degrees, and personal assistance like food pantries and transportation help. Scholarships and diverse support services are available, along with programs to prepare high school students for college.

Tri-C emphasizes diversity, workforce readiness, and applied programming that leads to jobs. They have historical community connections, wrap-around services, various course modalities, and are well-known in NE Ohio.

Additional resources include the Mandel Scholars program, a Center for Entrepreneurs, and certification programs.

### Responses

#### **Accessible Learning Options**

As a multi-campus system, we are even more accessible than other institutions. And now increasing our online presence has

Different modalities available for students to accommodate students

Diverse course offerings

Multiple tutoring options to level the playing field early

we offer multiple ways to learn

#### **Affordable Education**

Affordability

can't be tied to specific location - has to be available everywhere

Cost effective!

Fiscally Responsible

Low cost and accessibility

we're cheap!

What still sets us apart from other institutions, is the affordability, and meeting the needs of diverse and underserved populations

#### **Alumni and Workforce Engagement**

Doing a better job connecting with companies that are Tri-C alumni.

Include more paid internship to exposure students to workforce at Tri-C

Tri-C lives the mission every day

#### **Campus Collaboration and Leadership**

4 different campuses spread out through county

CMSD partnership, high school at Metro Campus

engaged leadership across all four campuses and sites

#### **Campus Environment and Support**

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accept students with justice involved backgrounds

Caring faculty and staff

college president who is on campus and talking to students and staff letting them know he cares.

Corporate College

Diverse student Body

Everyone is welcome

Faculty who are still involved/working in their industries

Highly involved and dedicated advisory boards

I like to think that our staff make the difference because of their caring attitudes.

Many people who care, and are invested in student success

People that care

People will come but will take longer to complete their degree since there is no student housing and we are known for more

Strength - the personal attention and care of faculty and staff

Strong brand within the community that leads to willingness to employ our students

Strong career services

Strong focus on teaching rather than researching

The campus is no longer lively. Now its like a ghost town. It does not provide the same college experience

We have some of the most genuinely committed faculty, focused on supporting student success.

## **Community Engagement and Partnerships**

Ability to connect with community partners for local learning opportunities (experiential or as an example)

Ability to convene different groups across our communities

community based program (age group- specific)

community connections and local job placement

Community Connections and Partnerships K-12 and beyond

Community Focused

Community Partners for Experiential Learning

how do we use alumni to build partnerships/ mentorships?

Institutional Partners--Transfer Pathways

Large geographic footprint that could be used for community partnerships beyond what is being used currently

larger footprint in the community

Multiple locations across the county

## **Community-Centric Branding**

Everybody in county is connected to Tri-C one way or another

Our Branding--Everyone knows about Tri-C in one capacity or another

Tri-C owns its mission of serving a diverse community by offering wrap around services and programming for all of the members of our community!

## **Education Benefits at Tri-C**

A wealth of Resources

Advantage: Direct admission to Tri-C for CMSD students

Advantage: Lowest Tuition per credit hour

Advantage: Tax Clinics & assistance with filing taxes

An array of FREE resources (scholarships; food pantry; tutoring; career and transfer services; transportation)

Applied bachelor degrees

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Availability of scholarships

Personal help like the food pantries, transportation assistance

Tri C currently offers some evening and weekend courses and programs

Tri-C owns its mission of supporting diverse learners with support services and programming for all members of our community

Trio Programs available for high school students on campus and in their home schools to help make them college ready

we offer a 4 year degree program in house

we offer the lowest tuition in the state

## **Flexible Learning Formats**

ability to have remote classes for those in institutions

Diverse scheduling offered ie. 15 week, 12 week, 8 week

More options for virtual and online programming

## **Flexible Program Offerings**

Competency Based Education - development of more programs

Flexibility in course scheduling

Flexibility in Programming

over 100 programs

Programming for Senior Citizens

Robust Non-credit programming

Variety in short- and long-term programming

Variety of programs (short-term certificates micro-credentials; Associate degrees; Bachelor degrees)

Working with external partners, we can scale programming

## **Industry Collaboration Enhancement**

how do we better promote our employer partners?

Perhaps we need to focus on more industry partnerships that can help our students become employed upon completion.

We must share the supportive services we offer more

## **Innovative Programs at Tri-C**

Applied programming that leads to jobs

Center for Entrepreneurs

Certificates

Different Modalities

Diversity - I hope we don't move away from embracing this and including it in our mission

Historical connection to our community (name recognition)

Marketing in ESLO

Positively well known in NE Ohio

Strength - the opportunities are so strong. The Mandel Scholars program sets students up to see/understand the world and be in a good space to lead it.

stronger focus on workforce

Workforce is Key not a BA

Wrap around services

## **Partnership Success**

Strong partnerships with community, 4-year education, and industry

Strong relationships with industry partners

We have always been successful at building and maintaining community partnerships.



