

Alternative Revenue That Actually Moves the Needle

How independent schools can leverage
auxiliary programs to support mission,
strategy, and financial sustainability

March 12, 2026



MoonshotOS



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- ◆ 30+ years independent schools
- ◆ Former Dean of Students, Coach, Teacher
- ◆ Executive Leadership Coach
- ◆ 10 Years SPARC Advisory Board
- ◆ Attended 2015, 2019, 2023 WWC
- ◆ Love Coffee, IPAs, and water views

**“Advancing
independent
schools
through
auxiliary
excellence.”**

Membership

- 300 member schools
- 1000 individuals
- 40 Business Partners
- Professional network
- Benchmarking data
- Ongoing collaboration
- Career Center

Education

- National Conference
- Regional conferences
- Webinars
- Leadership Institute
- SPARC Symposium
- Best practices
- Benchmarking data
- Resource library
- Regular conference presentations and workshops

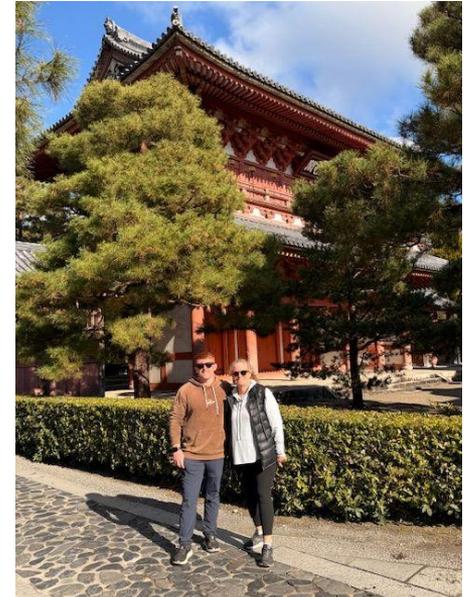
Advisory

- Strategic program development
- Departmental audits
- Leadership search
- Mentoring
- SPARC Accelerator
- Program management
- Interim support

**My son taught in Denver and Boulder!
He now teaches at an international school in Bangkok!**

Fall 2024 - Boulder

December 2025 first week of Winter Break we met up in



Session Goals & Takeaways

Spend about 30 minutes - slides, topics, tools - then Q & A

Takeaways

- Start with the WHY - Strategic Priorities and Road Map
- Portfolio Approach - ROI and Risk Factor
- Don't Reinvent the Wheel - Strategically use limited resources
- Identify and Support Auxiliary Leadership

*Independent schools often explore auxiliary or non-tuition revenue streams, but **not all strategies meaningfully impact the bottom line**. In this session, participants will dissect what truly **drives sustainable, mission-aligned revenue growth**. From **optimizing existing programs to innovating new offerings**, we'll examine **proven models, hidden opportunities, and common pitfalls**. Participants will walk away with a clearer understanding of which **levers generate real financial value**, how to **evaluate ROI**, and how **alternative revenue can strengthen overall school strategy**. This session blends practical frameworks and tools with real-world examples to help leaders make informed, high-impact decisions*



SPARC Tool Kit

Mission Alignment	Market Alignment
<ul style="list-style-type: none">• Strategic Priorities Ranking• SPARC Score Card• Program Value Matrix• SPARC Idea Filter• Vision Mapping Template	<ul style="list-style-type: none">• Market Analysis Table• Asset Inventory• SPARC SWOT Analysis• Start/Stop/Continue/Resume• Communications and Marketing Plan
Operational Excellence	Financial Stewardship
<ul style="list-style-type: none">• SPARC Compass• Goal Setting Sheet & Matrix• Vision and SPARCs Tracking• Internal Relationship Assessment• Time Assessment Tool/ Leadership Quadrant	<ul style="list-style-type: none">• Budget Templates• 3-Year Forecasting• Business Plan Impact Filter• 10 Step Program Development Plan• SPARC Portfolio Budget Template

Why This Conversation Matters Now...

New financial era for Independent schools

Key pressures:

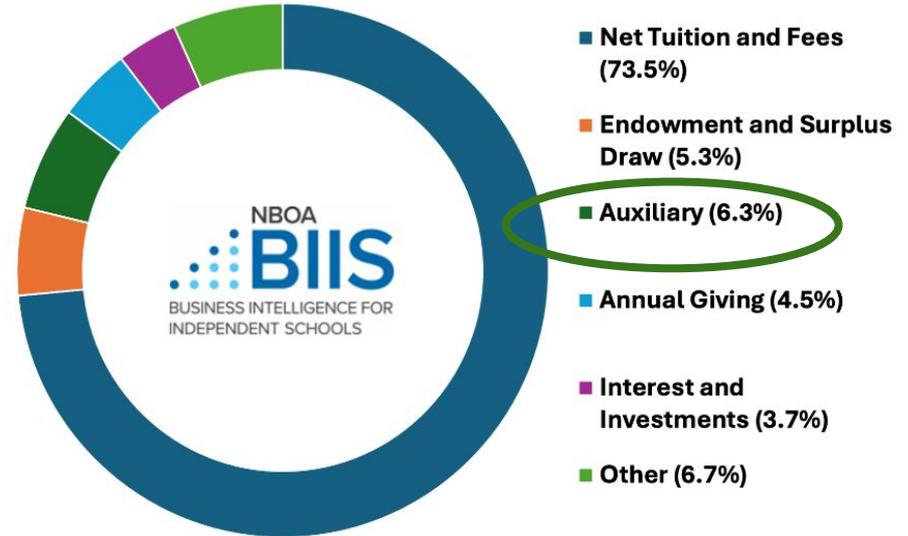
- Rising operating costs
- Enrollment uncertainty in some markets
- Growing expectations from boards
- Need to diversify revenue beyond tuition

