



CHILDCARE INTENSIVES FALL 2024

# PARTNERSHIP RECAP REPORT

**PROGRAM PARTNERSHIP BETWEEN**  
CHILD CARE AWARE OF NORTH DAKOTA AND  
NORTH DAKOTA WOMEN'S BUSINESS CENTER





## EXECUTIVE SUMMARY

CHILDCARE INTENSIVES FALL 2024



## INTRODUCTION

The Childcare Intensives (C-II) program represents a collaborative initiative between the North Dakota Women's Business Center (NDWBC) and Child Care Aware of North Dakota (CCA of ND), designed to deliver comprehensive business education and foster connections within the childcare sector across North Dakota. The Fall 2024 group marked the third iteration of this initiative, commencing in August and concluding in November. The course included curated curriculum, subject matter experts, peer-to-peer learning, networking opportunities, and one-on-one business coaching.

This class convened with 12 childcare providers, comprising 42% Directors and 58% Owners, hailing from seven out of the eight regions within North Dakota. Notably, most participants were from region five. The diverse attendee base represented various child care structures, including centers, groups, and in-home setups. Business tenure among participants spanned from less than one year to over a decade. 50% of providers list no employees.

This report encapsulates the insights, achievements, and collaborative endeavors of the Fall 2024 group, reflecting the commitment of child care professionals to enhance their business acumen and contribute to the vitality of early childhood education across the state.



CLIENTS SERVED BY ND REGION

## GOALS & OBJECTIVES



### CULTIVATING ENTREPRENEURIAL VISION

Define personal and business motivations, establish core values, set strategic goals, and address operational challenges to build a clear path to success.

### ENHANCING OPERATIONAL EXCELLENCE

Gain skills to optimize operations, improve efficiency, manage risks, and strengthen financial literacy for sustainable growth.

### EMPOWERING LEADERSHIP & STRATEGIC PLANNING

Develop strategic plans, lead effectively, build strong teams, and create a resilient business culture.

### FOSTERING COLLABORATION & RESOURCE SHARING

Build a network of child care business owners to exchange best practices, share resources, and leverage collective expertise.

BROUGHT TO YOU BY A PARTNERSHIP BETWEEN



## C-II FALL 2024 SYNOPSIS

The C-II Fall 2024 group, though smaller in size, fostered a strong sense of community and collaboration among participants. Peer-to-peer learning emerged as a central strength of the program, with members emphasizing the value of sharing insights and experiences within a structured curriculum. This dynamic enabled discussions that extended beyond child and parent interactions to encompass business-oriented topics, providing a well-rounded perspective for participants on topics that they stated would not have previously been discussed with other individuals.

Key learning highlights included developing business savvy process and project ideas, crafting welcome packages, refining hiring practices, and addressing shared challenges. Additionally, many participants reported gaining confidence and practical strategies to enhance their professional practices. A remarkable 100% of attendees expressed plans to maintain connections with at least one peer beyond the course, underscoring the lasting impact of their shared experience.

When it came to networking and peer-to-peer connection, a decrease was observed in the number of participants utilizing pre-class networking time. Survey feedback indicated while participants desired more opportunities to connect with peers, they preferred a structured approach to these interactions. Conversely, there was a notable increase in the use of the GroupMe texting application, which facilitated vibrant discussions on both business and non-business topics, highlighting its effectiveness as a networking tool.

Although it is only required to meet with a business coach once during the program. Four individuals scheduled additional coaching sessions to continue discussions. General topics discussed during coaching sessions for this group included:

- » Preparing for business growth.
- » Advice on connecting to the community.
- » Managing difficult parent interactions.
- » Refining hiring practices.

When asked how the program could improve, participants provided constructive feedback, suggesting:

- » Separating license types during the financial segment to better address varied needs.
- » Building more structured networking opportunities within the curriculum.
- » Incorporating grant writing and management into the program content.

The transition to utilizing SharePoint for information dissemination and participant organization was successful, significantly improving accessibility and engagement compared to the prior email-based system.

Looking ahead, attendees identified several actionable goals inspired by their participation, including expanding their businesses, setting and achieving clear goals, deepening their financial acumen, and staying organized. Additionally, **82% of participants expected an increase in profit** based on their participation in this course. This group exemplified the power of connection and mutual support in professional development, with participants leaving motivated to apply their learnings and continue growing in their child care endeavors.

100% expressed plans to maintain connections with at least one peer beyond the course.

NDWBC is a 501c3 funded in part through a cooperative agreement with the U.S. Small Business Administration and by state funding from the North Dakota Department of Commerce. Information provided in this report is for reference purposes only. Any decisions made based on its contents are the sole responsibility of the entity, not NDWBC.



U.S. Small Business Administration

NORTH  
**Dakota**  
Be Legendary.™

Commerce





**DISCLAIMER** This report is confidential and intended solely for internal use between the North Dakota Women's Business Center (NDWBC) and Child Care Aware of North Dakota (CCA of ND). Its purpose is to provide insights into the childcare business industry and offer support and guidance to individuals involved in owning and/or operating childcare entities. The information contained in this report is privileged and should only be shared with entities directly associated with the two organizations. Any alterations or adaptations of this report should be coordinated with the NDWBC Childcare Intensives Team.

## THE IMPORTANCE OF CHILD CARE INVESTMENT

The COVID-19 pandemic highlighted the critical role of childcare in the U.S. economy, exposing vulnerabilities from decades of underinvestment. The sector faced immense pressure, leading to closures and increased strain on families. As we move toward economic recovery, building a robust infrastructure is essential for supporting families, strengthening businesses, and driving economic growth for the industry.

Child care is foundational to the U.S. and North Dakota economies, enabling parents to work or pursue education, which fosters financial stability. Without adequate child care, families struggle: parents may leave the workforce, reducing household income and risking the loss of homes or vehicles. Businesses face worker shortages, leading to reduced services or closures, which further impacts schools, healthcare facilities, and local economies.

In North Dakota, 45,000 households have children under age five, with 75% of these households having all parents in the workforce. Inadequate child care creates barriers for tens of thousands of workers, limiting workforce participation and economic growth. Investing in child care yields significant benefits: it reduces out-of-pocket costs for families, increases local spending, stabilizes businesses by reducing employee turnover, and boosts labor force participation, especially among mothers often forced to leave jobs due to limited child care options.

A comprehensive child care system supports parents' mental well-being, enabling greater productivity at work, while also preventing negative economic cycles in communities. One key investment area is enhancing the business skills of child care providers. The **North Dakota Women's Business Center's Childcare Intensives** (C-II) program addresses this by equipping providers with essential knowledge to establish, grow, and sustain their operations while connecting them to resources across North Dakota.

