

MoonshotOS Coaching Finance and the Independent School Business Model

June 9, 2026

MoonshotOS

Create a Sustainable Future for Your School



David Hanson

E: david@winthropassociates.com

P: (415) 991-942

WINTHROP
AND ASSOCIATES

David's Bio

- BS, Marketing (math, research, and statistics)
- JD, Law
- MEd, Educational Policy
- MBA, Management and Finance
- EdD, Management (Financial Governance)

- 10 years as a lawyer (employment law, federal courts, litigation)
- 25 years as AVP/SVP/CFO/COO for two large universities and two elite independent schools
- NAIS Aspiring Head's Fellowship Alumnus
- Have overseen budgets up to \$2.1 billion and endowments over \$2 billion
- As a consultant, have worked across US and overseas (England, Scotland, Pakistan, Croatia)
- Two-time Fulbright awardee (Pakistan and Scotland)
- Launched 5 small businesses (sold after 1 year, failed, 2 successful, sold after 4 years)

David's Bio

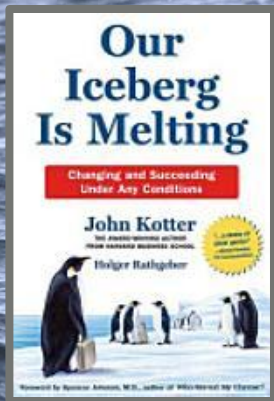
- BS, Marketing (math, research and statistics)
 - JD, Law
 - MEd, Educational Policy
 - MBA, Management and Finance
 - EdD, Management (Financial Governance)
- 
- NERD!!!**
- 10 years as a lawyer (employment law and corporate litigation)
 - 23 years as a CFO/COO for universities and schools
 - NAIS Aspiring Head's Fellowship Alumnus
 - As CFO, have overseen budgets up to \$2.5 billion and endowments up to \$2 billion
 - As a consultant, have worked across US and overseas (France, England, Scotland, Pakistan, Croatia)
 - Two-time Fulbright awardee (Pakistan and Scotland)
 - Launched 4 small businesses (sold after 1 year, failed, revamped/successful, sold after 4 years)

Topics

- Terminology
- Finance and Business Principles
- Financial Statements and IRS Form 990
- Ratios
- Rating Agencies
- Budgeting
- Risk Analysis and Controls
- Governance and Strategic Models
- Industry Perspective and School-Based Analysis

Education as a Business: Discuss and Debate





Education – Financial Outlook

24-Feb-2026 | 11:49 EST

U.S. Independent Schools 2026 Outlook: Stable Enrollment And Financial Resilience Depend On Proactive Management

Sector **U.S. Public Finance**
Topic **Outlooks**
Region **Americas**

Education – Financial Outlook

What we're watching | U.S. independent schools



Management

Proactive and adaptable management teams are essential for credit quality, and will remain crucial to securing long-term fundraising, planning capital projects, and formulating demand strategies



Enrollment and demand

Demand remains somewhat inelastic, but increasing competition for a decreasing number of students requires careful and realistic planning



Policy landscape

The sector is exposed to changing state and federal policies covering charitable-giving limitations, school-choice advantages, and international visa processes, which emphasize the need for nimble management



Value proposition

To justify tuition increases and maintain market share, schools are investing in capital projects, advanced programming, and discounting; those deferring investments or unable to strike a balance with tuition might struggle in the competitive market



Rising costs

Operational costs continue to rise, which could lead to budgetary pressures, especially for schools with less revenue diversity



Financial flexibility and liquidity

Schools with lighter balance sheets and resource backstops could face more pressure to find an operating balance that works, or might compromise demand metrics like selectivity to enroll more tuition-paying students to offset operating headwinds

Source: S&P Global Ratings.
Copyright © 2026 by Standard & Poor's Financial Services LLC. All rights reserved.