Auxiliary and non-tuition revenue are appearing **more frequently in strategic plans and board conversations**

“For many schools, the question is no longer *should we explore alternative revenue?* The question is *how do we do it strategically and effectively?*”

Revenues by Category

FY2024



Source: NBOA Financial State of the Industry
BIIS Financial and Operational Indicators FY24

The Risk of Doing Nothing

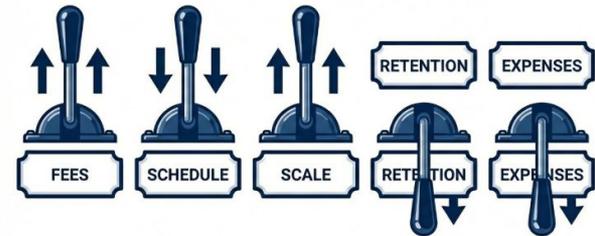
The biggest financial risk may now be inaction

Schools are realizing:

- Tuition alone cannot carry long-term growth
- Boards expect new thinking
- Peer schools are already expanding revenue models

Queries:

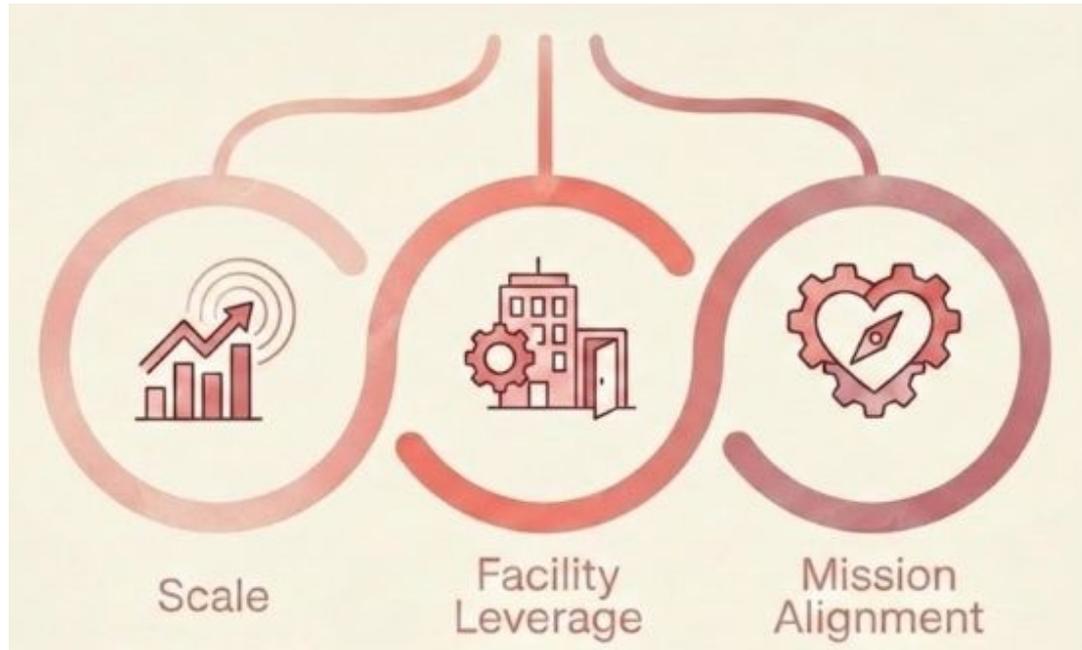
- **What actually works?**
- **What is worth the investment?**
- **What aligns with our mission?**



What Actually Moves the Needle

Not all auxiliary programs generate meaningful revenue

High-impact models typically share 3 characteristics:



Auxiliary as a Strategic Asset

At many schools, auxiliary programs are shifting from:

Operational add-ons → Strategic contributors

Strategic Priorities:

- Revenue diversification - non-tuition revenue
- Enrollment pipeline support
- Community engagement
- Brand extension
- Innovation lab for new programs

Auxiliary is being discussed more frequently:

- at the **Board level**
- in **strategic plans**
- in **facilities planning**

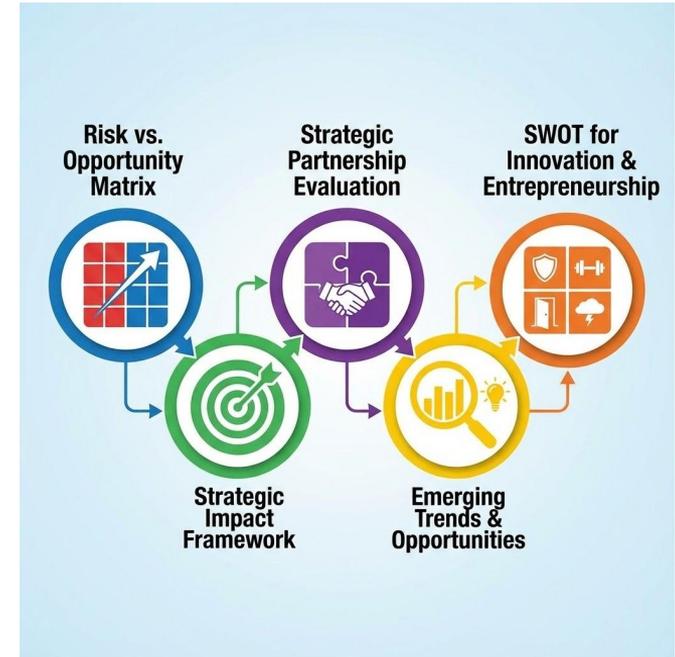
Tools: Asset Inventory, Strategic Priorities Worksheet