### NDWBC CHILDCARE INTENSIVES



These virtual courses serve as a platform for child care providers to learn, connect, and collaborate as they enhance their business acumen and proficiency in their industry.

#### PROGRAM BENEFITS

- » Best Practices from Industry Experts
- » Personalized Feedback from Certified Business Coaches
- » Connections with Like-Minded Providers
- » Tools to Overcome Internal and External Barriers
- » Increased Understanding and Commitment to Financials

BROUGHT TO YOU BY A PARTNERSHIP BETWEEN





## PROGRAM OVERVIEW & IMPROVEMENTS



### SESSION 1: YOU & YOUR BUSINESS

Understanding who you are as a child care provider, identifying your motivations, and the challenges you are facing provides an outlook on how you will run your business. You will learn about the tools the NDWBC has to help you navigate your journey during and after the program. Session objectives:

- » Indicate core values
- » Create timely goals
- » Formulate business pain points
- » Identify NDWBC resources

### SESSION 2: UNDERSTANDING YOUR MARKET

Finding the right solution to the problem you are trying to solve is important for business success. You will explore who your customers are and why almost every decision you make should be based on feedback and data gathered from customers. Session objectives:

- » Create a customer profile
- » Understand market research components
- » Complete market research
- » Identify poor survey questions

### SESSION 3: FOUNDATIONS & OPERATIONS

Identifying your BAIL team and how they can help establish a strong business foundation is a key first step. Utilizing your BAIL team as your child care business matures is a strategic one. Understanding

the role operations management plays in your daily success. Ensuring your methods are efficient, documented, and flexible will help you build your foundation. **BONUS:** Efficient time management is essential as a small business owner; reflect and learn how you can improve yours. Session objectives:

- » Understand the importance of operating an efficient small business
- » Identify processes to improve
- » Learn about available resources to improve processes

### SESSION 4: ESTABLISHING YOUR TEAM

Hiring the right people for your team can be challenging. Getting them to stay can be even more so. Learn how to navigate the hiring process and how benefits may help you increase your applicant pool. Session objectives:

- » Calculate employee cost/benefit
- » Evaluate current benefits packages
- » Recognize ideal benefit providers
- » Identify ways to recruit new talent

### SESSION 5: LEADING YOUR BUSINESS

Before you hire the right candidate there are a variety of things to consider including your HR processes, your leadership/work style, and how you will continue to motivate your employees. Session objectives:

- » Identify business risk types



- » Identify key HR practices
- » Recognize the three (3) parts of the Performance Management Process
- » Define work communication style
- » Analyze approach to leadership and communication

### **SESSION 6: YOUR IMAGE & MESSAGE**

Understanding the message you are presenting to your customers is important when getting them to know, like, and trust you. Explore how your brand goes beyond marketing. Session objectives:

- » Explain business brand
- » Identify different marketing best practices
- » Identify public relations best practices
- » Recognize key considerations for navigating crucial conversations

### **SESSION 7: FINANCIAL FOUNDATIONS**

Identifying the costs to start and run a business is key to ensuring your cash flow will support your day-to-day and future needs. Analyzing your costs and customer base will help you develop and improve your pricing strategy. Session objectives:

- » Examine differences of CPAs, bookkeepers, and accountants
- » Classify variable costs, fixed costs, and capital expenses
- » Compare current accounting processes with best practices
- » Discover variable pricing strategies

### **SESSION 8: FINANCIAL MANAGEMENT**

It is important that you understand how cash flow works and how to use it to make decisions in your business. Externally, financial projections help convince lenders and investors that your business will be profitable. Internally, accurate forecasting enables you to budget appropriately, benchmark milestones, and plan for financial freedom. Session objectives:

- » Identify basic financial documents used to record business assets/liabilities, revenues/costs, and cash flow

- » Recognize key areas of importance in relation to small business taxes
- » Describe key concepts in the budgeting process
- » Understand best practices when building a budget

### **SESSION 9: FINANCIAL STRATEGY**

Once you are comfortable with analyzing and anticipating your business finances it is important to identify your next steps. Whether you are asking for funding or diving into succession planning it is important to work with professionals to help you lay out the right financial path for your business. Session objectives:

- » Identify preparation measures for business crisis situations
- » Determine next steps for building a retirement plan
- » Review available funding opportunities
- » Demonstrate an understanding of pitch best practices

### **SESSION 10: PLANNING FOR THE FUTURE**

Setting goals to meet your objectives allows you to strategize for success. Networking with like-minded business owners can open opportunities for collaboration and partnerships. Utilizing your voice to advocate for the needs of yourself and your business can help pave the way for new opportunities in the future. Session objectives:

- » Identify steps to the strategic planning process
- » Analyze current business
- » Develop an initial strategic plan
- » Recognize the four pillars of stress management



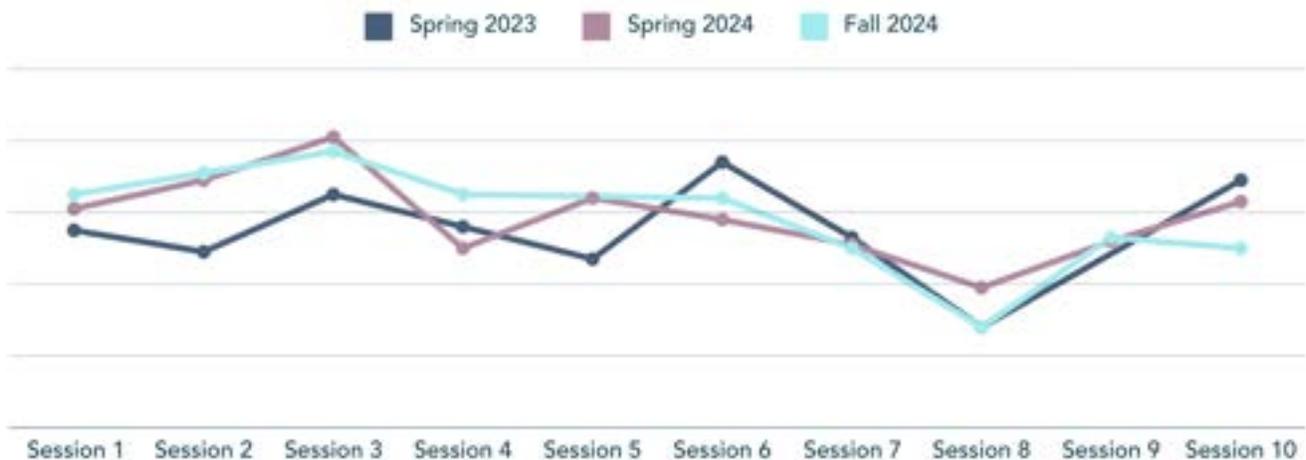
## Class Comparison

The comparison of classes one (Spring 2023), two (Spring 2024), and three (Fall 2024) highlights the evolving dynamics of class size, diversity, and participant engagement in the program. Class one, with its small size of 12 participants in the 10-week program and five in the workshop, allowed for deep connections and interaction but faced challenges like groupthink and limited diversity in perspectives. Class two expanded in size to foster more diverse discussions, which enriched the understanding of North Dakota’s child care industry. However, this larger size sometimes caused participants to feel disconnected, and facilitators struggled to maintain personal connections, resulting in an 86% retention rate.