Independent School Business Model

- Mission driven does not mean we aren't a business
- 70-80% of our expenses are "people" (and we don't like to let people go)
- We hire in a "standard" manner (1.0 FTE for 10 or 12 months)
- We hire everyone before we know how many students we will enroll
- We focus on incorrect metrics in general (because our peers do)
- The revenue and expense model seems simple, and yet is amazingly complicated
- We do not measure ROI in meaningful ways
- Schools are notoriously bad at reacting to market shifts
- We do not communicate our true value and true costs very well
- We tend never to "sunset" anything – people or programs
- Programs are often attached to "people" and not to demand
- **The obvious – we do not charge what it costs to operate**
- **Our budgets are "balanced" based on voluntary desire to "pay more"**
- **If that desire drops, we have already made expense commitments**

National Industry Data

- California and other states now provide resources for closing schools
- Between April 2020 - June 2026, 434 private schools have closed
- Higher education is a strong predictor for independent school trends:
 - Since 2020, roughly 100 colleges and universities have either closed, merged, been acquired, or announced plans to cease operating as independent institutions.
 - Harvard professor Clayton Christensen and his research colleagues predict that nearly 50% of colleges will close in the next decade.
 - Broken business model, discount rates above 35%, and failing to attract students (net revenue) to cover costs.
 - Independent schools are facing the same headwinds.

Characteristics of All Schools That Close

- Every part of the country has been affected
- Both rural and urban locations have been impacted
- Closures are not all due to financial issues
- Not all complete closures – some have been mergers
- Student demographics are inconsistent

- Small enrollments < 200
- Low median tuition < \$7,000
- Median family income < \$80,000



**Common
Characteristics**

Education – Is it a Business?

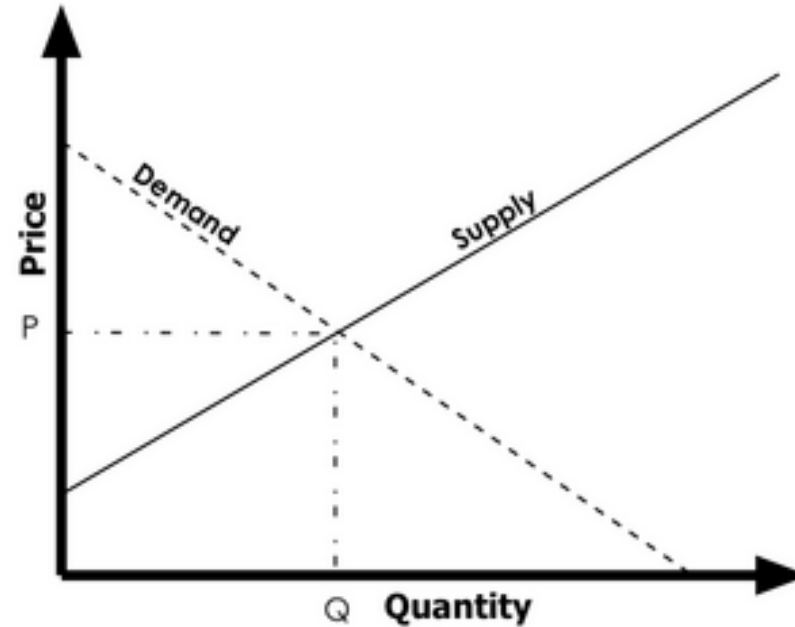
- What constitutes a “business”?
 - Define a business
- Economic Engines
 - Institutions “out of necessity, have become ‘fundamental economic engines’” (Kelderman, 2008)
- Economic and ROI Impacts
 - What to measure?
 - How to measure?
 - Whether to measure?

Sidebar: Tuition, Pricing, and Financial Aid



Revenue and Pricing

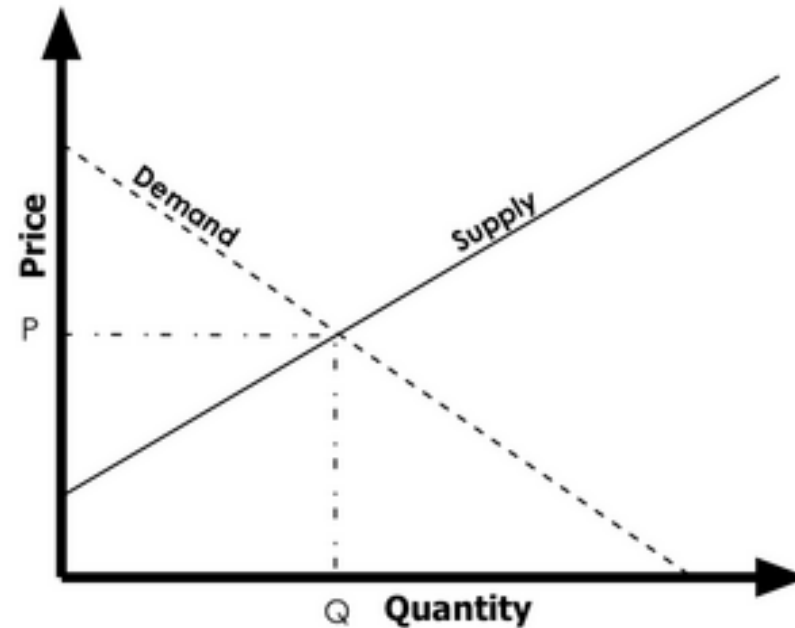
- Pricing Theory
- Why doesn't this curve work for independent school education?