Auxiliary as an Innovation Incubator

Auxiliary Programs allow schools to pilot ideas quickly - Passion Projects and Innovative Ideas

Revenue + Mission: Not a Trade-Off

Portfolio Approach - individual Auxiliary Programs may vary in meeting strategic priorities



Tools designed to support strategic decision making in auxiliary programs

What Should You Evaluate...?

Before exploring alternative revenue initiatives, ask:

- **Market Opportunity** - Is there demand?
- **Facility Assets** - Can existing spaces be leveraged more effectively?
- **Leadership Capacity** - Do we have the right person leading this work?
- **Financial Viability** - Will this generate meaningful net revenue?



How Can Auxiliary Elevate Your School?



Questions To Consider

- Where does alternative revenue currently appear in your strategic thinking?
- Are your campus assets being fully utilized?
- What program opportunities most strongly align with your mission?

Proven Success Strategies

A large, bold, red number '5' is positioned on the left side of the slide. It is the first and largest element in a list of five strategies.

Strategic Alignment and Institutional Priorities

Portfolio and Innovation Management

Data-Driven and ROI Discipline

Enterprise Level Collaboration

Facilities as Strategic Assets

Strategic Alignment and Institutional Priorities

1

Auxiliary programs are no longer just unintentional “add-ons” within schools - they are expected to generate revenue while also reinforcing and extending the school’s mission and strategic priorities.

What does this mean for school leaders?

- Think of auxiliary programs as **mission-critical**, not peripheral. Ensure your programs are incorporated into the school’s strategic plan.
- **Leverage** auxiliary programs to directly support priorities.
- **Communicate the impact** of your programs to Faculty, Staff, and Boards. Repeat the messaging over and over again.
- **Collect and share data** on how auxiliary offerings enhance the student experience, drive family engagement, and build the school's brand.

Strategic Alignment and Institutional Priorities

1

Use the SPARC Strategic Priorities Exercise

Define the WHY

Support and Sell the WHY

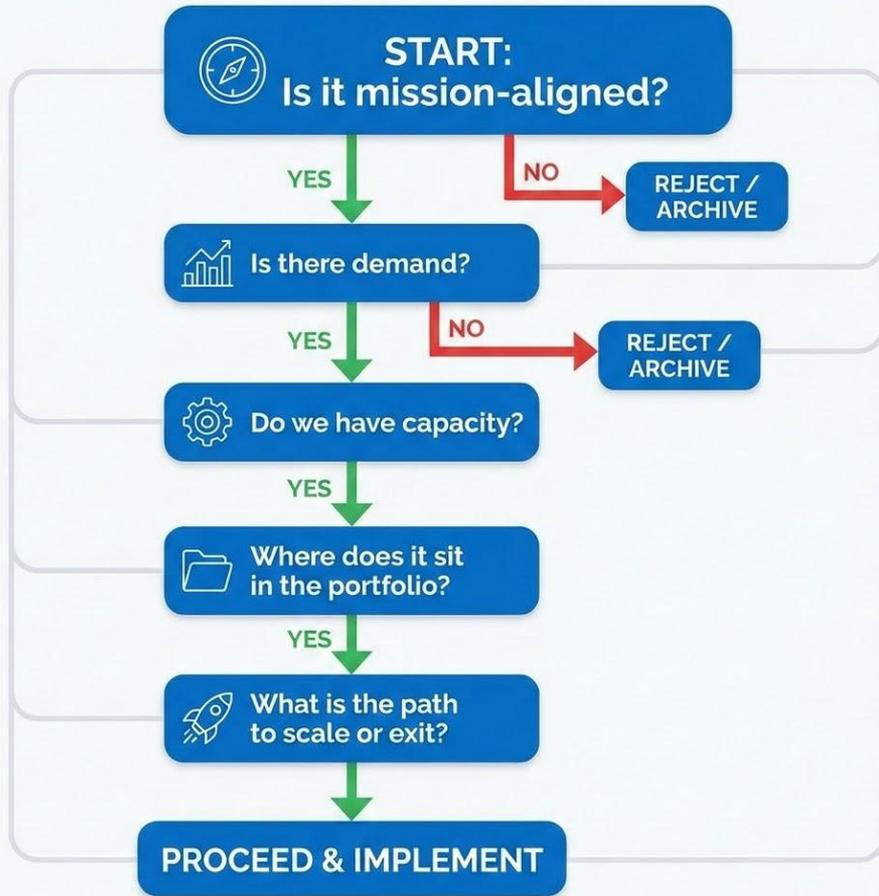
Auxiliary Program Strategic Priorities - Forced Ranking

Distribute a total of 100 points across the following priorities. If a suggested priority does not apply to your school, score it with 0. If additional priorities are not represented on the list, add it under "Other" and assign it a point value. The sum must equal 100.