Class three reverted to a smaller group of 12 participants, achieving a 100% retention rate and demonstrating the benefits of an intimate setting for fostering engagement and meaningful discussions. Learning trends in this group were slightly elevated compared to previous classes, likely due to the increased opportunities for individualized interaction. However, the diversity of license types among participants revealed a new challenge: the need for tailored content to meet specific licensing needs, which had not been as prominent in earlier classes.

Overall, the program’s evolution underscores the importance of balancing class size, diversity, and tailored content to optimize outcomes. Smaller classes consistently promoted deeper engagement and retention, while participant feedback informed program adjustments, such as enhanced technical support and post-program resources. Moving forward, an ideal class size of around 25 participants, combined with license-specific content, may balance diversity and personalization, meeting participants’ varied needs while maintaining strong engagement and learning outcomes.

CHILDCARE INTENSIVES - SESSION COMPARISON



\*Content from Session 9 was not offered for the Spring 2023 class. This graph denotes the knowledge increase in key objective areas from each session offered for the different C-III classes.

FIGURE A



## Program Improvements

NDWBC has implemented several improvements to elevate the C-II Fall 2024 class, providing participants with greater value and a more streamlined experience. Below are key improvements made during this course:

- » **Developed Pre-Session Homework:** this resource was developed to help participants and facilitators prepare for the program. This improvement matters because it allows facilitators to test and familiarize participants with the course platforms, ensuring a smoother learning experience. It also provides participants with an opportunity to reflect on their goals and expectations for the program, helping them approach the sessions with clear intentions. Additionally, by tracking homework submissions, facilitators can gauge participant engagement and readiness, offering valuable insights into how actively participants will contribute to and benefit from the program.
- » **Mandatory SharePoint Site:** originally introduced for the Spring 2024 class, the SharePoint site is now a required resource. The centralized hub serves as a comprehensive resource for participants, housing session announcements, recaps, speaker contact details, and essential materials such as guidebooks, handouts, and pre-work videos. By consolidating this information in one location, the hub streamlines communication, making the program more efficient and easily accessible, ensuring participants have everything they need to stay informed and engaged throughout the course.
- » **Enhanced Business Coaching Communication & Processes:** enhanced to ensure participants received the necessary support to meet program requirements. Coaching appointments were scheduled in advance to provide structured guidance, while a comprehensive coaching audit was conducted to track participant progress. Individual outreach was also performed to engage participants who had not yet scheduled their sessions, ensuring they fulfilled the coaching requirement for program graduation and maximized the value of their experience.
- » **Real-Time Customized Curriculum:** session content was customized in real-time based on participant feedback to better meet their needs and enhance engagement. Adjustments included offering breakout sessions tailored to individual preferences and incorporating new activities such as the **Proud Train** exercise, along with additional group discussions organized by child care license type or randomized groups. In tandem with these customizations, program surveys were expanded to gather more comprehensive feedback from both participants and stakeholders. Updates were made to intake, pre-session, post-session, and final surveys, with the goal of collecting actionable insights to continuously improve future session content and overall program structure.
- » **Expanded the Part-Time Project Manager Contractor Role:** to further streamline program operations, the project manager contractor's role was expanded to include additional facilitation duties, with the goal of preparing them to become a primary facilitator for the program. While they have already been responsible for key tasks such as program coordination, managing homework submissions, handling participant communication, and assisting with session facilitation, this expanded role provides them with hands-on experience leading sessions. This transition is designed to enhance their facilitation skills, improve overall program efficiency, and ensure a seamless and engaging experience for participants.

These improvements reflect NDWBC's commitment to continually enhancing the C-II program, ensuring it remains relevant, engaging, and impactful for child care providers across North Dakota.



## Speaker Overview



**SESSION 1**  
ANGIE BARBER, ADVENTURE  
ACADEMY, LLC

Angie’s kickoff message for the group emphasized the importance of embracing the tools and resources provided by the program for business growth. She encouraged participants to stay open-minded, learn from peers and experts, and use these tools to overcome future challenges. Angie praised Verla from Child Care Aware of North Dakota for her support and urged the group to build strong connections and reflect on their growth. Through personal stories, she reinforced the power of passion, collaboration, and leading with heart, reminding participants that their businesses deserve the same care and investment as their “babies.”



**SESSION 3**  
DUSTIN IHRY, IHRY INSURANCE

Dustin provided a comprehensive overview of the key insurance coverages every child care business should consider. He emphasized the critical importance of general liability insurance to protect against negligence, such as slip-and-fall incidents, and discussed property insurance for buildings and business assets. Additionally, he covered specific coverages like corporal punishment and abuse/molestation protections. Dustin highlighted how factors like prior claims and building age influence rates and underscored the necessity of robust coverage to safeguard child care operations.

91%

Knowledgeable in  
Subject Matter

91%

Engaged with  
Participants

91%

Answered  
Questions

64%

Simplified the  
Subject Matter



**SESSION 3**  
TANYA LEE, TANYA LEE LLC

Tanya shared tips to help child care providers maximize time management techniques. She emphasized the importance of organizing physical and digital spaces to reduce stress and boost focus. Setting clear goals, tracking peak productivity times, and aligning tasks accordingly can enhance efficiency. By assessing strengths, outsourcing tasks, and using the Eisenhower Decision Matrix, child care providers can prioritize effectively and focus on growing their business.

73%

Knowledgeable in  
Subject Matter

91%

Engaged with  
Participants

91%

Answered  
Questions

73%

Simplified the  
Subject Matter



**SESSION 4**  
ANDREW JONES, IHRY INSURANCE

Andrew highlighted a range of insurance options, including dental and vision plans with customizable coverage and large networks. He discussed supplemental insurance options like accident, critical illness, and cancer policies, which pay benefits directly to policyholders for expenses like medical bills and household costs. Short-term disability, or “paycheck insurance,” provides income if an illness or injury prevents work. He emphasized the importance of life insurance to protect dependents and ease financial stress after a loss.