Source: Chabotar, K.J. (2006). *Strategic finance: Planning and budgeting for boards, chief executives, and finance officers*. Washington, DC: Association of Governing Boards.

Revenue and Pricing

- Because profit is not the goal (price does not include profit).
- For a nonprofit entity, price is less than full cost (+ profit).



Revenue and Pricing: Discounting

Tuition Discount Rate Formula =

Total Institutional Grant Aid

Total Gross Tuition and Required Fee Revenue

OR

Average Institutional Aid Per Student

Published Tuition and Required Fee Rate

National Landscape

- State Funding
- Endowment
- Tuition & Fees
- Sales & Services
- Sponsored Research
- Philanthropy
- Investment Income
- Auxiliaries
- PPP (Partnerships)
- Federal Funding
- Other Sources
- Private Venture Funding



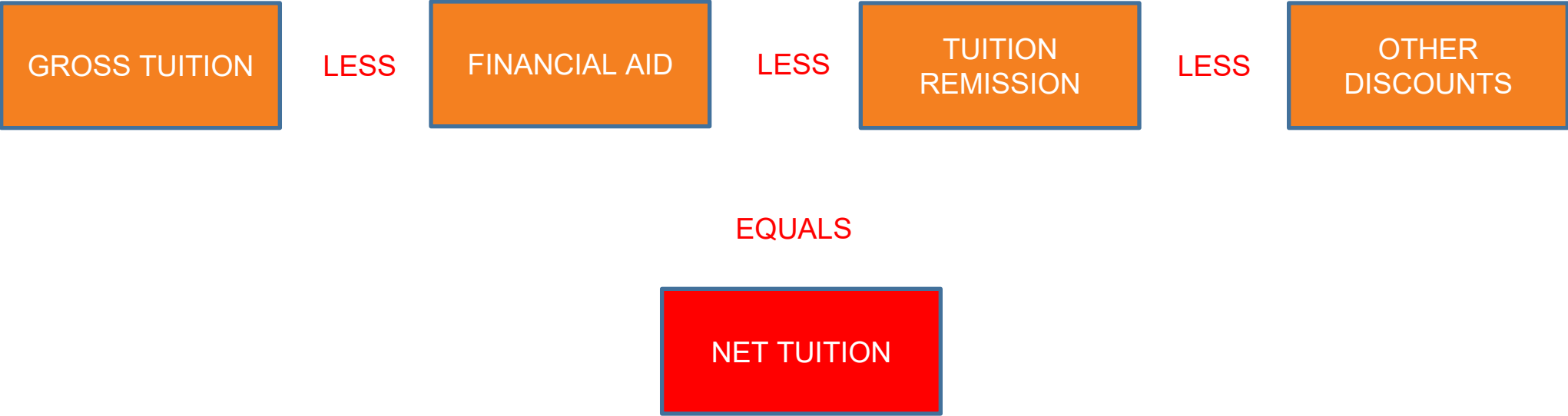
National Landscape

- ~~State Funding~~
- Endowment
- Tuition & Fees
- ~~Sales & Services~~
- ~~Sponsored Research~~
- Philanthropy