POINTS

- _____ Generate additional net operating revenue for the School.
- _____ Cultivate admissions applicants for the School.
- _____ Provide added value to the School community through additional programs/services.
- _____ Strengthen the relationship with the surrounding community.
- _____ Advance the School brand as an innovative leader in education.
- _____ Enhance the School's DEIJ goals and outcomes.
- _____ Other:

100 TOTAL Points



Decision Making Flowchart

Create, Grow or Sunset

Portfolio and Innovation Management

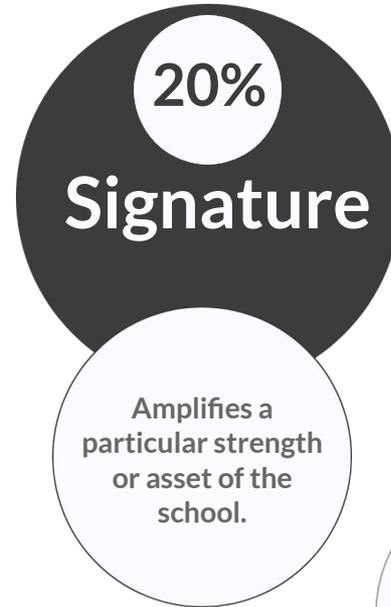
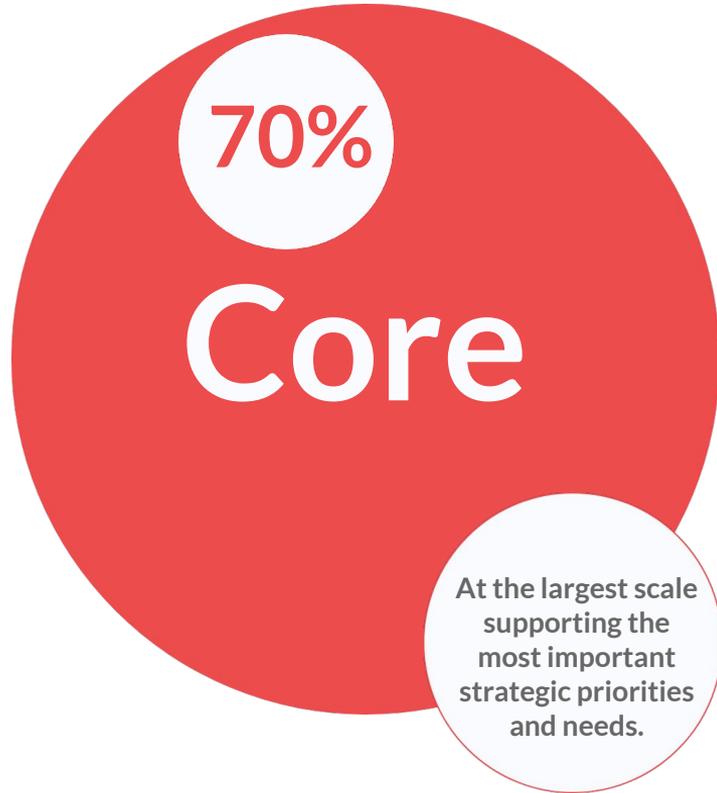
Auxiliary programs must continually innovate for success while at the same time deliver predictable returns for sustainability. To do this, schools are managing auxiliary programs like investment portfolios and focusing capital allocation and leadership focus intentionally.

What does this mean for school leaders?

- **Diversify offerings** (promote an "auxiliary program portfolio" of summer programs, enrichment, rentals, adult learning, partnerships, etc.).
- **Balance mission alignment with profitability** - know which programs drive margin vs. mission and why you have them.
- **Think entrepreneurially** - auxiliary programs are often the school's "innovation lab" and should be supported to take intentional risks.
- Maintain focus on your "**core**" programs.

Portfolio and Innovation Management

2



A balanced portfolio will meet the highest priorities while serving other objectives.