50%

Knowledgeable in  
Subject Matter

33%

Engaged with  
Participants

25%

Answered  
Questions

25%

Simplified the  
Subject Matter



**SESSION 5**  
JODI BRUNS, NDSU EXTENSION

Jodi discussed Crucial Conversations, focusing on building trust, managing discomfort, and promoting productive communication. She emphasized keeping commitments, maintaining relationships, and encouraging open dialogue. Strategies like active listening, using “I” messages, and asking open-ended questions help reduce conflict. Jodi also highlighted facing discomfort, offering solutions, taking breaks, and practicing gratitude and self-control to improve communication skills.



**SESSION 6**  
JADE SCHERR, HEXAHIVE

Jade shared marketing and PR strategies for child care providers, emphasizing hiring mission-aligned employees and engaging families by showcasing child care value. She recommended a well-designed website with essential details and SEO strategies like “child care near me.” Optimizing Google Business with reviews builds credibility, and professional responses to negative feedback foster trust. Jade also suggested referral incentives and obtaining waivers before posting children’s photos to ensure privacy.

**100%**  
Knowledgeable in Subject Matter

**75%**  
Engaged with Participants

**92%**  
Answered Questions

**83%**  
Simplified the Subject Matter



**SESSION 8**  
MELISSA MIRANDA, STEP-BY-STEP

Melissa taught how to read key financial documents, including the balance sheet, income statement, and cash flow statement, to assess financial health. She covered essential expense categories like staffing, occupancy, and operational costs, and discussed legal and tax considerations, recommending the right legal entity for tax purposes and the use of payroll software for LLCs taxed as S-Corps. She outlined best practices in financial management, such as weekly transaction updates, monthly reconciliations, and annual tax planning to ensure financial stability for child care businesses.

**82%**  
Knowledgeable in Subject Matter

**36%**  
Engaged with Participants

**36%**  
Answered Questions

**36%**  
Simplified the Subject Matter



**SESSION 8**  
MARK WAGNER, NDWBC

Mark introduced a Childcare Budget Excel Workbook designed for childcare providers to forecast revenue and categorize expenses, such as payroll and occupancy. The workbook includes a Calculations Sheet for tracking licensed slots, enrollment, and closures to adjust revenue projections. He offered to customize the tool for each facility, helping providers make data-driven decisions and ensure accurate financial planning.

**100%**  
Knowledgeable in Subject Matter

**45%**  
Engaged with Participants

**45%**  
Answered Questions

**64%**  
Simplified the Subject Matter



**SESSION 9**  
AMANDA BREWINGTON, FIRST CHILDREN'S FINANCE

Amanda Brewington from First Children's Finance shared insights on nontraditional loans for child care, emphasizing the importance of planning ahead, tracking finances, and understanding the loan process. With slim margins, she advised saving where possible and consulting lenders before funds are needed. Amanda highlighted the need for accurate tax filings, careful expense tracking, and establishing a solid business plan.

100%

Knowledgeable in Subject Matter

58%

Engaged with Participants

75%

Answered Questions

75%

Simplified the Subject Matter



**SESSION 9**  
VANESSA MARTELL, EDWARD JONES

Vanessa emphasized partnering with financial planners for long-term business success. She highlighted the importance of building a retirement plan, setting up SEP IRAs for tax-efficient savings, and preparing for unexpected expenses with emergency funds and insurance. Vanessa also discussed the benefits of key person insurance, which protects a business from financial loss due to the illness or death of a key individual. These strategies help business owners secure their financial future and ensure stability for their businesses.

100%

Knowledgeable in Subject Matter

67%

Engaged with Participants

67%

Answered Questions

67%

Simplified the Subject Matter

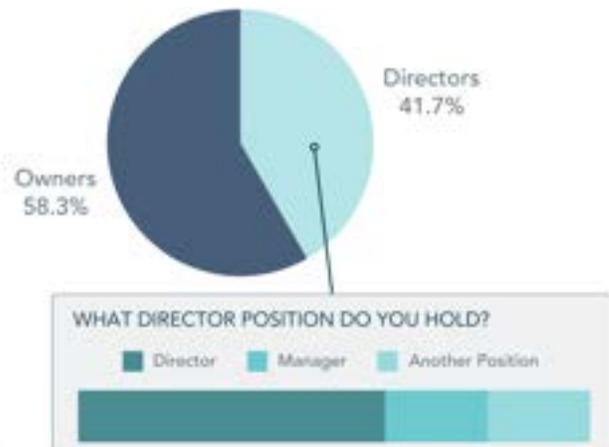
## PARTICIPANT OVERVIEW

The following participant data has been pulled from the North Dakota Women's Business Center (NDWBC)'s data collection systems on November 27, 2024. There were a total of 12 graduates for the C-II Fall 2024 class. **FIGURE B** denotes which North Dakota state region (as defined by the **ND Department of Commerce**) each participant is located; **FIGURE C** shows how many owners vs directors in this class.



CLIENTS SERVED BY ND REGION

FIGURE B



OWNERS VS DIRECTORS

FIGURE C



**FIGURE D** provides an overview of the different child care license types with definitions provided by Child Care Aware of North Dakota; **FIGURE E** indicates how many employees each participant's business has; and **FIGURE F** denotes the level of experience for how many years in business each participant has been in.