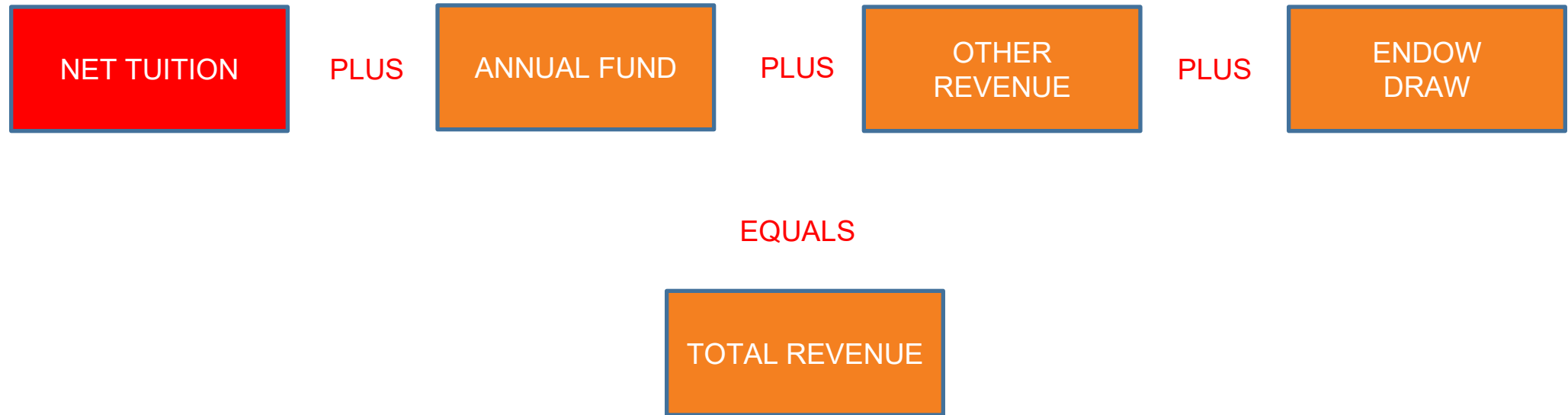
- Investment Income
- ~~Auxiliaries~~
- ~~PPP (Partnerships)~~
- ~~Federal Funding~~
- ~~Other Sources~~
- ~~Private Venture Funding (Minerva)~~