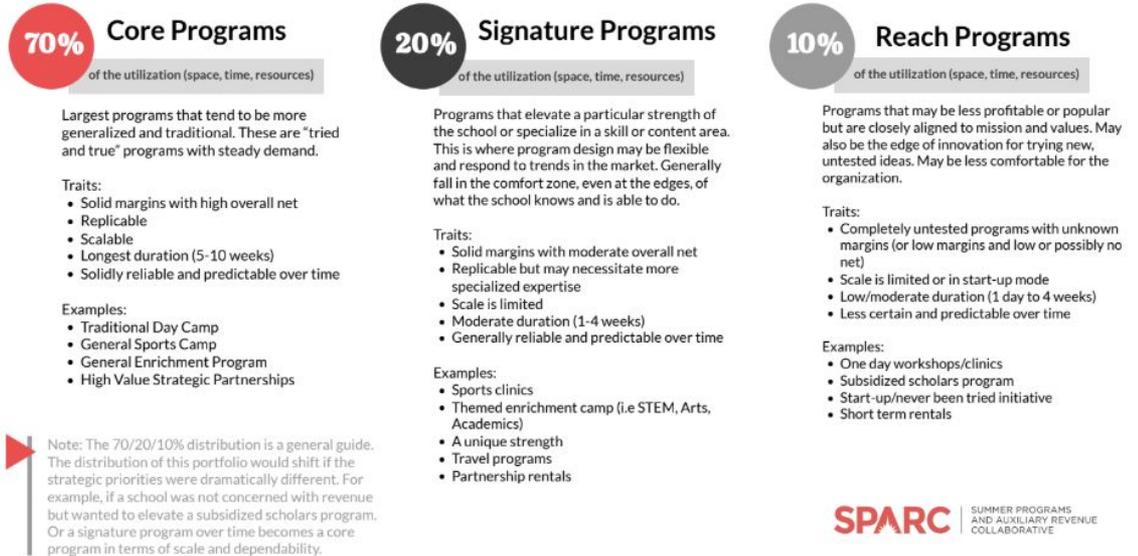


Strategic Auxiliary Portfolio

Define Portfolio and Desired ROI

- Design and Refine your Auxiliary Portfolio
- Summarize portfolio based on existing and potential programs.
- Identify desired ROI / target Net Revenue
- Evaluate strategic alignment of programs
- Identify Categories as needed
- Create Overall Budget / Projections

Portfolio Approach: A Framework for Summer



Portfolio and Innovation Management - Example 3 Buckets

Summer 2026

Facility Rentals	Strategic Partnerships	Self-Generated Programs
<p>NEW Rentals:</p>    	<p>NEW:</p>  <p>NEW:</p>  <p>Independent School Management</p>	<p>NEW:</p>  <p>NEW:</p> 
<p>Summer 2025:</p>        	<p>Summer 2025:</p>  <p>Voices of Leadership</p> 	<p>Summer 2025:</p>  
		<p>Core program (20 years):</p> 

Auxiliary Portfolio Model

Total Auxiliary	
Gross Revenue	\$3,010,000
% Return	38%
Net Revenue	\$1,155,000

	Summer							
	Day Camp	Soccer	Tennis	Summer Studies	Art Studios	Service Learning	Robotics	Total
Gross Revenue	\$300,000	\$200,000	\$150,000	\$150,000	\$300,000	\$50,000	\$175,000	\$1,325,000
% Return	35%	50%	45%	25%	30%	10%	30%	35%
Net Revenue	\$105,000	\$100,000	\$67,500	\$37,500	\$90,000	\$5,000	\$52,500	\$457,500

	School Year							
	LS Extended Day	LS Enrichment	Early Risers	MS Extended Day	Music Lessons	HW Club	School Store	Total
Gross Revenue	\$250,000	\$200,000	\$30,000	\$100,000	\$120,000	\$45,000	\$300,000	\$1,045,000
% Return	45%	30%	30%	20%	10%	10%	20%	27%
Net Revenue	\$112,500	\$60,000	\$9,000	\$20,000	\$12,000	\$4,500	\$60,000	\$278,000

	Community Programs							
	Facility Rentals	Tennis Club	Futsal League	Basketball League	Adult Classes	Music Together	Pickleball	Total
Gross Revenue	\$350,000	\$25,000	\$50,000	\$100,000	\$25,000	\$50,000	\$40,000	\$640,000
% Return	85%	30%	50%	60%	10%	30%	30%	66%
Net Revenue	\$297,500	\$7,500	\$25,000	\$60,000	\$2,500	\$15,000	\$12,000	\$419,500

Data-Driven and ROI Discipline

Measuring evidence of impact and return on investment for auxiliary programs.

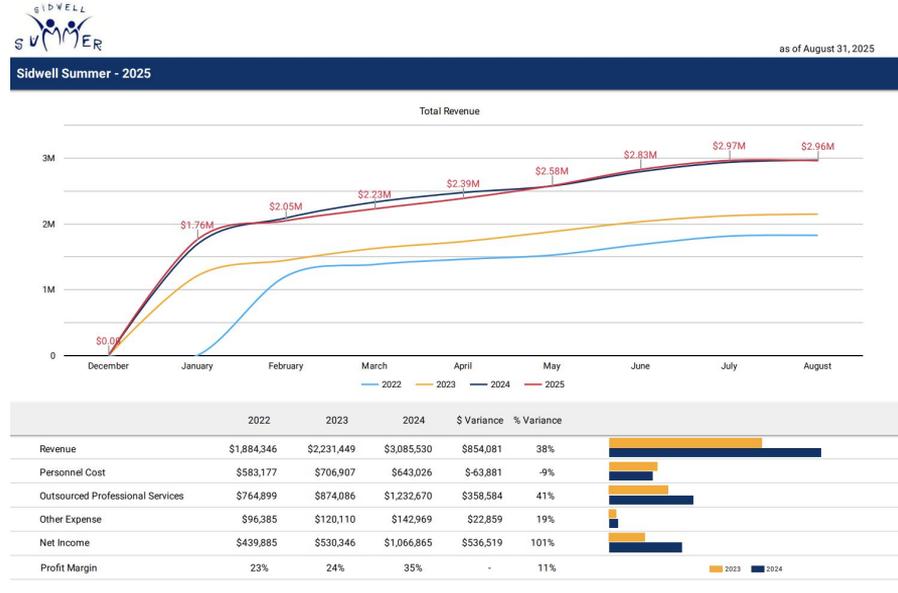
What does this mean for school leaders?