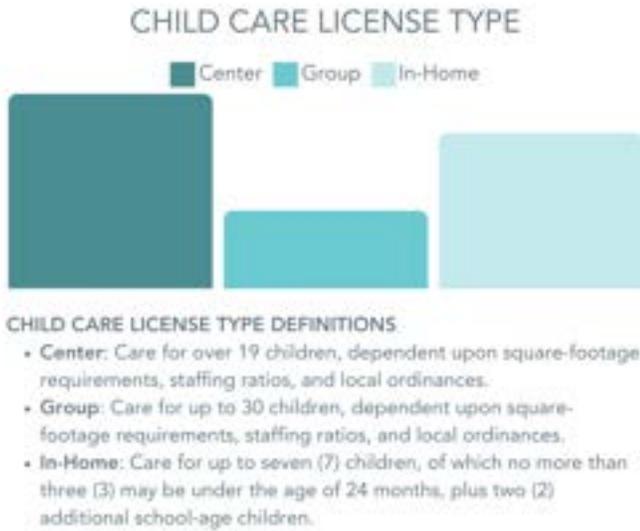


FIGURE D



FIGURE E

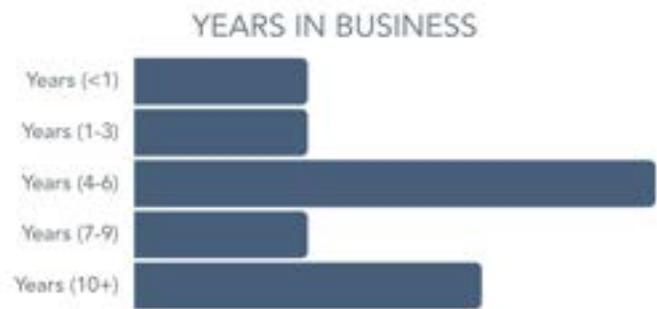


FIGURE F

During the Leadership Segment, individuals were asked to complete the True Color test to help them identify their primary and secondary true color results. The C-II Fall 2024 class over majority combination resulted in primary (gold) and secondary (blue) as shown in **FIGURE G**.

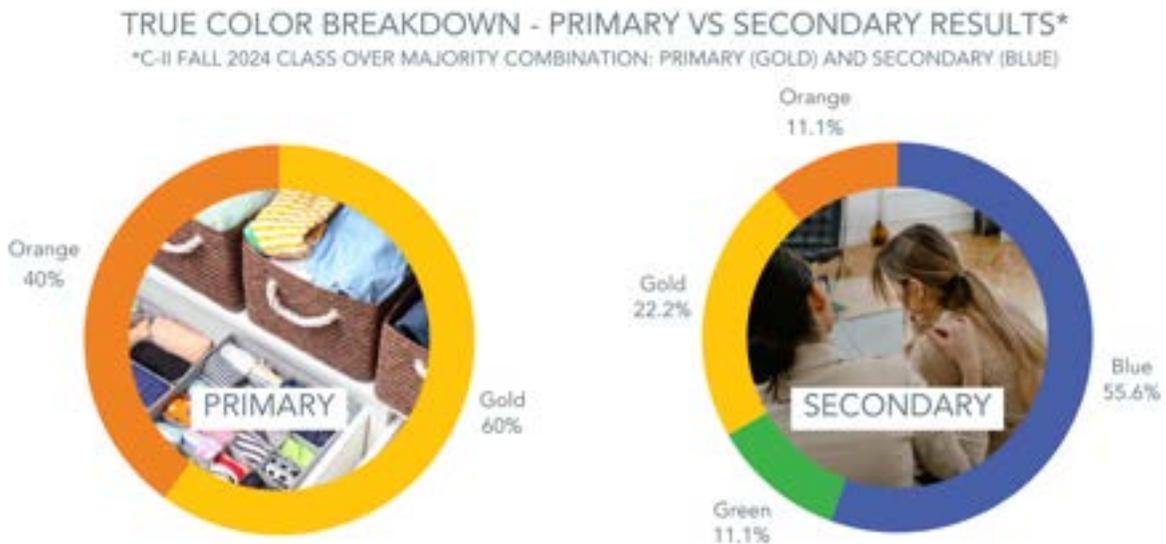
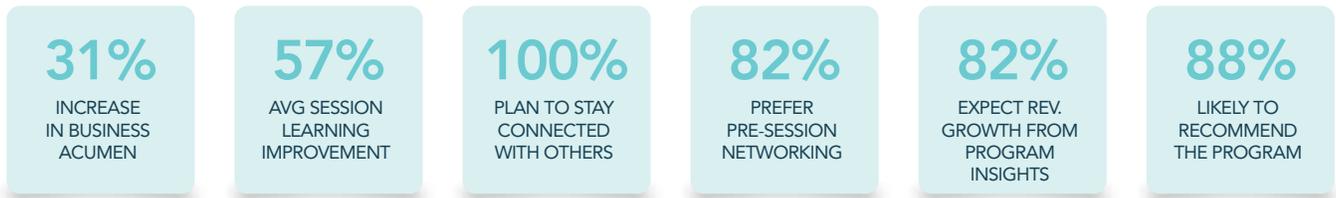


FIGURE G



## CLASS ANALYTICS

The following information for the C-II Fall 2024 class was gathered from NDWBC’s data collection systems as of November 27, 2024. Data was collected at multiple stages: through the intake application at the program’s start, pre- and post-session surveys during the program, and the final survey at its conclusion. Collecting feedback throughout the participants’ journey provides stakeholders with valuable insights, allowing them to evaluate the program’s effectiveness and identify areas for improvement at various stages of the class.



To better understand how participants initially funded their businesses, the final survey asked them to select all applicable funding sources, as illustrated in **FIGURE H**. **FIGURE I** compares participants’ comfort levels in explaining their financials to a lending institution before and after completing the program.

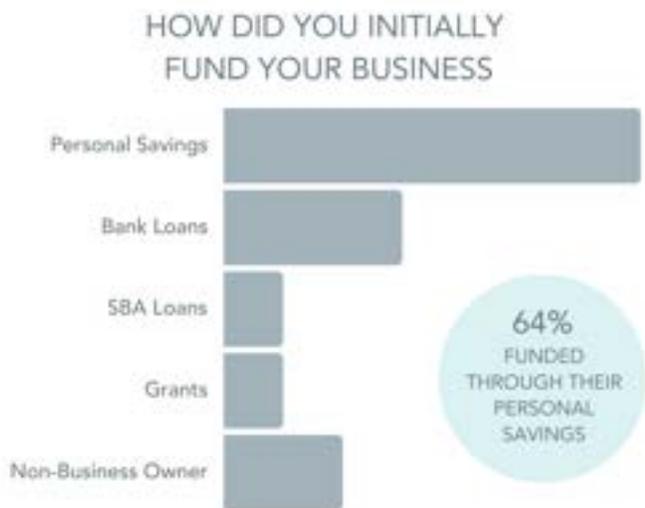


FIGURE H



FIGURE I



**FIGURE J** illustrates participant feedback on the C-II Fall 2024 class sessions. The chart below highlights the sessions participants would choose to extend and those deemed most impactful. The plum line represents the average increase in understanding for each session, with Session 3, focused on Foundations & Operations, showing the highest increase at 77%.