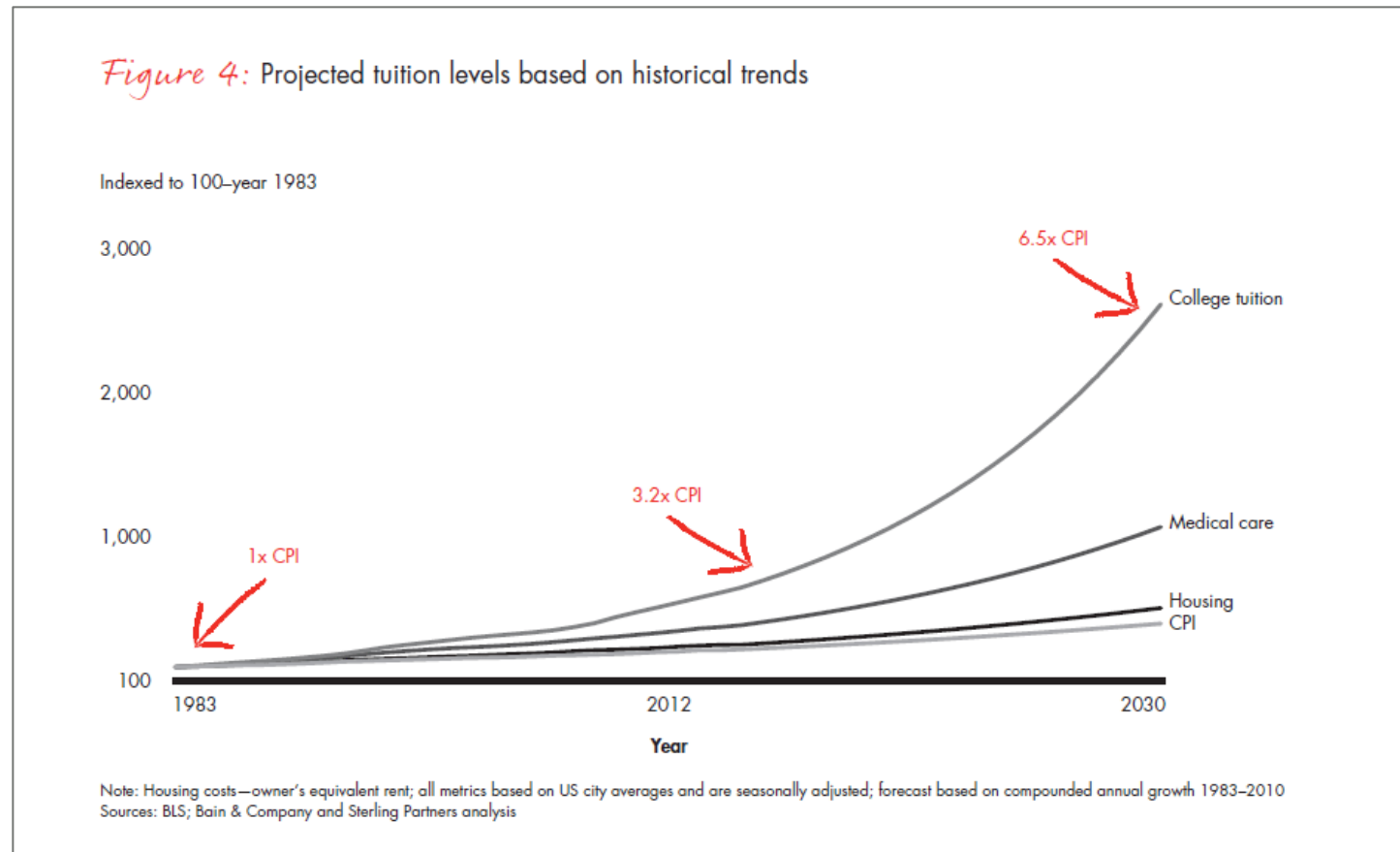
Net Tuition Model



Total Revenue Model



Pricing and Tuition



Source: The Financially Sustainable University, Bain & Company and Sterling Partners (2012)

Budgeting:
Basics, Mission, Strategy and
Mechanics

Budgeting

- Primary Institutional Budgets
 - Operating
 - Capital
 - Cash (Liquidity)
 - Strategic Plan
 - Investment
 - Discretionary
 - Debt
 - Deferred Maintenance
 - Reserves
 - Contingency



When is a Budget Strategic?

When the budget:

1. Demonstrates factual awareness of current circumstances and needs;
2. Benchmarks with competitors, peers, and aspirants;
3. Identifies strategic priorities and goals;
4. Is based on objectives, action steps, assignments, and long-range plan;
5. Measures progress with strategic indicators;
6. Undergoes annual assessment, with the results made public;
7. Contains “what if” scenarios; and
8. Includes plan achievement as an indicator of the CEO’s (and perhaps others’) performance.

Budget Models and Types

1. **Fund or Department Budgeting**
2. Responsibility Centered Administration (RCM, ETOB or Formulaic Decentralization Method)
3. Performance-Based Methods
4. Mission-Market-Performance (MMP, divides resources into 3 categories: Assignable, Attributable, Central)
5. **Line-Item Budgeting (traditional method at many institutions)**
6. Objective and Task Philosophy Budgeting
7. Block Budgeting (Redistribution Block)
8. Activity Based Costing (apply costs to processes, not line-items)
9. Float, Discretionary or “Slush Fund” Budgeting
10. **Black Box Budget Allocation (Delta Cost Project)**

Calculating Your School's
Operating Gap:
What Does This Mean?

Operating Cost to Educate

Number of Students	550
Total Expenses	\$21,000,000
Cost to Educate/Student	\$38,182
Net Total T&F	\$17,000,000
Net T&F/Student	\$30,909
Gain/Loss per Student	(\$7,273)

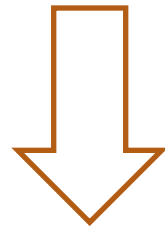
Philanthropy Gap (Fundraising)

Number of Students	550
Total Donor Contributions	A
Total Operating Surplus	B
Contributions less Op Surplus	$C = A - B$
Funding Gap per Student	$A - C = D$

