

Working the Numbers to Stay Strong

ACIS Leadership Conference
October 12, 2018
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Director of Finance & Operations
Graland Country Day School



MISSION

ACADEMIC
EXCELLENCE

STRONG
CHARACTER

INCLUSIVITY

LEARNING
DIFFERENCES

SCHOOL FINANCE

Financial
Sustainability

Net Tuition
Revenue

True Cost of
Education

Alternative
Revenue

SCHOOL FINANCE

Enrollment

Compensation

Tuition

Staffing

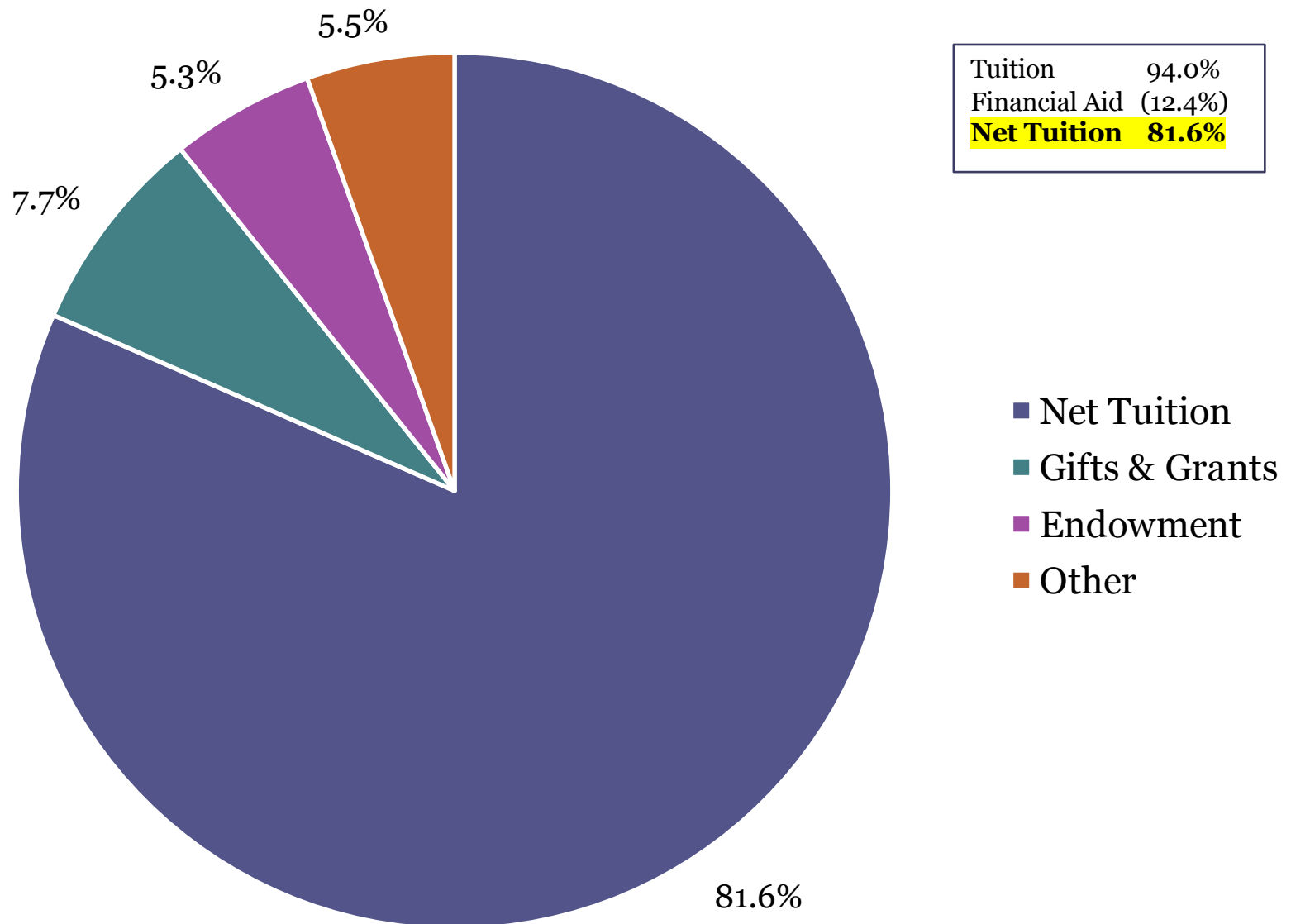
Financial Aid

Instructional

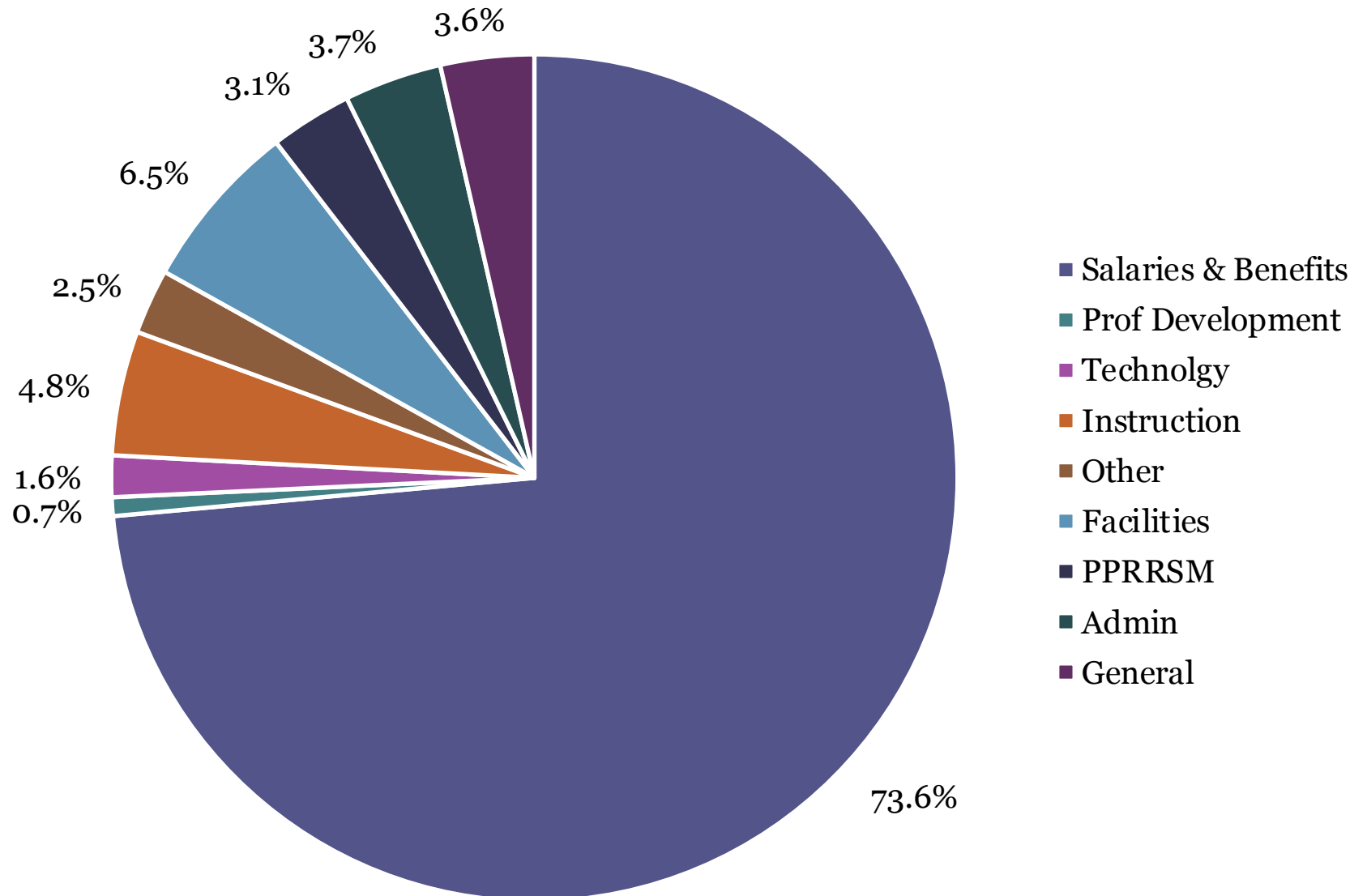
Fundraising

Facilities

NAIS Median Revenue



NAIS Median Expenses



SCHOOL FINANCE



Enrollment

Compensation

Tuition

Staffing

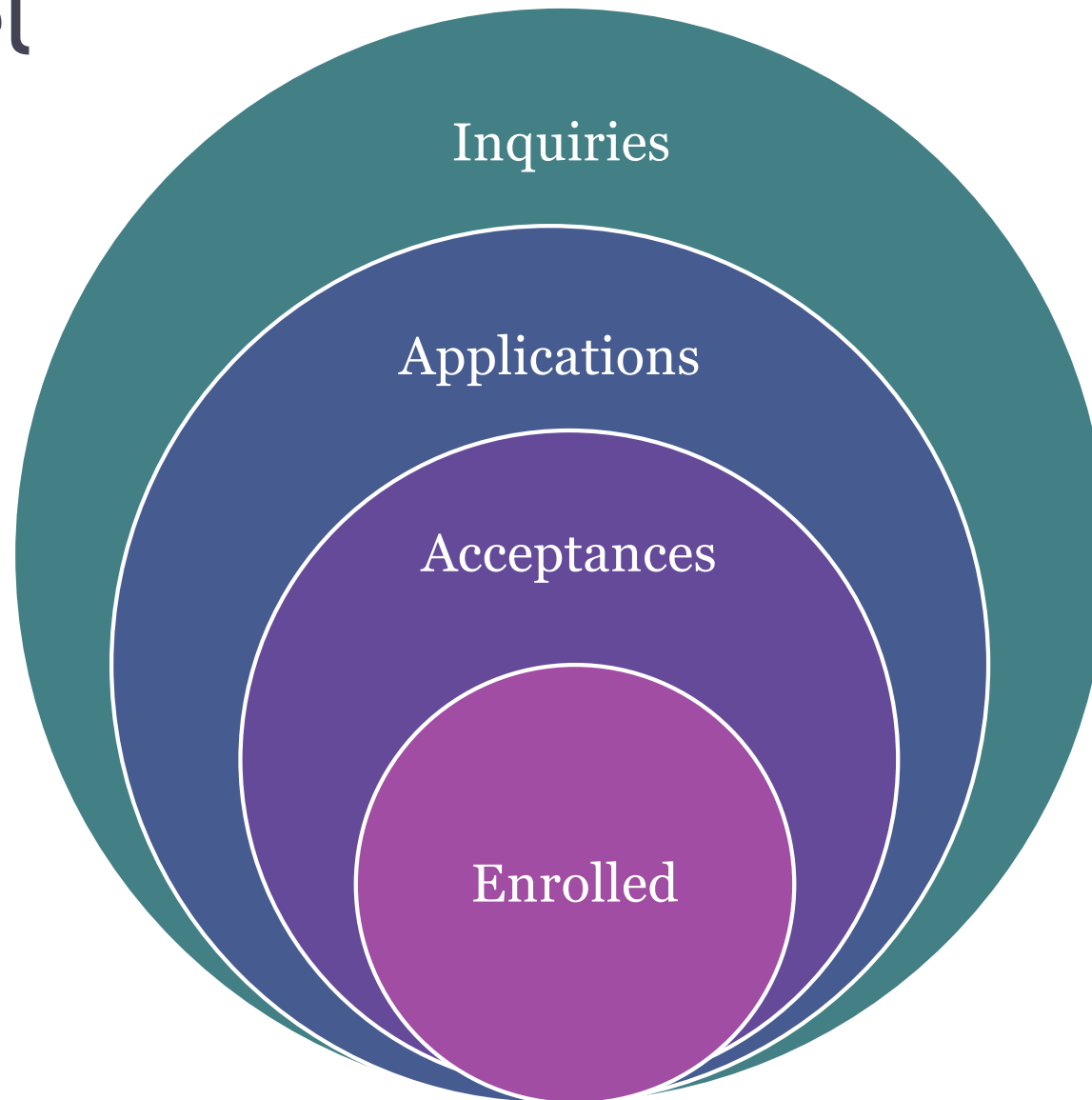
Financial Aid