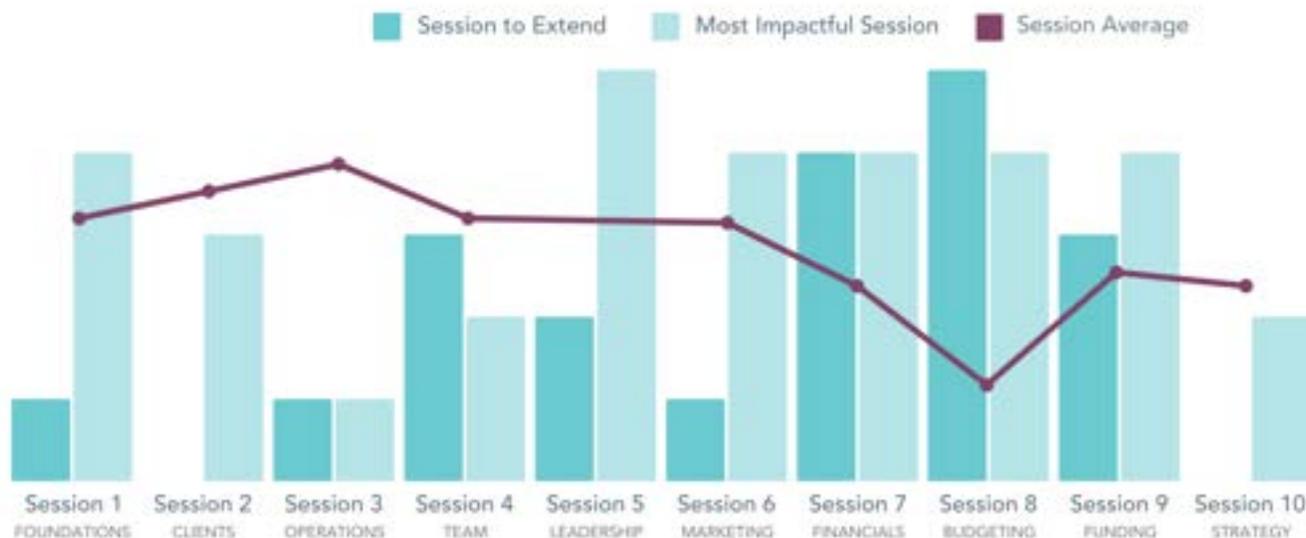


FIGURE J

### Individuals were asked what topic they would choose if they could add any session.\*

\*Three (3) individuals responded with 'unsure' or 'NA' values.

- » Advocating for needs with legislation.
- » Something more kid/parent related.
- » Taxes.
- » More staff sessions.
- » Maybe more specific talks for family providers vs groups vs centers. A cohort for just family, etc.
- » I can't think of anything off the top of my head right now.
- » A tax specialist with a good knowledge of child care who could answer the questions on what can be deducted and help to give answer on what to look for in a new CPA.
- » I love more info or a class on how to find and apply for grants. The Funding Friday info is good, but I've only seen 1 grant opportunity there that I could apply for.
- » Separate session for centers vs home or group.





As a facilitator, our goal is to engage the group to help them feel welcome, heard, and connected while delivering content. We asked our participants to rank how they felt in each of these areas as we progressed through the program using a likert scale as shown in **FIGURE K**.

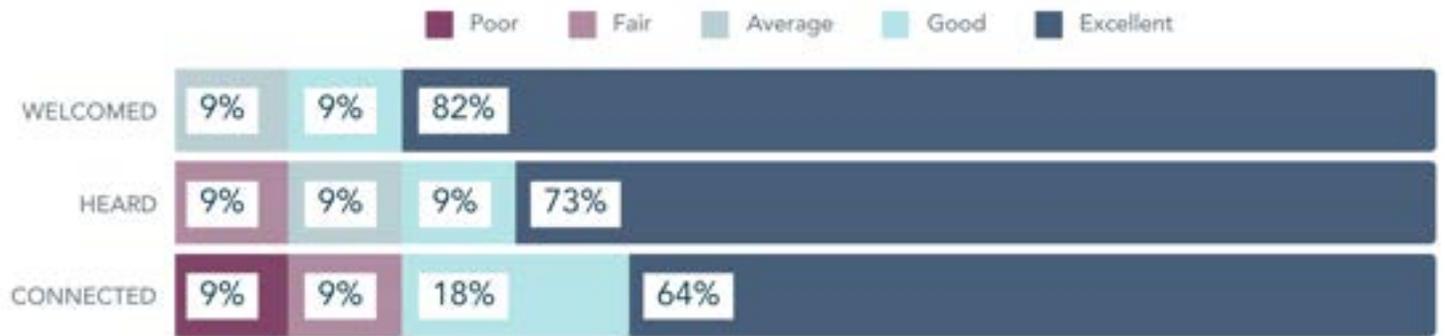


FIGURE K

## Feedback from Participants

- » Elizabeth has great energy and fun to listen to
- » I loved Elizabeth. She was fun while staying professional. She was very knowledgeable on the topics she spoke on and was sure to include everyone.
- » Awesome! Really liked Elizabeth. Wished she could have been here for the last session.
- » Rockstar!! Elizabeth always had great examples and is a very direct communicator.
- » Elizabeth is extremely knowledgeable and motivating. She feels approachable, someone that I would be comfortable being vulnerable with while asking questions. I would not be nervous to ask questions.
- » SO Amazing! Elizabeth’s energy is so upbeat it’s hard to not participate, but she does a great job making sure everyone is participating and gaining from the class.
- » Rochelle has been very respectful and has great humor
- » Rochelle is very well spoken and knowledgeable. She is articulate and great with time management and keeping everyone on task.
- » Rochelle is good at keeping the team interested and interactive.
- » Rochelle has kept me interested and wanting to learn more. She seems very knowledgeable and seems like she would be someone to reach out to with challenging situations.
- » Awesome! Rochelle’s great at letting us chat about relevant topics as a team but still keeps us on track.

## NDWBC FACILITATORS & SUPPORT



Comments pulled from the final survey where individuals were encouraged to provide feedback for NDWBC’s facilitators, Rochelle Villa and Elizabeth Phares Oren, and for NDWBC’s Technical Support, Tanya Lee.

- » Tanya’s very patient when we ask the same questions. LOL!
- » Tanya is very quick to respond and provided a lot of valuable links/ information throughout the program.
- » Tanya is quiet... but AWESOME. She was very quick to supply info and answer questions.
- » Tanya has been a gift. She reaches out and touches base and makes you feel like she has a genuine interest in you.
- » Great! Tanya’s resources that she shares in chat are always helpful.



## Check-In Questions Asked During the Program

Throughout the program, participants were asked twice to reflect on what they had learned from another participant, the average amount of time spent on homework (FIGURE L), and whether they had engaged in the networking opportunities (FIGURE M). These questions were collected after the Leadership & Image segment, which marks the midpoint of the class, and again in the final survey at the end of the program.