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## **Scholarship Support**

Multiple scholarship opportunities

Our scholarships are available to students based on their unique needs.

Wide variety of scholarships

## **Skills Development and Learning Pathways**

Certificate and degree options

Credit for Prior Learning Options

Healthcare Workforce Certification Programs under 6 months

Needed - a course - could be credit/non-credit that teaches students how to interact in business situations – from a greeting, to a 30-second elevator speech, etc. Local universities make these mandatory and deploy alumni to help facilitate these "practice" sessions.

non-credit to credit pathways

offering College Credit Plus

offers adult diploma in prep for more learning opportunities

Scale programs that help adults who have been out of school to create the confidence to come back and start or finish

Significantly expand prior learning and experience

stackable/modular certificates and credentials

## **Student Engagement Initiatives**

Advantage: Student access to events they otherwise wouldn't have access to

Host Healthcare Career Fairs Monthly with up to 20 employers

Opportunity: Refresher courses for various courses/programs

Vast number of experiential learning opportunities

## **Targeted Educational Marketing**

Less people are going to want to obtain a degree and seek a credential

Marketing to unsevered population who assume they can't go to school.

Not everyone desires a BA

## **Transfer and Articulation Success**

Continue to expand BA independently or with expansion on each campus with 4-year partners

easy transfer to 4-year schools

Excellent Transfer Centers and agreements with 4-year partners

how do we better promote our 4-year partners?

Strong articulations with four-year partners

## **Workforce Development Strategy**

Because we have an opportunity to meet the needs of more 25 year old residents, we have to create more family friendly opportunities on every campus and in the community

Currently, we do not have a public facing strategy to talk with and share Prior Learning with the general public

Need a stronger workforce that leads to gainful employment for both working class and traditional students.

We need to creatively enhance our program offerings that align with where the jobs are, and more importantly promoting; market these programs more effectively.

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## Question 3

Reflecting on our Mission: What skills, knowledge or competencies do you think are most critical for students entering today's job market, either immediately after leaving Tri-C or after further education?

## Summary

The responses emphasized the importance of a broad range of skills, including communication, interpersonal, adaptability, emotional intelligence, digital literacy, financial literacy, critical thinking, problem-solving, and professional skills such as resume writing, interviewing, and time management.

They also highlight the need for understanding new technologies like AI, maintaining a growth mindset, and fostering creativity, empathy, and ethical behavior. Practical experience, continuous learning, and the ability to navigate various professional and social contexts are also essential.

## Responses

### **Adaptability and Innovation**

Ability and freedom to be creative

Ability to determine good fit

ability to understand growing trends in each industry

Adaptability

Career Adaptability

Communications and ability to adapt

Data analysis capabilities

Flexibility and Adaptability

growth mindset (lifelong learning)

the ability to adapt to new technologies and platforms

### **Artificial Intelligence**

AI

AI skills: how to use responsibly and not replace learning

All Things AI

Embed using AI in all fields

Knowing how to use AI to assist with work

Technology (AI)

### **Business and Communication Skills**

Again - almost a business etiquette course. Regardless of path - certain competencies are needed - social skills, eye contact, share your skills/story in 30 seconds. Have every student practice these - possibly an FYE segment.

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Basic Employable Skills

Business Writing Skills

communication skills

Writing skills

## **Career Development**

a pathway from degree to job offer

Hands-on experiences

instilling continuous learning

Work experience in their field

## **Critical Thinking Skills**

Applying knowledge to practice situations

Critical thinking

Critical thinking skills

critical thinking skills to solve problems

Critical Thinking Skills--Informed Decision Making

how to infer based on facts

problem solving/creativity

the ability to make decisions and analyze data for themselves. Liberal Arts type of courses are beneficial to address this .

## **Curiosity and Perspective**

Civic understanding/ Community awareness

Creativity and wonder

Enthusiasm

Igniting the spirit of curiosity

World View Perspective

## **Effective Communication**

communication

Oral communication

Personal communication

Professional communications

Public Speaking

Written communication

## **Effective Interviewing**

Interview skills

Interviewing

Interviewing Skills (tell their story - ability to articulate how they can support a company)

## **Empathy and Emotional Intelligence**

ability to inte

emotional intelligence

Empathy

empathy for others

empathy training

Integrity

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## **Ethical and Analytical Skills**

Analytical reasoning to address complex challenges

civics skills - how government works

Critical thinking skills

ethical technology skills

## **Interpersonal Skills and Communication**

Ability to work with and relate to others from different backgrounds

communication skills

Customer service/people skills

Interpersonal skills

Social skills

Soft Skill

Soft Skills

Soft skills, computer etiquette

Soft Skills--Communication (Written and Verbal, etc.)