Instructional

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Facilities

Admissions Funnel



NAIS
Median

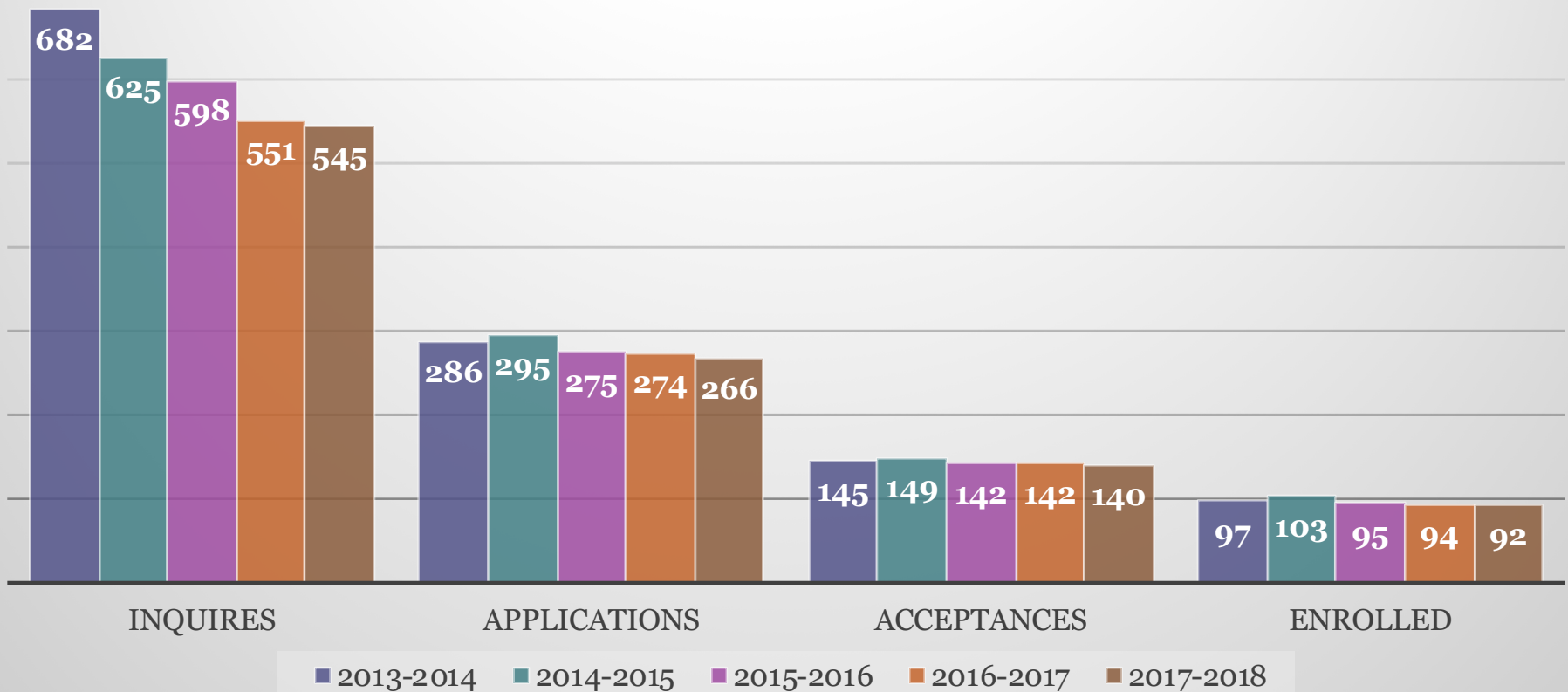
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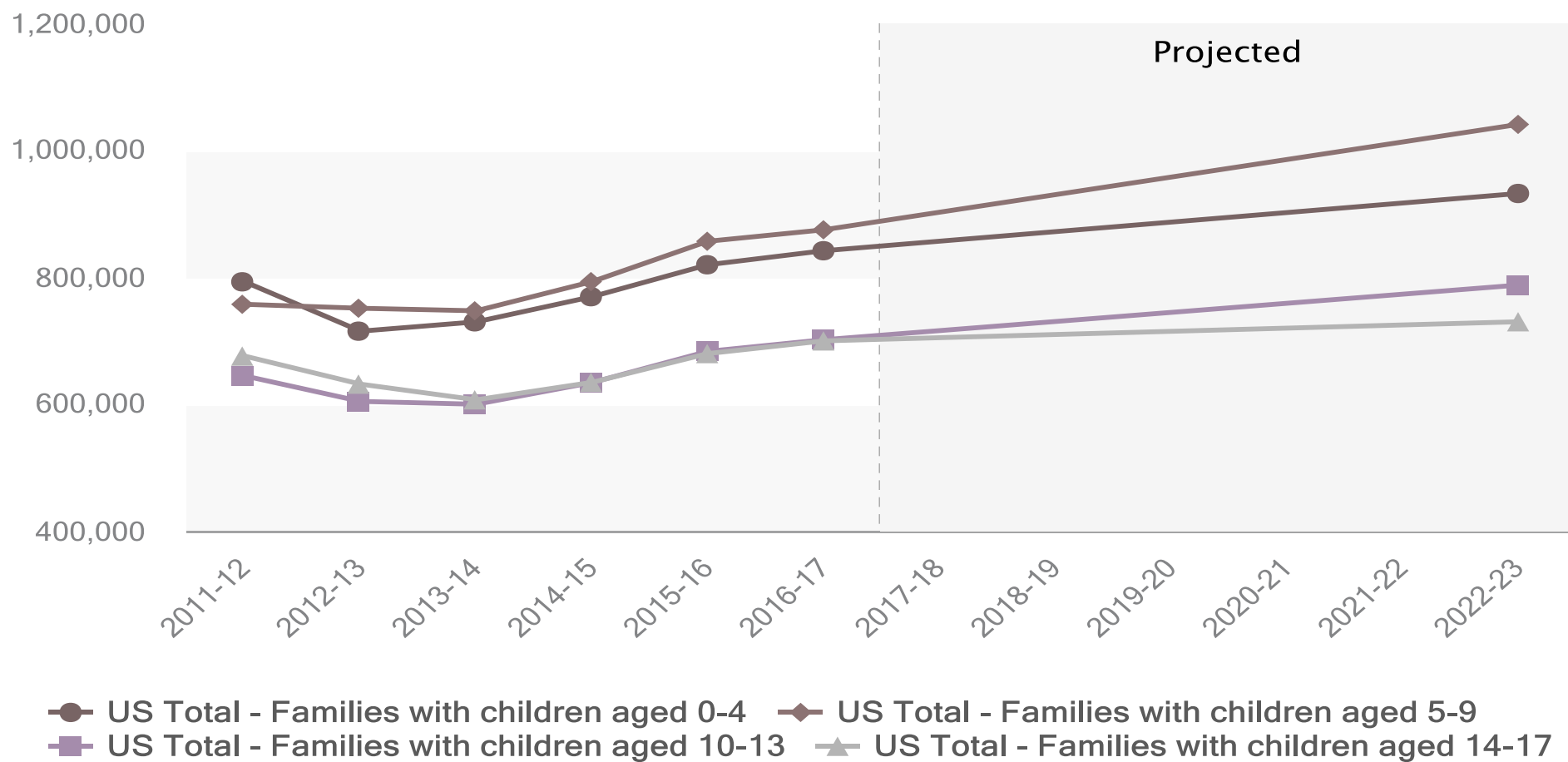
Enrollment

NAIS Median



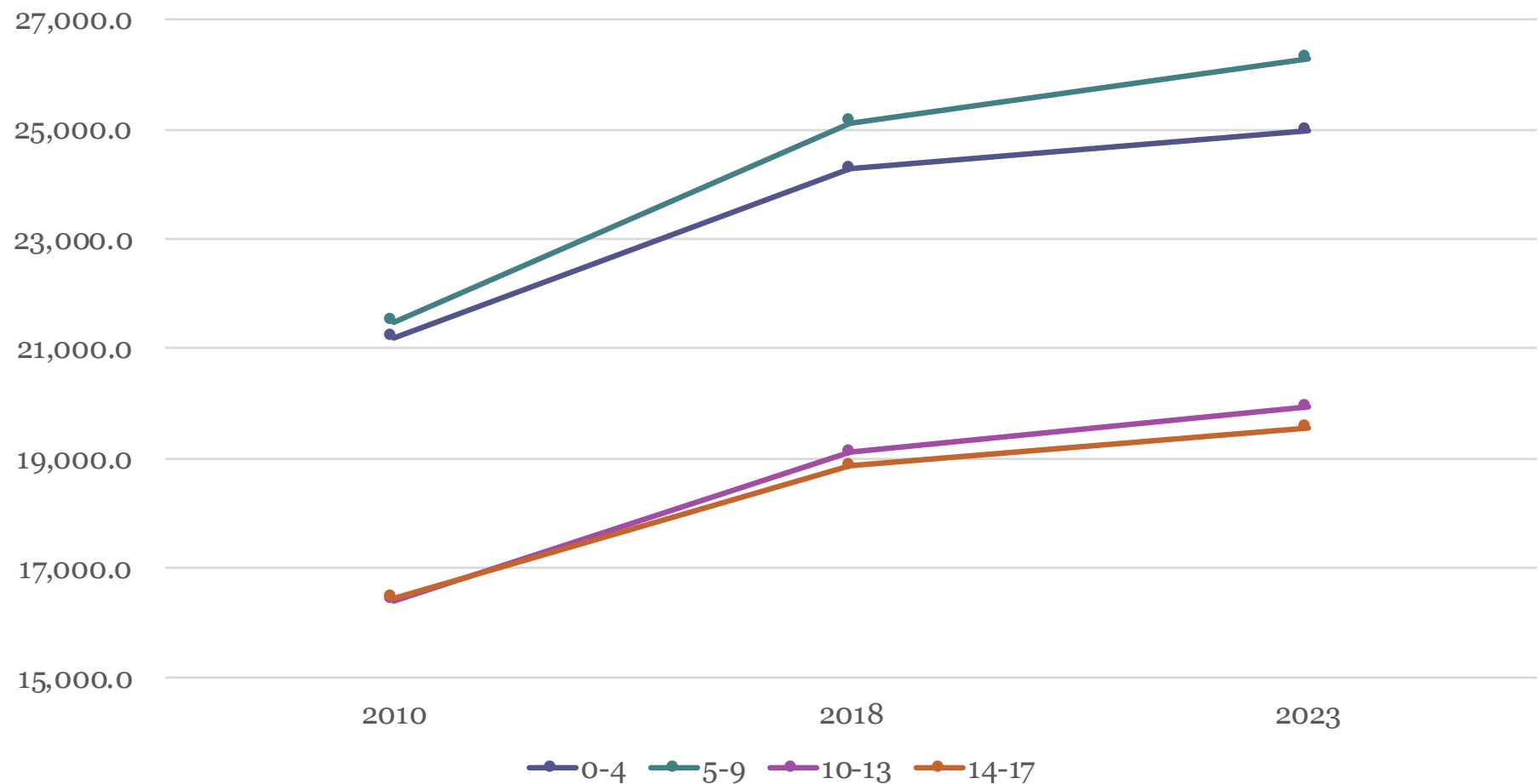
Population of Families with School Age Children