### LEARNED FROM ANOTHER PARTICIPANT

#### MIDWAY EVALUATION

- » Chatgpt.
- » Organization.
- » Lots of things shared from other participants such as adds, staffing, etc.
- » About certain grants.
- » Management can make such a difference in our work ethic.
- » Hiring ideas.
- » I have learned a few new tips about having staff take on responsibility.
- » You are not the only [one who] goes through certain situations. There were times a center gal said something and I could relate to the same thing even though I am an in-home.
- » A point system for staff attendance challenges.
- » We all need resources, and I think the “cohort” model helps build the structure of support.
- » How we can use “trust” not just in terms of you trust me, but we both trust professional “A” let’s follow their advice.

#### FINAL EVALUATION

- » Friendship.
- » To be brave [and] make a welcome package for new families.
- » Advertising options.
- » Advertising advice.
- » None
- » I need more education to go ahead with my goals.
- » Different hiring opportunities.
- » NA
- » Don’t be afraid to ask a question... everyone wants you to learn and succeed.
- » That we all experience similar challenges.
- » I learned a lot from them all during the financial literacy courses - I don’t yet own the business, so it’s nice to see what other business owners and child care providers have questions so that I can be prepared for similar scenarios in the future.

AVG TIME SPENT ON HOMEWORK



FIGURE L

PARTICIPATED IN NETWORKING

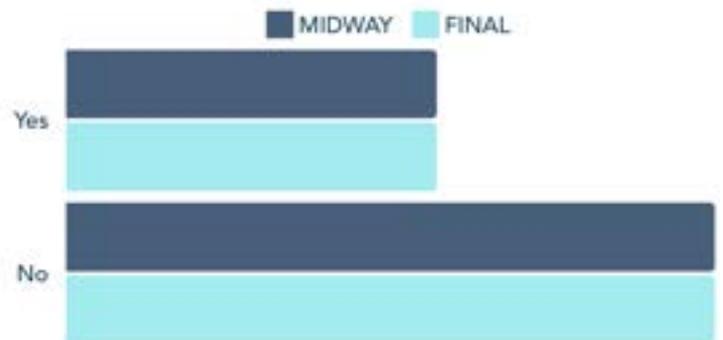


FIGURE M



## Takeaways & Action Items

During the final survey participants were asked to share their key takeaways and the actions they plan to take as a result of their participation in the program.

Confidence.

Look into buying a new location.

Stay focused on finances.

Adding benefits.

Open a larger daycare.

Look into financial planning and budgeting better.

I plan to own/operate my own center in the future.

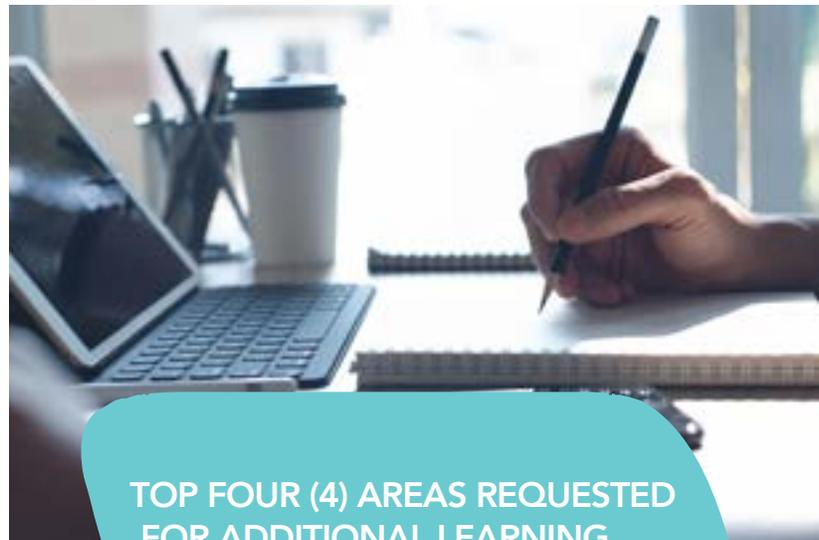
Wow... there are so many things. The goal setting was probably the most actionable, and I will definitely be setting goals.

Get a better understanding of our financials.

Stay organized! I saw how important a strong workflow is to stay on top of the business and [to] prepare for issues in the future.

Participants were asked how they anticipated their business revenue would be impacted by the insights gained from the program. **82% expect an increase in revenue**, while 18% anticipate no change. When asked to explain their responses, participants shared the following reasons.

- » Limited availability.
- » I'm charging more.
- » Be more mindful of my expenses and income.
- » By adding things taken from this training I feel I can benefit my business.
- » It gave me a boost to want to do more.
- » I will be changing my program to be more online with industry standards.
- » I've gained more knowledge and learned some new techniques for hiring, budgeting, and marketing.
- » It [is] hard, I am not a center.
- » By improving the current state of the business and having a plan/goals.
- » I am inspired to set goals and work towards them as opposed to just moving along.
- » I learned relevant skills to organize & maintain business development and revenue.



### TOP FOUR (4) AREAS REQUESTED FOR ADDITIONAL LEARNING

1. Grant Writing
2. Budgeting
3. Conflict Management
4. Leadership Skills



## Recommendations & Improvements

Participants were asked how the program could be better tailored to the child care industry, as well as how it could be enhanced for individuals with similar experience levels. Here are their suggestions:

### INDUSTRY IMPROVEMENTS\*

\*Four (4) individuals responded with 'unsure' or 'N/A' values.

- » In-person.
- » I think it was great.
- » Add more about record keeping, what we can deduct?
- » Let trainings be selective if including all kinds of child care programs.
- » More information suited to home child care. A lot was for employees which not everyone has.
- » Break it into groups so you are with more owners [who] have the same/similar licenses so you can dive deeper into those specific needs. (ex: center vs. home) That way it can be a little more tailored.
- » At least one or two weeks pertaining solely to either a family/group or center.

### EXPERIENCE LEVEL IMPROVEMENTS\*

\*Five (5) individuals responded with 'unsure' or 'N/A' values.

- » Less topics so [we] can get deeper.
- » Add more record keeping regarding finances.
- » Make sure tools needed are uploaded for participating members a few days prior to class.
- » A little more in depth detail would be nice. A lot of it was a refresher for me. I also think more collaborative time for discussion among peers would be nice.
- » Truly I think this is just where I need to be. [It is] enough information to learn from without overwhelming.
- » I consider myself a beginner so it would be nice to have levels or maybe mini-intensives for some topics.

