Understanding and Overcoming Enrollment Challenges

SCSC Governance Training

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PANELIST:

Charcia Nichols-Ivy Preparatory Academy
Gene Dunn-Coweta Charter Academy

Terence Washington

Financial Accountability Manager
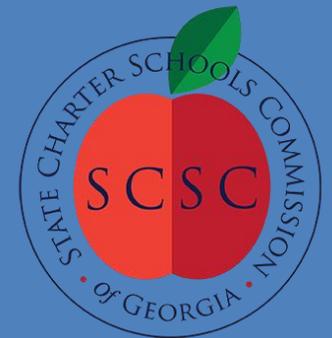
PRESENTATION OVERVIEW

1. Fiduciary Responsibility
2. The Challenge
3. Enrollment Variance
4. Branding and Marketing
5. Enrollment Cycle(Panel)

FIDUCIARY RESPONSIBILITY

FIDUCIARY RESPONSIBILITY DEFINED

- Fiduciary duty is defined as a legal obligation of one party to act in the best interest of another. The obligated party is typically a fiduciary, that is, someone entrusted with the care of money or property.

Strong Budgets

Internal Control

Financial Policies and Procedures

Sound Financial Management
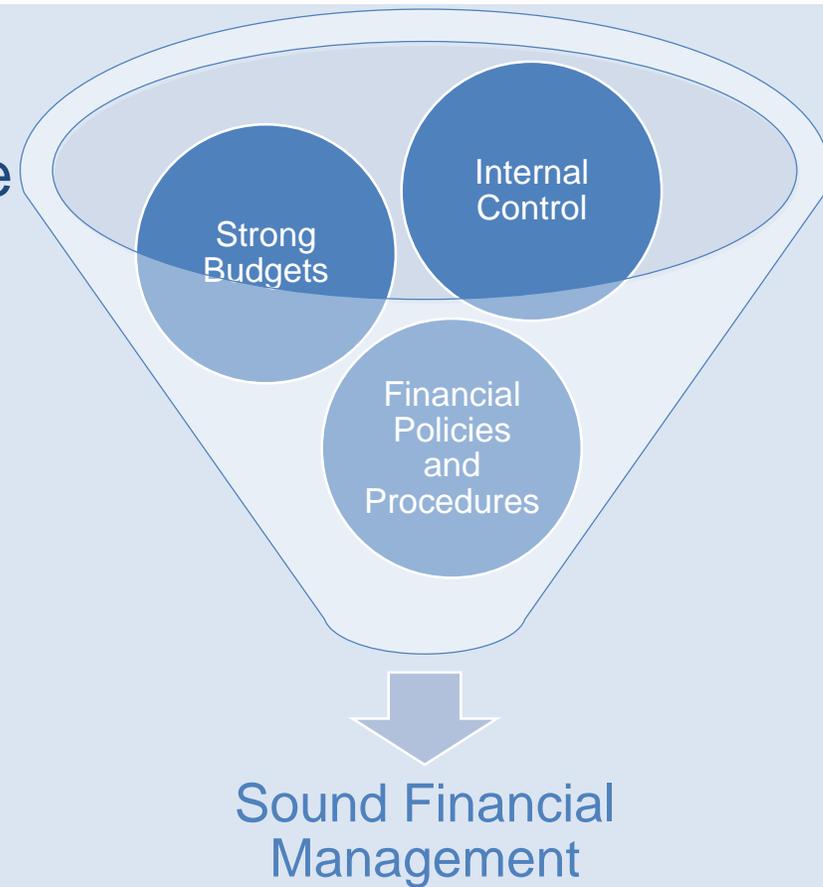
BOARD MEMBER FIDUCIARY RESPONSIBILITY

Financial Oversight of the Charter School

Oversee Budget – Operating & Capital

Hold School Staff Accountable for Budget Management

Ensure Financial Policies are in Place

WHAT IS AN ENROLLMENT VARIANCE?

Fundamental Question:

- Is the school able to project enrollment in a way that enables them to adequately budget?
  - Student enrollment is the #1 driver of revenue for a charter school.
  - CPF Section II, Indicator 1, Measure 1c

WHAT IS AN ENROLLMENT VARIANCE?

Calculation:

- [actual enrollment during the October FTE Count (fiscal year XX) – school enrollment projection (fiscal year XX)] / school enrollment projection (fiscal year XX)

WHAT IS AN ENROLLMENT VARIANCE?