Income
\$100k-\$125k

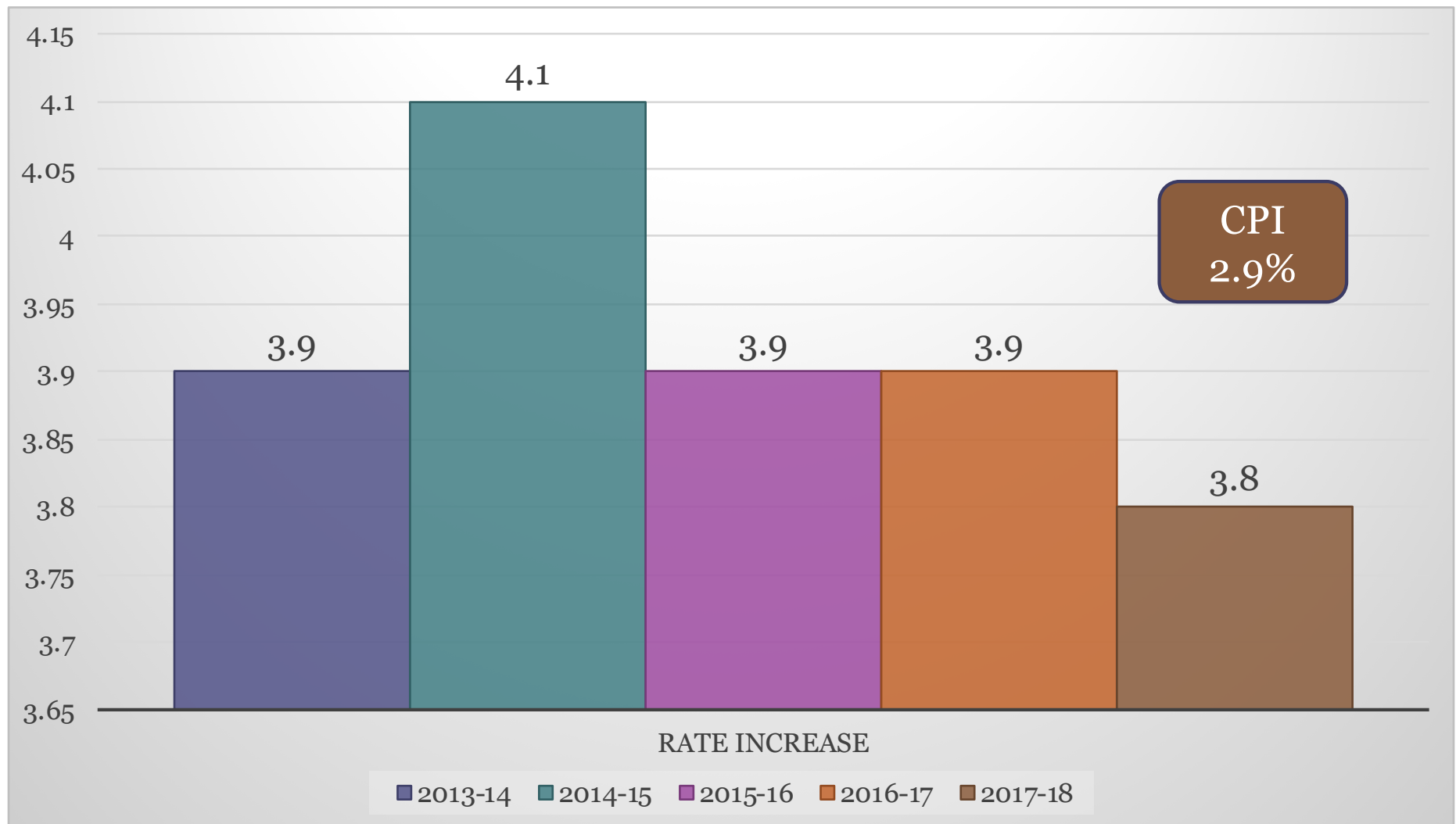


Colorado Families School Age Children

Income \$100k-\$125k



NAIS Median Tuition Increase





Tuition



Brand



Price

Tuition Pricing

- Understand Demographics for your Service Area
 - NAIS demographic center
 - Buying Decision (brand vs. price)
- Understand Competition
 - Public School
 - Charter Schools

