

Understanding and Overcoming Enrollment Challenges

SCSC Governance Training
February 9, 2017

Terence
Washington
Financial
Accountability
Manager



PRESENTATION OVERVIEW

1. Fiduciary Responsibility
2. The Challenge
3. Horizontal vs Vertical Growth
4. Enrollment Variance
5. Branding and Marketing

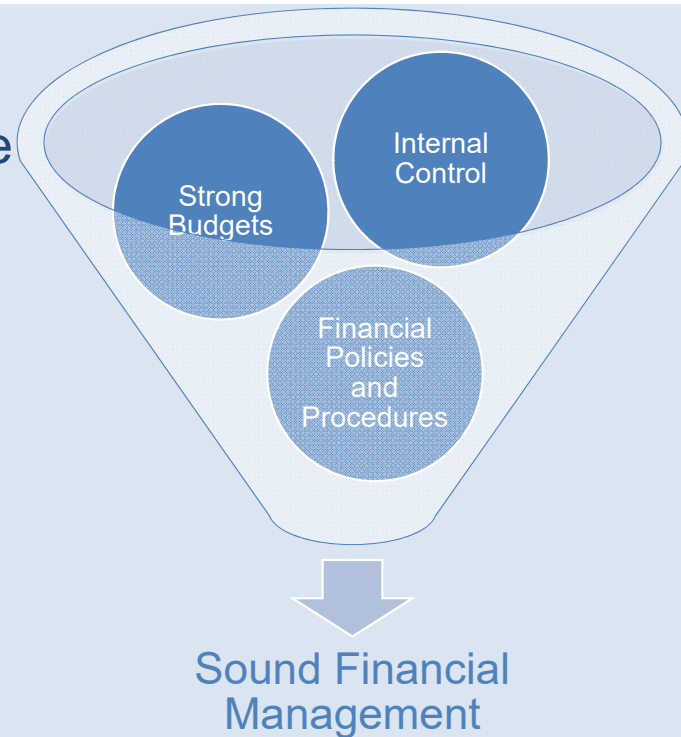


FIDUCIARY RESPONSIBILITY



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.



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



THE CHALLENGE



THE CHALLENGE

1. Strategic Growth
2. Retention
3. Fiscal Sustainability



HORIZONTAL VS VERTICAL GROWTH



HORIZONTAL VS. VERTICAL GROWTH

- New charters are funded based on a head count they provide prior to the beginning of their first operating year
- After the initial head count schools may only be funded ahead of their official enrollment count when they add a grade level
 - Adding a grade level is Vertical Growth
- If you are adding classes within an existing grade level the funding generated by those additional students may be delayed a year
 - This is horizontal growth
- It is up to the school's leadership to understand the timing of funds before the school's doors open



VERTICAL GROWTH EXAMPLE

Grade	Year 1	Year 2	Year 3	Year 4	Year 5
K	50	50	50	50	50
1	50	50	50	50	50
2	50	50	50	50	50
3	50	50	50	50	50
4		50	50	50	50
5			50	50	50
Total	200	250	300	300	300



HORIZONTAL GROWTH EXAMPLE

Grade	Year 1	Year 2	Year 3	Year 4	Year 5
K	50	75	75	75	75
1	50	50	75	75	75
2	50	50	50	75	75
3	50	50	50	50	75
4		50	50	50	50
5			50	50	50
Total	200	275/250	350/325	375/350	400/375



ENROLLMENT VARIANCE



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:

- $[\text{actual enrollment during the October FTE Count (fiscal year XX)} - \text{school enrollment projection (fiscal year XX)}] / \text{school enrollment projection (fiscal year XX)}$



WHAT IS AN ENROLLMENT VARIANCE?

Sample Calculation:

- Campbell County Charter School
- Actual enrollment, 2016 October FTE count-277
 - 2018-1 FTE data submission
- 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:

- $[\text{actual enrollment during the October FTE Count (fiscal year 18)} - \text{school enrollment projection (fiscal year 18)}] / \text{school enrollment projection (fiscal year 18)}$
- $(277-225)/225$
- 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!



Questions