Building Blocks:
Revenue and Expenses
Assets and Liabilities

Basic Accounting Equation: Balance Sheet

$$\text{ASSETS} = \text{LIABILITIES} + \text{OWNER EQUITY}$$



$$\text{ASSETS} = \text{LIABILITIES} + \text{NET ASSETS}$$

Basic Accounting Equation: Income Statement

REVENUE – **EXPENSES** =

INCREASE/(DECREASE) IN NET ASSETS*

***[sometimes called “Income/(Loss)”]**

Financial Statements

- Primary Financial Statements
 - Statement of Financial Position
 - Statement of Activities
 - Statement of Cash Flows
 - Statement of Net Assets
 - Statement of Net Assets, Condensed
 - Statement of Revenues, Expenses and Changes in Net Assets
 - Statement of Revenue by Source
- Note: Federal Debt Service Schedule does not exist

Financial Statements: Purpose (FASB 117)

Purpose of a Set of Financial Statements

4. The primary purpose of financial statements is to provide relevant information to meet the common interests of donors, members, creditors, and others who provide resources to not-for-profit organizations. Those external users of financial statements have common interests in assessing (a) the services an organization provides and its ability to continue to provide those services and (b) how managers discharge their stewardship responsibilities and other aspects of their performance.

5. More specifically, the purpose of financial statements, including accompanying notes, is to provide information about:

- a. The amount and nature of an organization's assets, liabilities, and net assets
- b. The effects of transactions and other events and circumstances that change the amount and nature of net assets
- c. The amount and kinds of inflows and outflows of economic resources during a period and the relation between the inflows and outflows
- d. How an organization obtains and spends cash, its borrowing and repayment of borrowing, and other factors that may affect its liquidity
- e. The service efforts of an organization.

Individual financial statements provide different information, and the information each statement provides generally complements information in other financial statements.

Financial Statements: Purpose?

Opinion

We have audited the accompanying financial statements of The York School (a nonprofit organization), which comprise the statement of financial position as of June 30, 2025, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The York School as of June 30, 2025, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Financial Statements

- Statement of Financial Position
 - Assets
 - Liabilities
 - Net Assets (Owner's Equity)

- Equation: $A = L + NA(OE)$

Assets	2010	2,009
Cash and Cash Equivalents	20,693	19,605
Student Accounts Receivable, net of allowances	1,203	1,071
Other Receivables	-	-
Contributions Receivable, net	1,295	1,215
Deferred Charges and Prepaid Expenses	1,040	1,071
Investments held for LT Purposes (at market)	45,062	40,905
Notes Receivable, net of allowances	9,513	9,230
Property, Plant and Equipment (PPE)	77,900	79,305
Other Assets	1,175	1,453
Total Revenue and Gains	157,881	153,855
Liabilities		
Accounts Payable	962	1,250
Accrued Expenses	5,286	4,810
Deferred Revenues	1,227	1,251
Student Deposits	211	259
Accrued Post-Retirement Benefits	1,806	1,806
Long Term Debt (Plant)	39,476	40,387
US Government Grants Refundable	8,293	8,062
Total Expenses	57,261	57,825
Net Assets	83,724	2,357
Unrestricted	86,014	83,724
Temporarily Restricted	2,954	2,357
Permanently Restricted	11,652	9,949
Total Net Assets	100,620	96,030
Total Liabilities and Net Assets	157,881	153,855

Financial Statements

- Statement of Financial Position - Debt
 - Types of Debt
 - Value of Debt
 - Cost of Capital
 - Debt Service
 - Debt Ratios

	2010	2,009
Assets		
Cash and Cash Equivalents	20,693	19,605
Student Accounts Receivable, net of allowances	1,203	1,071
Other Receivables	-	-
Contributions Receivable, net	1,295	1,215
Deferred Charges and Prepaid Expenses	1,040	1,071
Investments held for LT Purposes (at market)	45,062	40,905
Notes Receivable, net of allowances	9,513	9,230
Property, Plant and Equipment (PPE)	77,900	79,305
Other Assets	1,175	1,453
Total Revenue and Gains	157,881	153,855
Liabilities		
Accounts Payable	962	1,250
Accrued Expenses	5,286	4,810
Deferred Revenues	1,227	1,251
Student Deposits	211	259
Accrued Post-Retirement Benefits	1,806	1,806
Long Term Debt (Plant)	39,476	40,387
US Government Grants Refundable	8,293	8,062
Total Expenses	57,261	57,825
Net Assets	83,724	2,357
Unrestricted	86,014	83,724
Temporarily Restricted	2,954	2,357
Permanently Restricted	11,652	9,949
Total Net Assets	100,620	96,030
Total Liabilities and Net Assets	157,881	153,855