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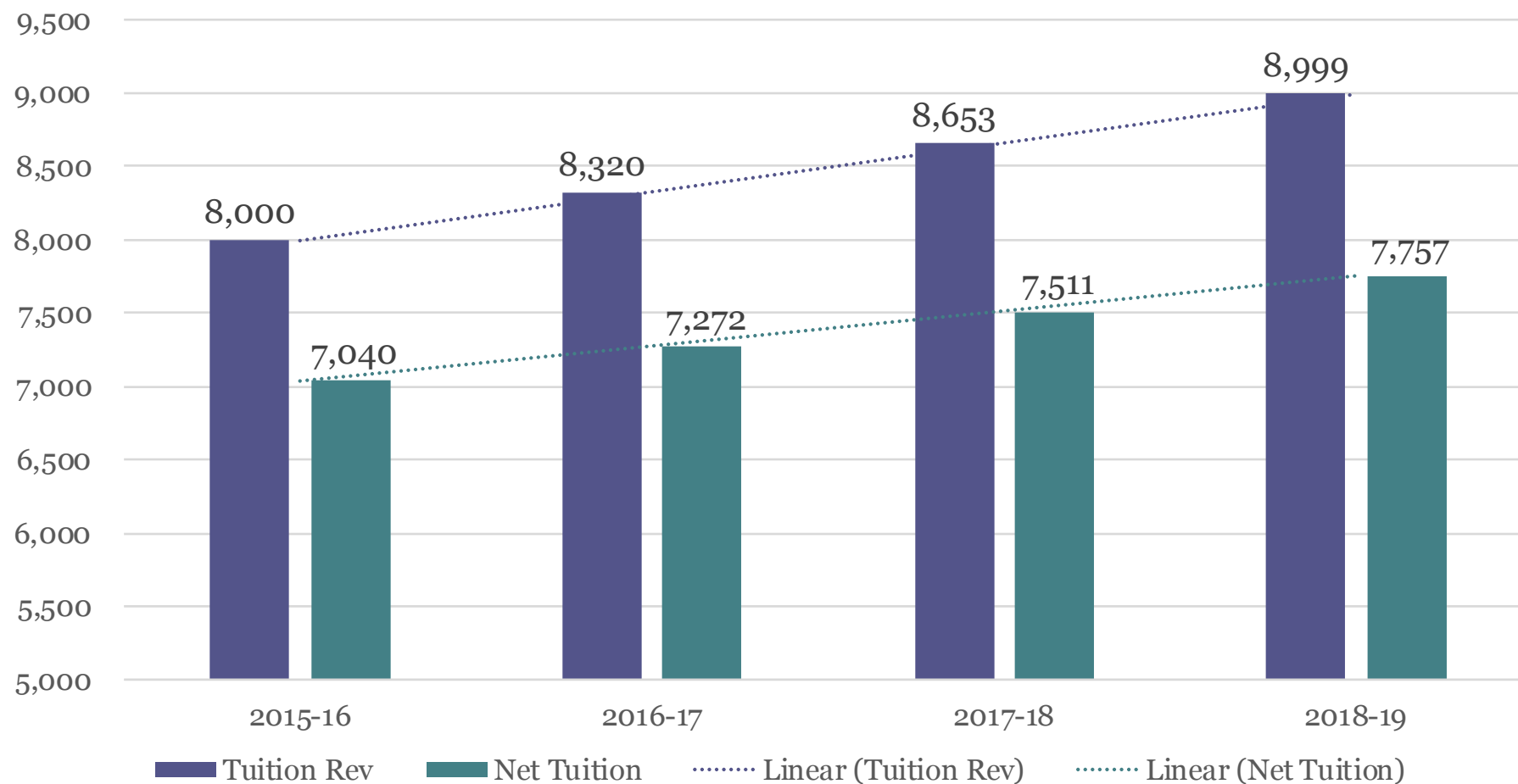
Tuition Example

	2015-16	2016-17	2017-18	2018-19
Enrollment	400	400	400	400
Tuition	\$20,000	20,800	21,632	22,497
Students on Aid	80	84	88	92
Average Aid	\$12,000	\$12,480	\$12,979	\$13,498
Tuition Increase	4.0%	4.0%	4.0%	4.0%
Financial Aid Increase		9.2%	9.0%	8.7%
Net Tuition Increase		3.3%	3.3%	3.3%

Net Tuition Revenue

Gross - \$999k
Net - \$717k

(in thousands)



Financial Aid - Net Tuition Revenue

- Tuition revenue increases – net does not
- Discounting to fill seats
- Policy more than just dollars
 - Is inclusivity & diversity part of mission

SCHOOL FINANCE

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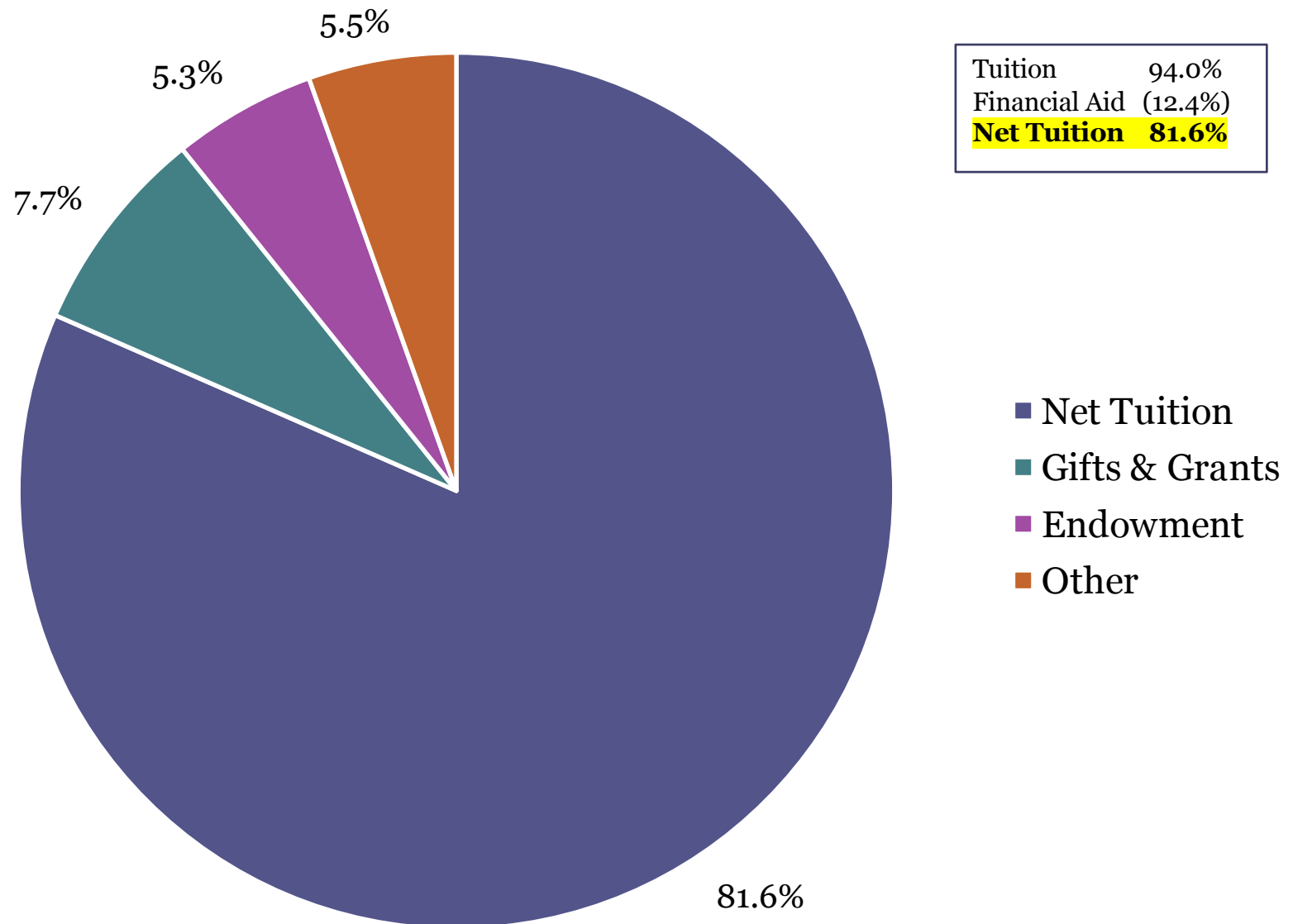
Instructional



Fundraising

Facilities

NAIS Median Revenue



Fundraising

- Fill the gap
 - Special projects
 - Capital
 - Endowment
- } Annual
- } Longer Term