Strong Customer Service and Interpersonal Skills

verbal communication skills

## **Interview Skills**

Ability to interview and articulate skillsets aquired

Interview skills

Interview Skills and Training

Interviewing

Interviewing Skills

Understanding of which questions to ask of employer before taking job

## **Literacy and Fluency Skills**

Courses that include building financial literacy and wealth.

digital literacy

Financial and business literacy

Financial Literacy

Information Literacy

Technical literacy and digital fluency

## **Management and Collaboration**

A mix of group and indivual projects

Collaboration

collaboration and teamwork

Collaboration with others

Leadership

Management of others and projects

Networking

Project Management for everyone

Time Management

## **Networking Skills**

Networking

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Quality Human interaction in a highly digital society

They need a handshake - wherever we can make a connection, let's do so

## **Other**

Common - yet advanced - business sense. If you see a problem also bring along a potential solution or two, if possible.

Resume Building

Resume writing

the ability to write in your professional lives that is diff than your personal lives - not using text language

## **Personal Branding and Advocacy**

advocate for yourself

Appropriate use of social media and awareness of its impact on their careers

How to create their personal brand

How to demonstrate passion for their field

How to sell themselves

personal advocacy

volunteer in your community

## **Professional Development**

Advance Manufacturing Microcredentials

Generational Workplace Course

Healthcare Technology Certificate

Knowing next steps to a Bachelor's or a certification

## **Professional Skills Development**

Business Etiquette

Computer literacy

Data Analysis for Business Professionals

having an appropriate email address for your professional life

Proficiency with industry specific software and tools

Training the employers how to handle this new generation wanting to work from home

Understanding your benefits package and retirement

use of standard business language at work

Virtual etiquette

## **Resume and Job Application Skills**

Creating a resume

Resume writing

Successfully completing a job application

## **Software and Technology Proficiency**

Business software competencies

Microsoft office

Technology Skills (uploading documents, navigating online portals, etc)

## **Work Ethic and Motivation**

a strong work ethic

Not afraid to ask for help to accomplish a goal

Self-motivation

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### **Work-Life Balance and Commitment**

Commitment to their work

Time Management

work time is not personal time

work/life balance

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## Question 4

Reflecting on our Values: What institutional values might we need to nurture or develop further to meet the challenges ahead?

### Summary

Respondents emphasize the importance of nurturing community partnerships, creating a sense of belonging, and fostering a culture of empathy, kindness, and respect. They highlight the need for better communication, accountability, and consistency in both student and employee experiences.

The responses stress the significance of employee development, lifelong learning, and professional development, as well as the importance of transparency, integrity, and diversity.

There is a strong focus on responding to student needs, eliminating barriers to education, and supporting underserved populations.

The texts also call for innovation, adaptability, and continuous improvement in all aspects of the institution, including customer service, academic rigor, and community integration.

Overall, the primary goal is to build a supportive, inclusive, and successful environment for all students and employees

### Responses

#### **Adaptability and Flexibility**

Adaptability/ Flexibility

Agile and flexible

Agility

#### **Building Trust and Confidence**

Building true trust

Confidence in our offerings- will lead to a good career  
demonstrating trust

#### **Commitment to Integrity**

Integrity

#### **Community Commitment**

Commitment to Community

Habitat for Humanity, Kids Bank: laser focused on their clients like we should be for students

Lifelong educational option for community

Make the entire College a Safe Space

#### **Community Engagement and Student Focus**

Better onboarding for employees (Information regarding the college for internal/external use)

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Build in a sense of accountability - you can count on students, staff, faculty from Tri-C

Community Feeling on Campuses (Leadership)

Creating a sense of belonging for our students and employees.

Escorting students instead of just telling them where the office is located

Make the College a Safe Space

Meeting the needs of the entire student

student engagement

Student focus/centered

## **Community Support and Access to Education**

Community Partner

Continue to nurture our community partnerships.

Continue to support the underserved populations.

Continuing to seek opportunities for more open access

Helping people pay off student loans

Making success for all populations in our county

Responding to the needs of our students and continue to eliminate barriers to accessing education.

Volunteering more in the Community

## **Consistency and Quality Assurance**

Consistency

consistency in personnel

Consistency in Student Experience

Consistency of product, and safety

Consistency/uniformity for instruction and experiences

## **Culture of Respect and Inclusivity**

Mutual Respect

No Judgement

Respect

Trust

Welcome - you're always welcome here

## **Customer Service Excellence**

customer experience

customer satisfaction

Customer Service

Heinen's (customer service)

Passion

Service with a Smile

Smiling

## **Diversity and Inclusion**

Diversity

Inclusive Excellence

## **Diversity, Equity, and Inclusion**

Costco and Microsoft kept their DEI

DEI



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Don't remove DEI!