Sample Calculation:

- Campbell County Charter School
- Actual enrollment, 2018 October FTE count-277
  - 2019-1 FTE data submission
  - https://oraapp.doe.k12.ga.us/ows-bin/owa/fte_pack_enrollgrade.entry_form
- School enrollment projection-225
  - Submitted each summer prior to the school year beginning
  - This is done for CPF purposes as well as for calculating forward funding for schools adding new grade levels

WHAT IS AN ENROLLMENT VARIANCE?

Campbell County Charter Enrollment Variance Calculation:

- [actual enrollment during the October FTE Count (fiscal year 19) – school enrollment projection (fiscal year 19)] / school enrollment projection (fiscal year 19)
- (277-225)/225
- Enrollment Variance = 23%

WHAT IS AN ENROLLMENT VARIANCE?

CPF Enrollment Variance Score:

- Exceeds Standard (10pts)
  - Enrollment Variance equals less than 2%

- Meets Standard (5pts)
  - Enrollment Variance is between 2% and 8%

- Does Not Meet Standard (0pts)
  - Enrollment Variance is greater than 8%

WHAT IS AN ENROLLMENT VARIANCE?

Campbell County Charter Enrollment Variance Score:

- Enrollment Variance- 23%
- Measure 1c Score- 0

100 pts.	Exceeding Financial Performance Standards
75-99 pts.	Meeting Financial Performance Standards
50-74 pts.	Approaches Financial Performance Standards
0-49 pts.	Does Not Meet Financial Performance Standards

BRANDING AND MARKETING

BRANDING & ENROLLMENT PROJECTIONS

- Branding-Who You Are
  - School Mission & Values
  - School Services
  - Target Families
  - Competitive Edge
- Marketing-How You Sell Your Vision
  - Advertising
  - Community Events
  - Community Outreach

TIPS

- Stick to your board approved budget (Finance/Budget Committee)
- Know your parents (Administration)
- Know your students (Administration)
- Branding! Branding! Branding! (Marketing Committee)
  - Solid Brand Story
  - Establish brand values: vision, mission, and promise
  - Create brand guidelines and make them known to all employees and contractors
  - Try never to depart from established guidelines...consistency is key!

ENROLLMENT CYCLE

RECRUITMENT

- Recruitment Process
  - Awareness-people you've targeted through ads, mailers, and outreach
  - Interest-people who've visited your website or responded to an ad
  - Inquiries-people who've completed and inquiry form or started and application
  - Applicants-people who've completed an application
  - Enrolled-people who've completed the enrollment process
  - Show up
- Develop a recruitment calendar
  - Establish key dates and activities
- Establish roles and responsibilities

RECRUITMENT

- Return On Investment(ROI)
  - Students per Referral Source **X** Annual Per Pupil Funding

  Divided by

  - Estimated Staff Hours **X** Staff Rate [(Salary **+** Benefits) **/** annual # of workable hours] **+** Marketing Expenses

TIPS

- Strategic Over-Enrollment
- Total Recruitment Goal Calculation
  - Even if you do everything right, you'll have No Shows, but you can minimize their impact by strategically over-enrolling each grade level.
  - Initial Recruitment Goal
    - Enrollment Goal(# of students in each grade) **-** Current Enrollment
  - Projected Attrition Factor
    - Enrollment Goal(# of students in each grade) **X** Historic Attrition Rate(over last 3 years)
  - Over-Enrollment Factor
    - Enrollment Goal(# of students in each grade) **X** Historic No Show Rate(over last 3 years)
  - The sum of all 3 will be your total recruitment goal

CONVERSIONS

- Converting is the process of taking students and families from one stage of the recruitment process to the next with the ultimate goal of getting the students to show up
  - The conversion process starts at the inquiry stage of the recruitment process
    - Inquire to
    - Apply to
    - Enroll to
    - Show up
  - The conversion process requires the collection of data to determine conversion rates
    - Best practice is to get 50% of Inquiries to Show up

CONVERSIONS

- Collecting data
  - School website
  - Social media
  - Digital ads
  - Search engines
  - Email marketing
- Managing your data
  - A robust data management system is vital to delivering frequent, personalized, and relevant communications based on where families are in the recruitment process
    - Online enrollment systems
    - Customer relations management systems (CRM)
    - Google docs

RETENTION

- Determine if you need to update your school message
- Understand your families
- Collect attrition data and get feedback from families that leave

RESOURCE

- Charter School Growth Fund
  - https://chartergrowthfund.org/advice-how-to/
  - Building a Student Recruitment Plan
  - Generating Leads
  - Maximizing Conversions
  - Reducing First Day No Shows
- Reach out to your fellow schools
- Community outreach
  - Identify
  - Quantify
  - Prioritize
  - Cultivate

Questions