SCHOOL FINANCE

Enrollment

Compensation



Tuition

Staffing



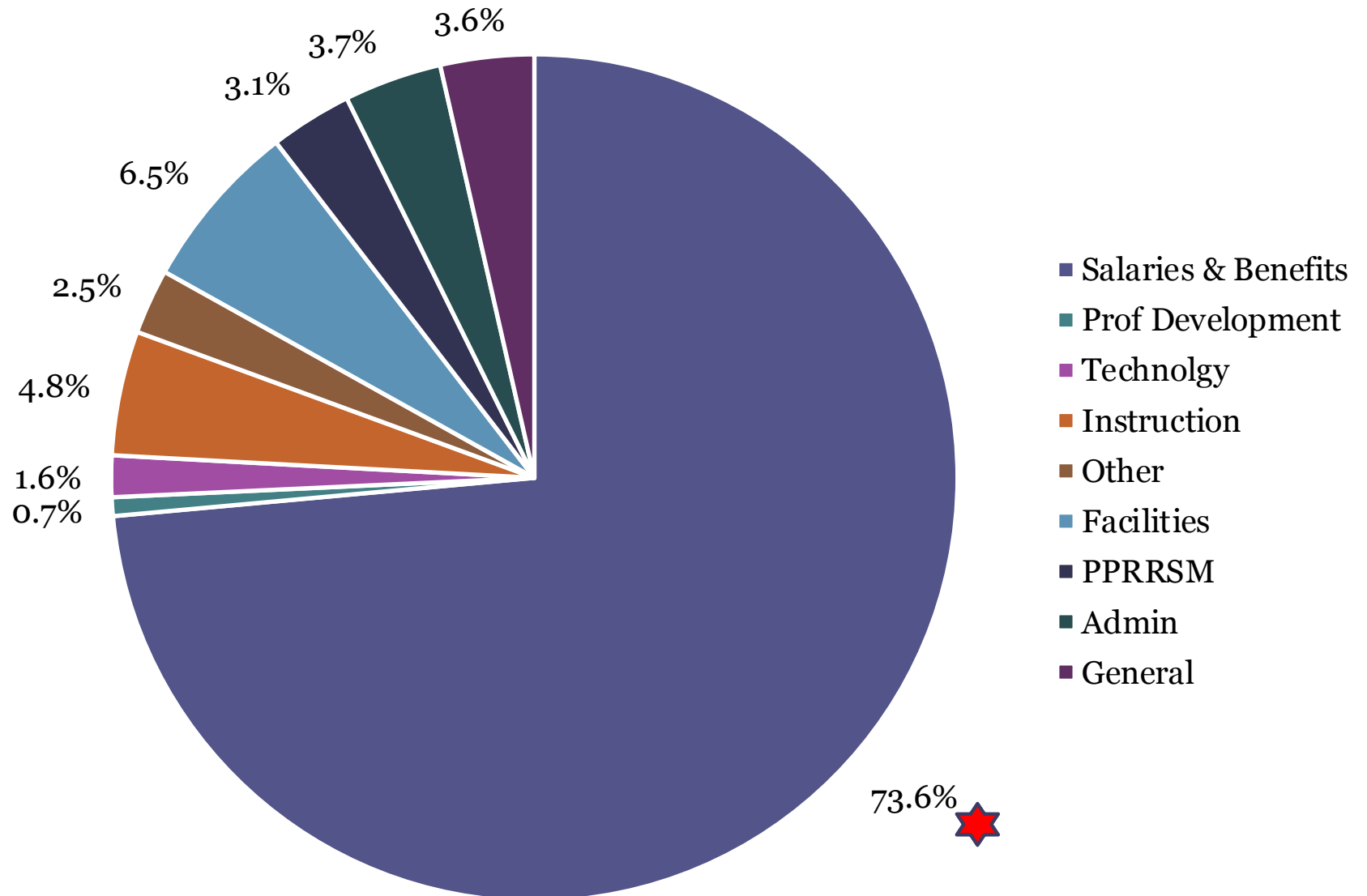
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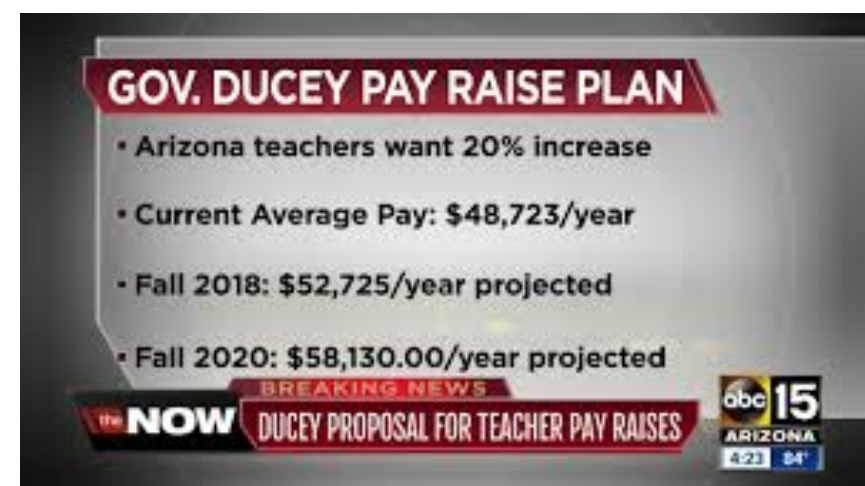
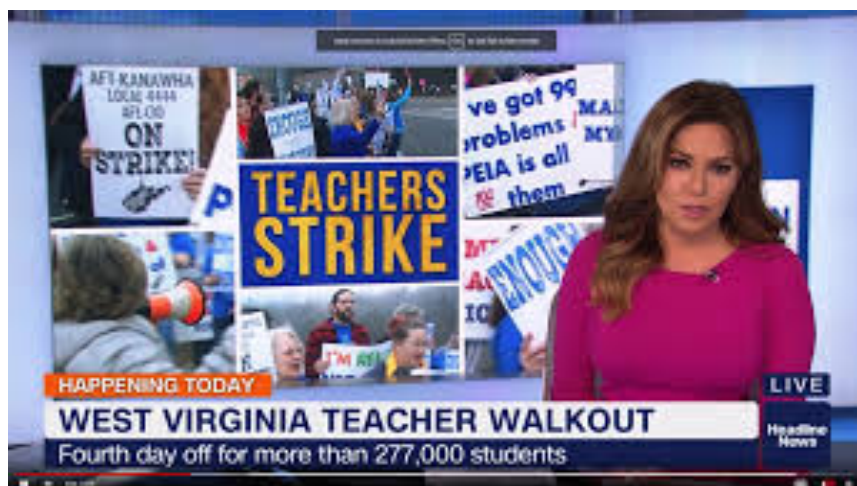
Fundraising

Facilities

NAIS Median Expenses



Teacher Compensation Headlines:



GOV. DUCY PAY RAISE PLAN

- Arizona teachers want 20% increase
- Current Average Pay: \$48,723/year
- Fall 2018: \$52,725/year projected
- Fall 2020: \$58,130.00/year projected

BREAKING NEWS
the NOW DUCY PROPOSAL FOR TEACHER PAY RAISES

abc 15
ARIZONA
423 84

Regional Challenges

- Low unemployment rate
- Teacher shortage
 - 4.5% of students seek teaching degree
- Exponentially increasing cost of housing
 - Denver Rents increased 3% in 2017
(Average rent = \$1,575/month)
 - Average single-family home increased 12% to over \$500K