## **Effective Collaboration and Communication**

better communication

Collaboration

Communication (Both internally and externally)

data informed decisions

executive presence

teamwork

## **Embracing Innovation and Creativity**

Boldness

Challenging the norm

creativity

Innovation

Instead of relying on history - think about how to create "our-new-story"

Leadership

## **Empathy and Diversity**

A Culture of Caring

compassion

Developing a culture of kindness

Empathy

Foster a culture of empathy

respect for cultural differences

Treating everyone how you want to be treated. Kindness goes a long way to getting what you want from someone else.

## **Ethical Responsibility**

Accountability

Doing the right thing not the easy thing or the thing we have always done

Family forward

## **Innovation and Risk-Taking**

Adaptability and Innovation

innovation and adaptability

Willingness to take risks

## **Other**

adaptability (agile)

Be adaptable without losing our values

Ethical decision making

Nimbleness

One College Mindset

resilience and well-being

## **Ownership and Results Focus**

Accessibility

Evidence

Ownership

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## Results

### **Presence and Realism**

Be present in the moment

Be realistic in our truth, not everything needs to be framed in a positive lens

Meet people where they are

### **Professional Development and Growth**

A step-up platform for your next step in life - building, retooling, starting over

Development and advancement of all employees

ELO knowledge for a strong foundation outside of College

Employee Development

Expand professional leave for all administration - not just faculty

Expanding Programing for Specialized Programs where the need is

Follow Through

Future focused with research

lifelong desire for learning

lifelong learning and professional development

### **Striving for Excellence**

Celebrating our successes

Community Integration

Continuous Improvement

Customer Service

Efficiency

Expand and strengthen partnerships

Interconnectedness between everything: academic topics, community issues, worldwide issues

Leadership

Responsiveness

Standardization with processes

Sustainability and stewardship

### **Student Support and Success**

Continue to be responsive when students reach out to us for educational support.

On the phone, helping students with kindness, listening, and directing them. Following-up if I am able.

Really focusing on the students

Student Advisors

### **Transparency and Communication**

Transparency

Transparency

### **Work Ethic and Community Values**

academic rigor

accountability to the community

strong work ethic, accountability and authenticity

### **Work Ethic and Team Culture**

Get back to coming together at events outside of the work day - this creates a stronger culture

Hiring staff who care all the time and not just between 8:30-5pm

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Leaving home at home and when you're at work, work with excellence

People leave for more money because they don't understand the benefits packages.

Strong work ethic - hire work 37.5 to show up do your work. Working for the team not giving it your 100%

Value Success

Valued as a employee. People respond back to your emails

Work from home

# Listening Session Summary

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## Strategies to Thrive

What unmet needs might our community be asking of Tri-C that, if we met, might be a game changer?

### Summary

Tri-C could significantly impact the community by offering degree programs in prisons, integrating on-the-job training with paychecks, providing home rehabilitation and energy efficiency skills training, offering leadership building courses, and providing industry refresher courses for professionals looking to update their skills.

### Responses

#### **Career Development and Placement**

2 years or less degrees/certificates that lead to careers that can comfortably support you

Community Partnerships that facilitate job placement

Free internships

Guaranteed job after graduation with better pay than they make now

Job placement

Job placement for our local industries - degree to job

Job placement services

Show me pathways that have 100% job placement

student jobs with competitive wages

Walk me through point a to point salary

#### **Community Empathy and Education**

Empathy

Show me pathways that will expand my local and world view so I can travel better within both

Tying education with other community wraparound services in a more holistic manner

understanding the Neurodivergent needs of the community

#### **Degree programs and on-the-job training**

degree programs with on the job training that offers a paycheck

providing a degree program in prisons

#### **Online Campus Programs**

Fully online campus

Online campus

#### **Skills training programs**

Home rehabilitation and energy efficiency skills training

Industry Refresher courses for professionals who want to touch up skills

leadership building skills courses

#### **Student Support and Resources**

Access to financial resources for entrepreneurs

Cohorts

Counselors assigned to each student

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Day Care for Children

esl materials.

financial support while enrolled through campus work

free education

Help with childcare so we can attend more events? Inform the students of all things offered!

helping students to succeed in HS helps them excel at Tri-C.

Housing

How many students come here to take credited colleges courses while pursuing a degree else where

Live, work, play, housing community on campus

Meeting basic needs - food, housing, transportation, childcare

More academic advisors for personalized help

More free programs

more student housing (like Scholar House)

myths and facts about going to college as a non US citizen

offering some support for the needs at home or in community of our students to allow them to succeed.

On-site child care

Scholarships for everyone to pay for all classes.

Seamless life - work-education integration

They may not know how accessible the college is

Urban agriculture

YES to onsite child care!