### Individuals were given the opportunity to share additional comments.

- » Thank you for everything.
- » Great variety.
- » This was a great program and I really enjoyed it. I loved that I was able to connect not only with other ladies from the NDWBC but also other providers across the state.
- » Everyone was great... speakers were appropriate for the topics covered.
- » I truly am pleased with what I have learned and also inspired to dig in deeper in several areas.
- » So thankful for this resource & everything that you have done and continue to provide for people in this field.





IDEAL PROGRAM DURATION (IN WEEKS)



FIGURE H

PREFERRED DAYS FOR SESSIONS



FIGURE I

TIMES OF THE DAY THAT WOULD BE A BEST FIT FOR YOUR SCHEDULE...



FIGURE I



## Client Testimonials

### PARTICIPANT TESTIMONIALS

- “In starting this class I wasn’t really sure what to expect. Through the classes I enjoyed exploring and learning more about a wide range of subjects. We discussed our personalities and took a color assessment quiz to determine what color we are which was a pretty true reflection of my personality. We covered taxes, saving for the future, budgeting, business insurance and so much more. The moderators were inclusive and listened to our feedback. Thank you for this opportunity!” - **Sue Mueller, Dakota Rising Stars Daycare**
- “This was a great program and I really enjoyed it. I loved that I was able to connect not only with other ladies from the NDWBC but also other providers across the state.” - **2024 Participant**
- “So thankful for this resource & everything that you have done and continue to provide for people in this field.” - **2024 Participant**

### PARTICIPANT SPOTLIGHT



**RONJA  
CORUM**

Puddle Jumpers  
Daycare

“I’ve started my in-home daycare almost 6 years ago. I saw the need for childcare in my community and also had the wish to stay at home with my children. I felt the need to use my knowledge and passion to help children grow to the best of their abilities.

When it comes to my business I am particularly proud of the relationships I was allowed to build with the children in my care, their parents and even grandparents. Family Childcare is more than just a job and your clients always end up becoming part of your family. And this is something I’m very proud of but at the same time I’m also very thankful for this privilege. For the future I hope to grow my business, expand and provide quality childcare for many years to come.

When I first heard of NDWBC I was excited to be part of their cohort. It seemed like a great benefit for me and my business. I could already tell during the first few sessions that the cohort was much more than I expected. On top of the knowledge and tools that were given to me and my group which already exceeded my expectations. We also started building a community. A community that connected on a deep level. We could relate to each other through the highs and the lows that childcare brings with it. All the women in the cohort were amazing, brave and inspiring. And I feel honored that I got to be part of it.”

## Participant Headshots

Individuals who participated in the C-II Fall 2024 class were asked to submit their headshot; note: it was not a mandatory requirement to graduate the class.



**ASHLEY  
ESCOBEDO**

Ashley Jayne's  
Daycare



**ASHLEY  
FEATHERSTON**

Little Scholars  
Learning Center



**CAROLYN  
FREER**

Luv'N Care Daycare



**CATHY  
DUSSIK**

ABC Sandcastle



**KATELYN  
BREWER**

ABC Sandcastle



**KRISSY  
WOLD**

Legacy Childcare,  
LLC



**NICOLE  
HOLEN**

Bright Minds LLC



**RONJA  
CORUM**

Puddle Jumpers  
Daycare



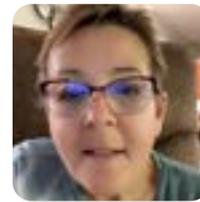
**SAVANA  
NYSTROM**

Mindy's Clubhouse



**STACEY  
PIECHOWSKI**

Stacey Piechowski  
Business



**SUE  
MUELLER**

Dakota Rising  
Stars Daycare



**VICKY  
DIEDE**

Victoria Diede  
Daycare

NDWBC is a 501c3 funded in part through a cooperative agreement with the U.S. Small Business Administration and by state funding from the North Dakota Department of Commerce. Information provided in this report is for reference purposes only. Any decisions made based on its contents are the sole responsibility of the entity, not NDWBC.



U.S. Small Business  
Administration



Commerce





The leading voice, resource, and partner for women business owners. We are dedicated to amplifying the economic voice of our clients through advocacy and access to critical resources. With a statewide presence, we offer in-person and virtual business coaching, technical training, and intensive development courses to women business owners.

## FUNDING FRIDAYS

Follow us on Fridays to see unique funding opportunities in the market for small business owners.



DISCOVER YOUR  
ELIGIBILITY TODAY  
[NDWBC.COM](http://NDWBC.COM)

## Services + Programs FOR WOMEN BUSINESS OWNERS



### BUSINESS COACHING + TECHNICAL TRAINING

Access free and confidential coaching for entrepreneurs and owners at any stage of business. Schedule a session.



### VIRTUAL INTENSIVES COURSES

Our virtual courses include financial training and skill building to equip owners to make informed business decisions.



### WOMEN-OWNED STATE CERTIFICATION

Certify with NDWBC's fast and simple woman-owned business state certification to access new opportunities and contacts.



### STRONG WOMEN, STRONG CONNECTIONS

Attend our statewide networking events with facilitated community building, and authentic discussions about business ownership.



### THE WOMEN'S BUSINESS SUMMIT

Annually, this summit experience accelerates business growth and deepens connections through hands-on training and networking.



FOLLOW US ON



[www.NDWBC.com](http://www.NDWBC.com)  
701-223-0707  
[info@ctbnd.com](mailto:info@ctbnd.com)



NDWBC is a 501c3 funded in part through a cooperative agreement with the U.S. Small Business Administration and by state funding from the North Dakota Department of Commerce.



## How Can Child Care Aware® of ND Help You?

### Parents & Families

*Providing resources to help families find & make an informed decision when choosing child care*

### Start Child Care

*Support in opening, running, or expanding a child care business*

### Building Quality

*Coaching established child care programs through professional development opportunities, business management tools, & curriculum*

### Health & Safety

*Assisting child care providers to create and maintain a safe & healthy environment by providing resources, technical assistance, & training*

## Contact Us



1-800-997-8515



[cca.info@k12.nd.us](mailto:cca.info@k12.nd.us)



[facebook.com/ChildCareAwareND](https://www.facebook.com/ChildCareAwareND)



Get Help Here

## About Us

Child Care Aware® of North Dakota is an information hub for current and prospective child care providers and offers parents customized referrals to licensed child care options. We work to build the capacity of child care in North Dakota and ensure that children have the opportunity to play and learn in a safe and healthy environment.

Child Care Aware® of North Dakota is a strategic initiative of the South East Education Cooperative.