Financial Statements

- Statement of Activities

- Revenue
- Expenses
- Changes

Revenue	Unrestricted	Temporarily	Permanently	Total
Educational and General				
Tuition and Fees	59,045	-	-	59,045
Less: Scholarship Allowances	(12,769)	-	-	(12,769)
Federal Grants and Contracts	1,204	-	-	1,204
State Grants and Contracts	1,184	-	-	1,184
Private Gifts and Grants	1,523	1,550	-	3,073
Interest on Loans Receivable	24	-	-	24
Investment Income	1,369	350	31	1,750
Other Sources	892	-	-	892
Auxiliary Enterprises	13,811	-	-	13,811
Total Revenue and Gains	66,283	1,900	31	68,214
Net Assets Released/Satisfied by Donations	5,261	(3,361)	-	-
Total Revenue, Gains and Other Support	71,544	(3,361)	31	68,214
Expenses				
Educational and General				
Instruction	30,946	-	-	30,946
Research	1	-	-	1
Academic Support	7,153	-	-	7,153
Student Services	10,821	-	-	10,821
Institutional Support	9,789	-	-	9,789
Auxiliary Enterprises	11,093	-	-	11,093
Total Expenses	69,803	-	-	69,803
Total Operating Surplus/(Deficit)	1,741	(3,361)	31	(1,589)
Nonoperating Items				
Investment Return in Excess of Spending Rate	2,816	3,445	84	6,345
Private Gifts and Grants	-	794	271	1,065
Excess (Nonoperating Revenue - Expenses)	2,816	4,239	355	7,410
Increase of Net Assets	4,557	878	386	5,821
Net Assets at Beginning of Year	79,167	1,479	9,563	90,209
Net Assets at End of Year	83,724	2,357	9,949	96,030

Types of Assets

- Current
- Non-Current
- Fixed
- Tangible
- Intangible
- Financial
- Non-Financial

Types of Assets

- Current
- Non-Current
- Fixed
- Tangible
- Intangible
- Financial
- Non-Financial

What about the value of a school's brand name and its academic, sports, and other reputation(s)? What about a contract right?



Are these assets?

Types of Liabilities

- Current (Near Term)
- Non-Current (Long Term)
- Contingent

What about a lawsuit that is still in progress against the school?

Is this a liability?

Endowments, Investments
and...

What about Debt?

Endowment/Investments

- Endowment
 - Perpetual and restricted
- Quasi-Endowment
- Other Investments
- Look to Balance Sheet
 - Statement of Financial Position
 - Statement of Net Assets
- UMIFA and UPMIFA
- Spending Rate and Formula
- Rate of Return
- Unitized Pool(s)



Endowment/Investments

- What is UPMIFA?
 - Uniform Prudent Management of Institutional Funds Act
 - Precursor to UMIFA (Uniform Management of Institutional Funds Act)
 - Underwater Endowments (Historic Dollar Value limitation)
 - Provides excessive expenditure safeguards
 - Rebuttable presumption (spending >7% of FMV, 3-year formula)
 - Reclassification of Assets
 - Unspent endowment funds reclassified as temporarily restricted net assets
 - Previously were classified as unrestricted net assets
 - Governing board must permit spending (release temporary restriction)
- Enacted in California in 2009

Financial Health - Debt

- Debt Affordability
 - Focus on institution's operating budget (income statement)
 - Institutional operating budget limits or constrains the incurrence of additional debt
- Debt Capacity
 - Focus on institution's balance sheet
 - Weak balance sheets limit incurrence of more debt
 - Credit ratings and peer comparison impacts