- Promote consistent systems for **tracking** enrollment, revenue, staffing, and satisfaction.
- Move beyond anecdotal results.
- Use **dashboards and benchmarks** (e.g., program profitability, historical trends, enrollment, SEL outcomes)
- Equip auxiliary leaders with the **tools to make data/business informed decisions**
- Monitor **trends**...in finance, in enrollment, in personnel
- Operate with a **dynamic budget** to stay responsive and flexible

Data Driven and ROI Discipline

Design programs around margin, staffing ratios, and sustainability.

- Adjust staffing models intentionally
- Align program length and format with revenue optimization.
- Monitor enrollment trends and adjusting dynamically.
- Shift from anecdotal “this feels successful” to measurable performance.



Data Driven and ROI Discipline

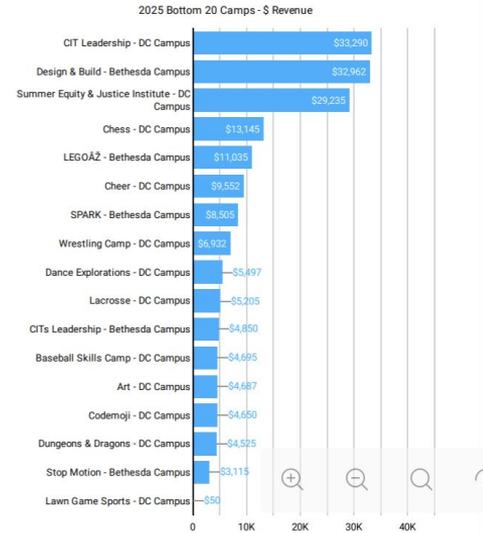
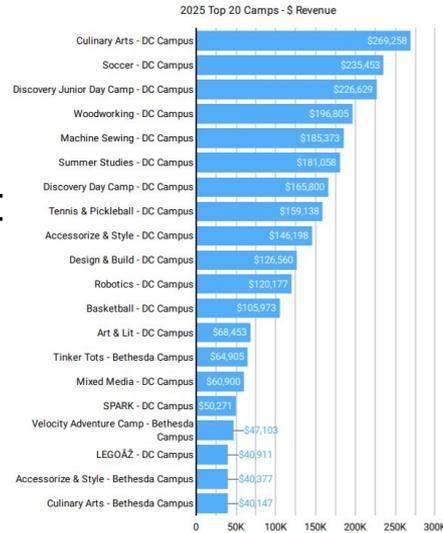
Adjust Portfolio to best reach
Strategic Priorities

- Align Marketing
- Reallocate Resources
- Shift Self-Operated Partnership ratio
- Track Metrics Monthly
- Adjust Forecasts
- Communicate ROI



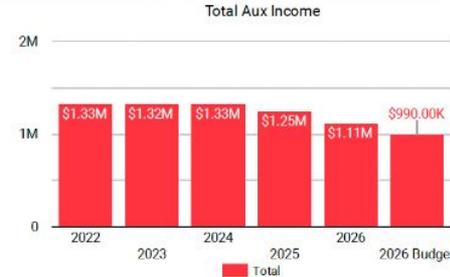
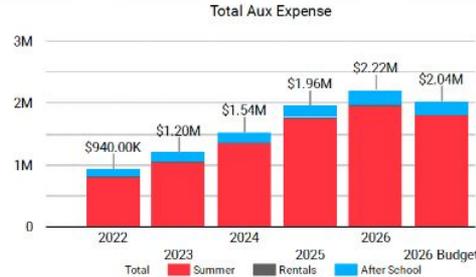
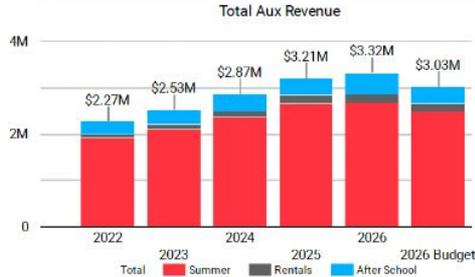
Sidwell Summer - 2025

as of August 31, 2025



Data-Driven and ROI Discipline

Auxiliary & Summer Programs Dashboard



	FY 2023 (Summer 2022)	FY 2024 (Summer 2023)	FY 2025 (Summer 2024)	FY 2026 (Summer 2025)	Budget FY 2026	\$ Variance to Prior Year	% Variance to Prior Year	
Summer Programs	\$2,100,000	\$2,350,000	\$2,650,000	\$2,675,000	\$2,500,000	\$25,000	0.94%	
Other Aux Revenue	\$425,000	\$515,000	\$560,000	\$648,000	\$525,000	\$88,000	15.71%	
Total Revenue	\$2,525,000	\$2,865,000	\$3,210,000	\$3,323,000	\$3,025,000	\$113,000	3.52%	
Total Expenses	\$1,202,500	\$1,535,000	\$1,962,500	\$2,215,000	\$2,035,000	-\$252,500	-11.4%	
Net Income	\$1,322,500	\$1,330,000	\$1,247,500	\$1,108,000	\$990,000	-\$139,500	-11.18%	