Compensation

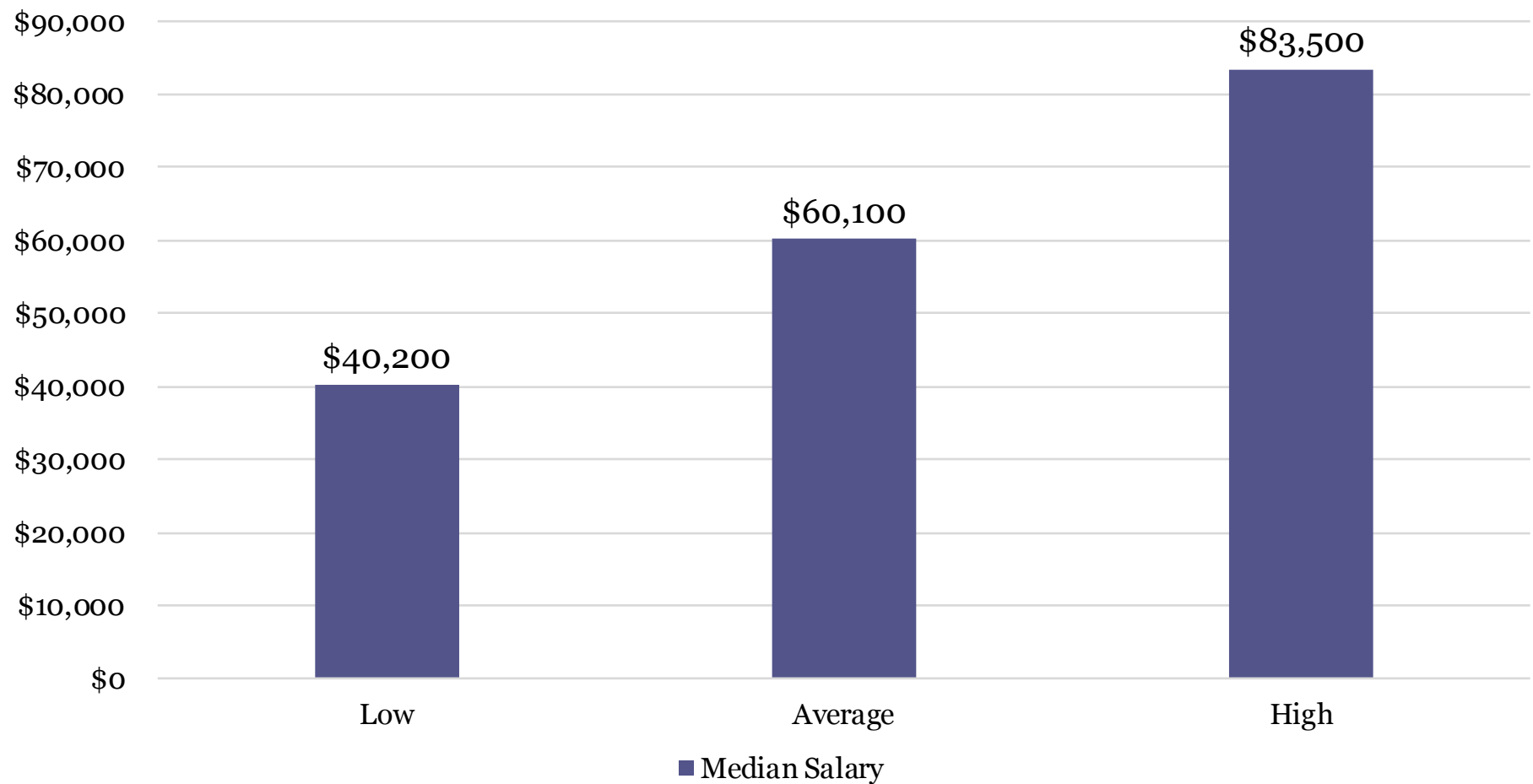
- Compensation Philosophy to drive decisions
- Local Market Pressures
- Understand marketplace – competitive salary
 - National benchmarks
 - Local benchmarks
- Demographics of faculty and staff
 - Family health insurance coverage
 - Retirement
 - Employee childcare

Compensation Philosophy

- Teachers – nationally, locally or both
- Diversity
- Year of experience
- Salary Benchmark
 - Example: pay teachers at 75% of ACIS schools
 - Example: pay teachers at 50% of NAIS schools