■ 2025 ■ 2026 Powered by

Sample
SPARC
Dashboard

Enterprise Level Collaboration

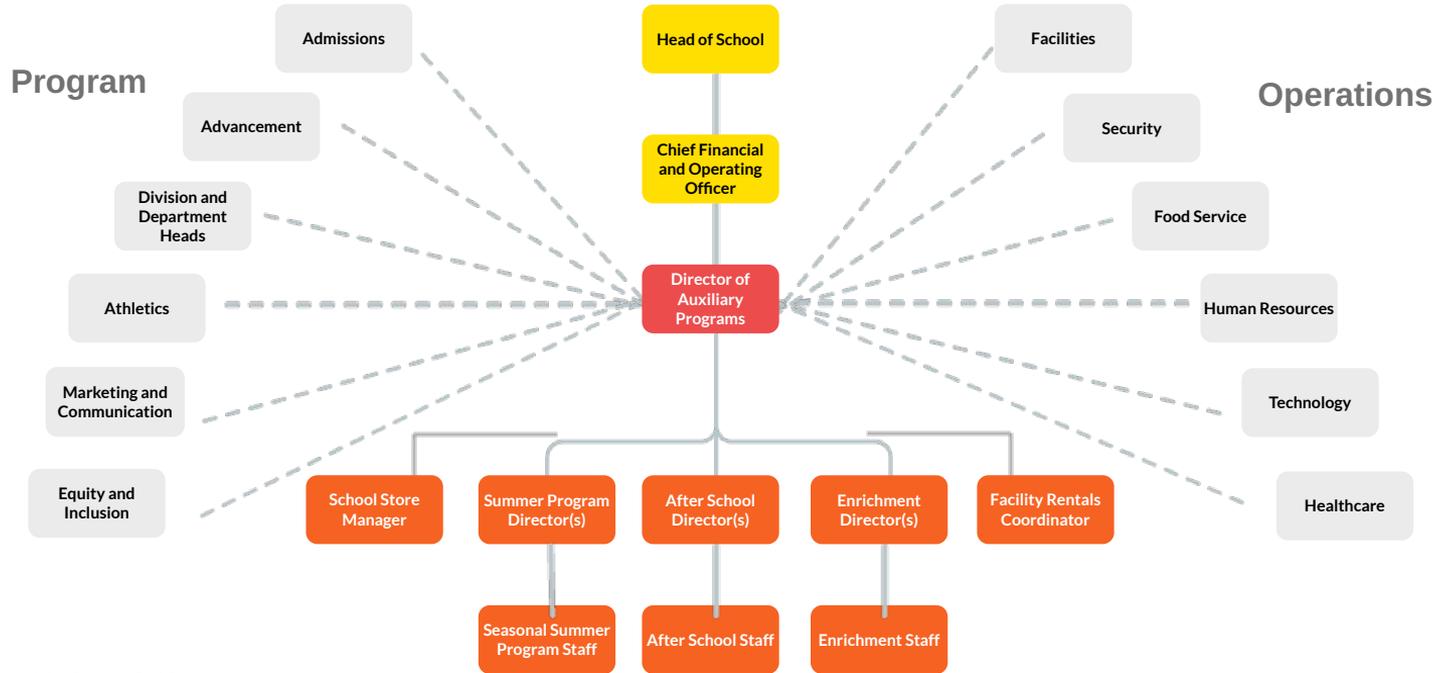
Schools benefit most when their auxiliary leaders are visible and understood to be an integral part of the organization's success by all departments. Auxiliary programs are not peripheral operations, they are core strategic engines.

What does this mean for school leaders?

- Heads and CFOs are thinking in terms of **ecosystems, rather than siloes**, and **integrating** auxiliary with admissions, marketing, advancement, academics, and facilities planning.
- Market auxiliary internally - **tell the story** and highlight the impact.
- Publicly recognize the efforts and **successes** of your auxiliary leadership.
- Auxiliary leaders collaborate widely, but often lead without authority. You may have to **step in to clear a path**.

Enterprise Level Collaboration

Sample Organizational Chart



Facilities as Strategic Assets

Facilities are being reframed from cost centers to yield-producing capital assets. The myth of "campus rest" is losing power.

What does this mean for school leaders?

- Facilities exist to support the mission and benefit the school's priorities--the **SCHOOL owns** the spaces
- Schools get into trouble when they operate like a 24/7 business without adopting the **operational discipline**: plan for continuous use and "wear and tear" (not avoid it) through carefully planned recovery and renewal
- Culture and work patterns may need to **shift**
- Develop clear space use policies and decision-making authority
- Understand the **true cost** of utilization

Facilities as Strategic Assets



Asset Inventory

Think through your school's assets: Facilities, People and Programs. Use this as a check list and an opportunity to brainstorm. Assess current programs. Explore possibilities.

Facilities		People		Programs	
<input type="checkbox"/>	Pool	<input type="checkbox"/>	Faculty	<input type="checkbox"/>	Early Childhood
<input type="checkbox"/>	Turf Field(s)	<input type="checkbox"/>	Department Heads	<input type="checkbox"/>	Athletics - various sports
<input type="checkbox"/>	Gym (s)	<input type="checkbox"/>	Coaches	<input type="checkbox"/>	Swimming
<input type="checkbox"/>	Dance Studio	<input type="checkbox"/>	Fitness Specialists	<input type="checkbox"/>	Dance
<input type="checkbox"/>	Art Rooms	<input type="checkbox"/>	Nurses	<input type="checkbox"/>	Performing Arts
<input type="checkbox"/>	Drama Studio	<input type="checkbox"/>	Trainers	<input type="checkbox"/>	STEM/STEAM
<input type="checkbox"/>	Theater	<input type="checkbox"/>	Counselors	<input type="checkbox"/>	Culinary/Dining Services
<input type="checkbox"/>	Wrestling Room	<input type="checkbox"/>	Art Instructors	<input type="checkbox"/>	Entrepreneurship/Innovation
<input type="checkbox"/>	Squash Courts	<input type="checkbox"/>	Photography Instructors	<input type="checkbox"/>	School Store / Cafe
<input type="checkbox"/>	Tennis Courts	<input type="checkbox"/>	Music Instructors	<input type="checkbox"/>	woodworking/ Trades staff
<input type="checkbox"/>	Classrooms	<input type="checkbox"/>	Woodworking/ Trades staff	<input type="checkbox"/>	Academics - all subjects
<input type="checkbox"/>	Early Childhood Spaces	<input type="checkbox"/>	College Counseling	<input type="checkbox"/>	College counseling
<input type="checkbox"/>	Playground(s)	<input type="checkbox"/>	Tutors	<input type="checkbox"/>	Test Prep
<input type="checkbox"/>	Pottery Room	<input type="checkbox"/>	Catering Staff	<input type="checkbox"/>	Executive Functioning / Study Skills
<input type="checkbox"/>	Dark Room	<input type="checkbox"/>	Facilities Staff	<input type="checkbox"/>	Robotics
<input type="checkbox"/>	Dining Room	<input type="checkbox"/>	Communications Team	<input type="checkbox"/>	Debate
<input type="checkbox"/>	Conference Space(s)	<input type="checkbox"/>	Marketing staff	<input type="checkbox"/>	Health & Wellness
<input type="checkbox"/>	Science Labs	<input type="checkbox"/>	CFO	<input type="checkbox"/>	SEL / Advisory
<input type="checkbox"/>	Dorm Rooms	<input type="checkbox"/>	Safety & Security staff	<input type="checkbox"/>	Safety & Security / Risk Management
<input type="checkbox"/>	Lake/Pond	<input type="checkbox"/>	Board Members	<input type="checkbox"/>	Service Learning
<input type="checkbox"/>	Ropes Course	<input type="checkbox"/>	Alums	<input type="checkbox"/>	Global Programs / Education
<input type="checkbox"/>	Cafe	<input type="checkbox"/>	Learning Specialists	<input type="checkbox"/>	Religious Programs
<input type="checkbox"/>	Innovation /Maker Space	<input type="checkbox"/>	Librarians	<input type="checkbox"/>	Strategic Partnerships
<input type="checkbox"/>	Other:	<input type="checkbox"/>	Other:	<input type="checkbox"/>	Other:
<input type="checkbox"/>	Other:	<input type="checkbox"/>	Other:	<input type="checkbox"/>	Other:

- Facilities
- People
- Programs

Leadership Capacity Investment

Auxiliary growth hinges on leadership capability. Schools need confident, business-savvy auxiliary leaders more than ever.

What does this mean for school leaders?

- Talent is in demand and getting the **right leader** with all of the optimal skills may be as much about professional development (**Coaching/Accelerator**).
- **Invest** in professional learning across finance, marketing, leadership, and program design for auxiliary teams.
- Know their value - **recognize the unique impact** they bring to your school. Advocate for compensation, authority, and recognition that reflect their contributions.
- Use the 2025 SPARC Compensation and Position Report

Leadership Capacity Investment

What Does It Mean to Think Like an Entrepreneur?

- ✓ Problem-Solving & Innovation
- ✓ Risk-Taking with Smart Planning
- ✓ Adaptability & Agility
- ✓ Resource Optimization
- ✓ Customer-Centric Thinking
- ✓ Growth Mindset





SUMMER PROGRAMS
AND AUXILIARY REVENUE
COLLABORATIVE

The Only Professional Organization Exclusively Serving Independent School Auxiliary Programs

Membership

- 300+ member schools
- 1000+ individuals
- 40+ Business Partners

Education

- National Conference
- Regional Workshops
- Webinars
- Learning Labs
- Spring Training
- Leadership Institute
- SPARC Symposium
- Best practices
- Benchmarking data
- Resource library

Advisory

- SPARC Accelerator
- Strategic program development
- Board Education
- Departmental audits
- Leadership search
- Mentoring
- Program management
- Interim support

SPARC Membership

SPARC Connect

SPARC Connect is the virtual platform for the SPARC community to engage in discussion, share information, and build professional connections and relationships.

SPARC Dashboard

The SPARC Dashboard is a powerful tool developed in partnership with Apte to support your auxiliary program leadership with clear, visual, and strategic data insights.

Career Center

The career center is open to all and supports efforts to find leading talent to fill auxiliary leadership needs.

Webinars

Virtual webinars provide opportunities to learn from industry experts.

Roundtables

Weekly virtual roundtables engage auxiliary professionals in discussion to share ideas and best practices.

Tools

SPARC offers a portfolio of tools, guides, and templates specifically for best practice management of auxiliary and summer programs.

Reports

SPARC produces industry leading reports with data highlighting current trends and practices.

Discounts

Members receive discounts on events such as the national conference and regional events.

www.sparcnational.com