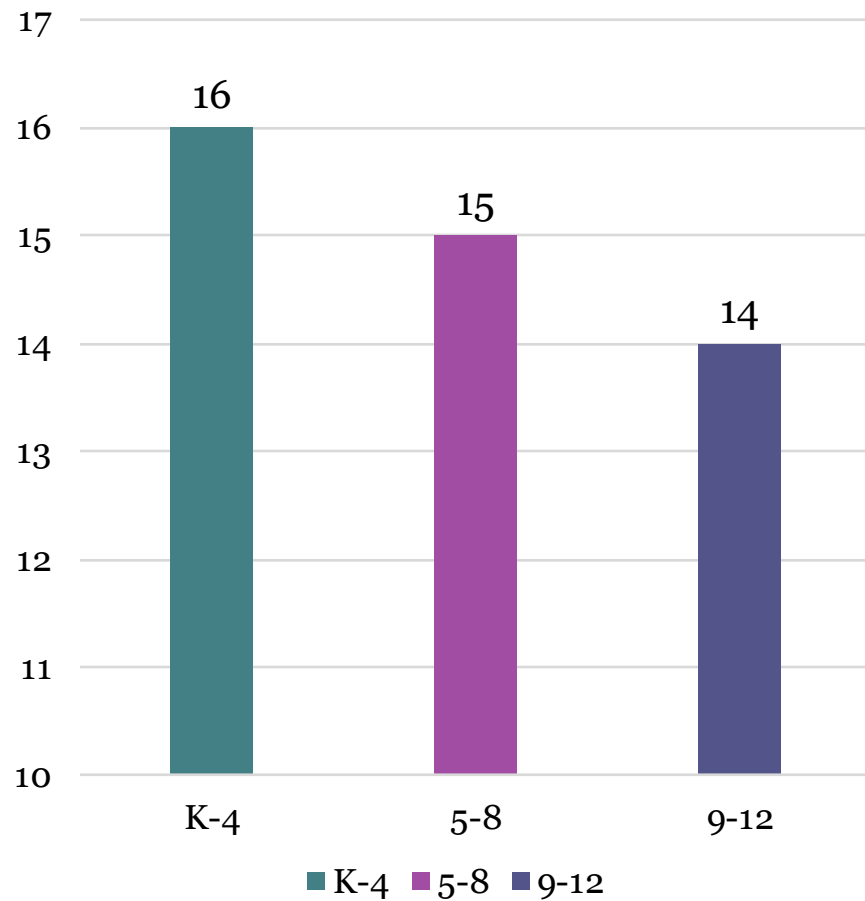
Teacher Compensation

NAIS Median Salary

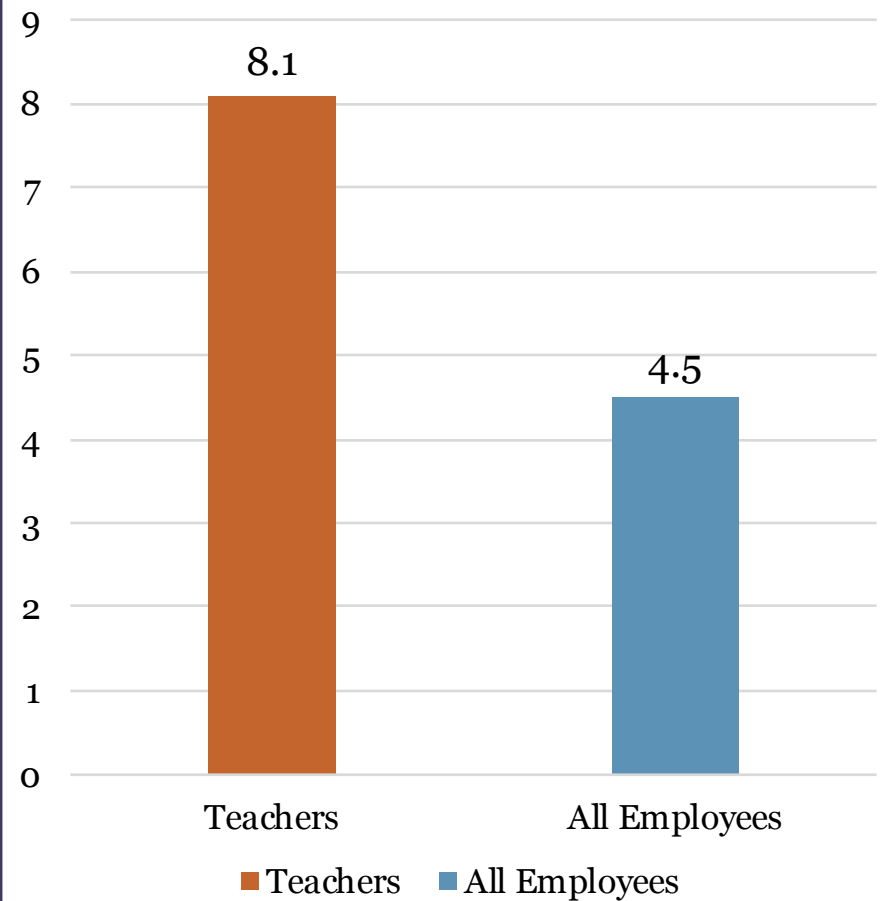


Staffing

NAIS Median Class Size



NAIS Median Student Ratios



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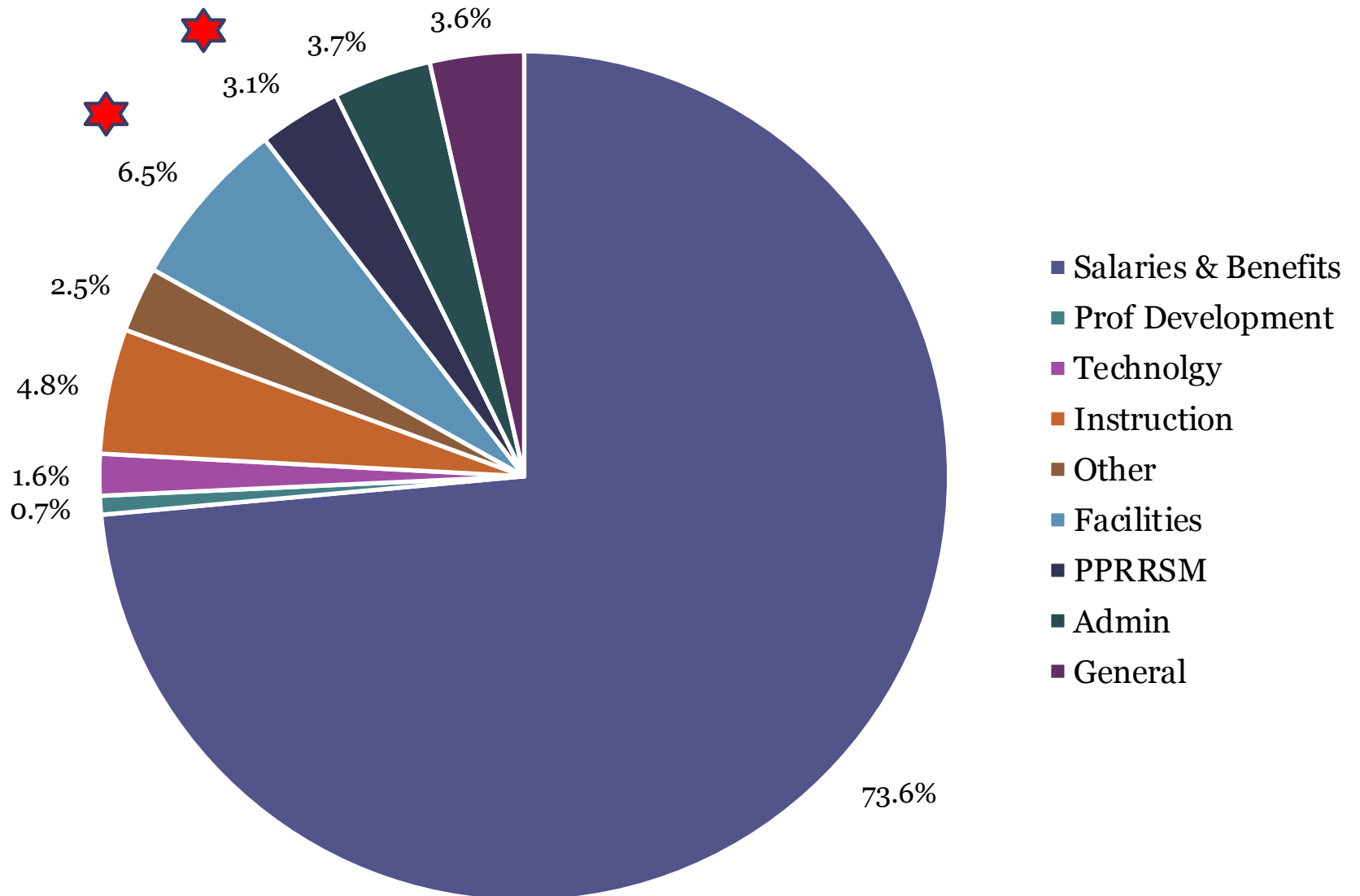
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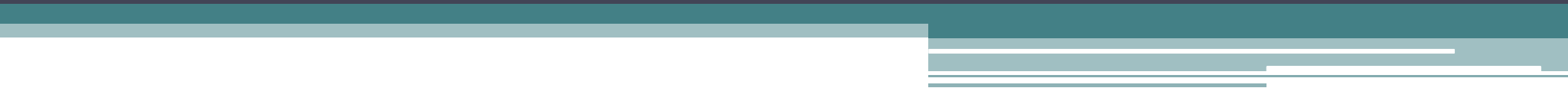
NAIS Median Expenses



Capital - PPRRSM

- Provision for Plant Replacement, Renewal and Special Maintenance.
- NAIS reserve guide – 3% of replacement cost
- Line item in operating budget
- Includes technology replacement
- Caution – watch levels of deferred maintenance
- Develop multi-year replacement plan
 - Carpet (hallways 5 yrs., classroom 8 yrs.)
 - Furniture (classroom every 10 years)

QUESTIONS

The bottom of the slide features a series of horizontal lines. A thick teal line spans the width of the slide. Below it, a thin light blue line is on the left, and a thin white line is on the right. Further down, there are three thin horizontal lines (two light blue, one white) that are staggered to the right, creating a layered, modern look.