Financial Health - Debt

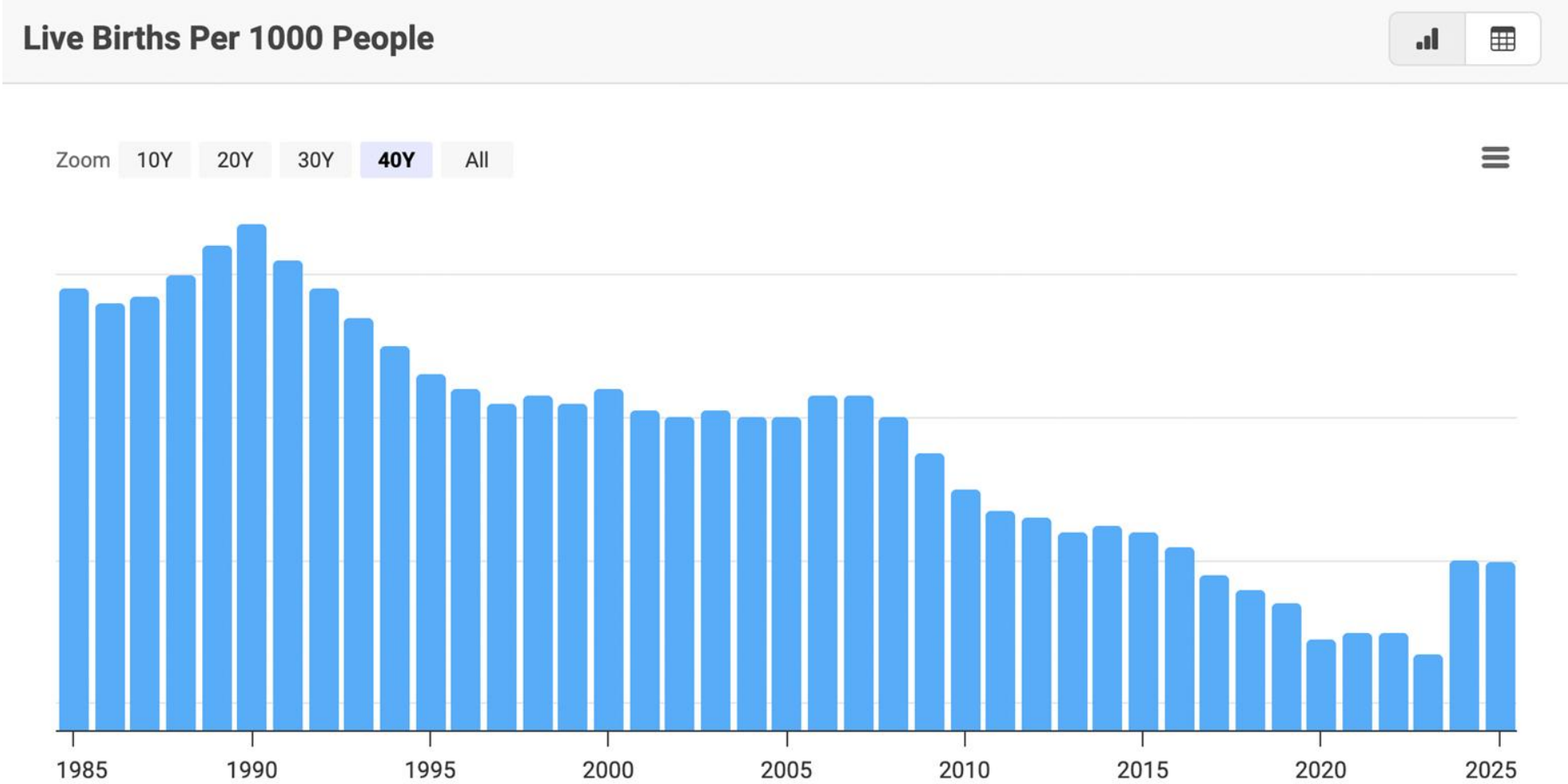
- Long-Term Liability Management
 - Debt Policy
 - Philosophy
 - Framework
 - Floors, Collars, Ceilings
 - Strategic Priorities
 - Institutional Alignment
 - Optimization
 - Holistic Perspective

Financial Health - Debt

- What should a debt policy include?
 1. Objectives, Guidelines, Measurements
 2. Portfolio Management
 3. Peer Group or Internal Trends
 4. Key Ratios
 5. Resource and Priority Allocation
 6. Fixed to Variable Mix
 7. Taxable, Tax-Exempt
 8. Commercial Paper (Bridge)
 9. Liquidity, Derivatives, Exposure
 10. Oversight and reporting

Trends to Watch

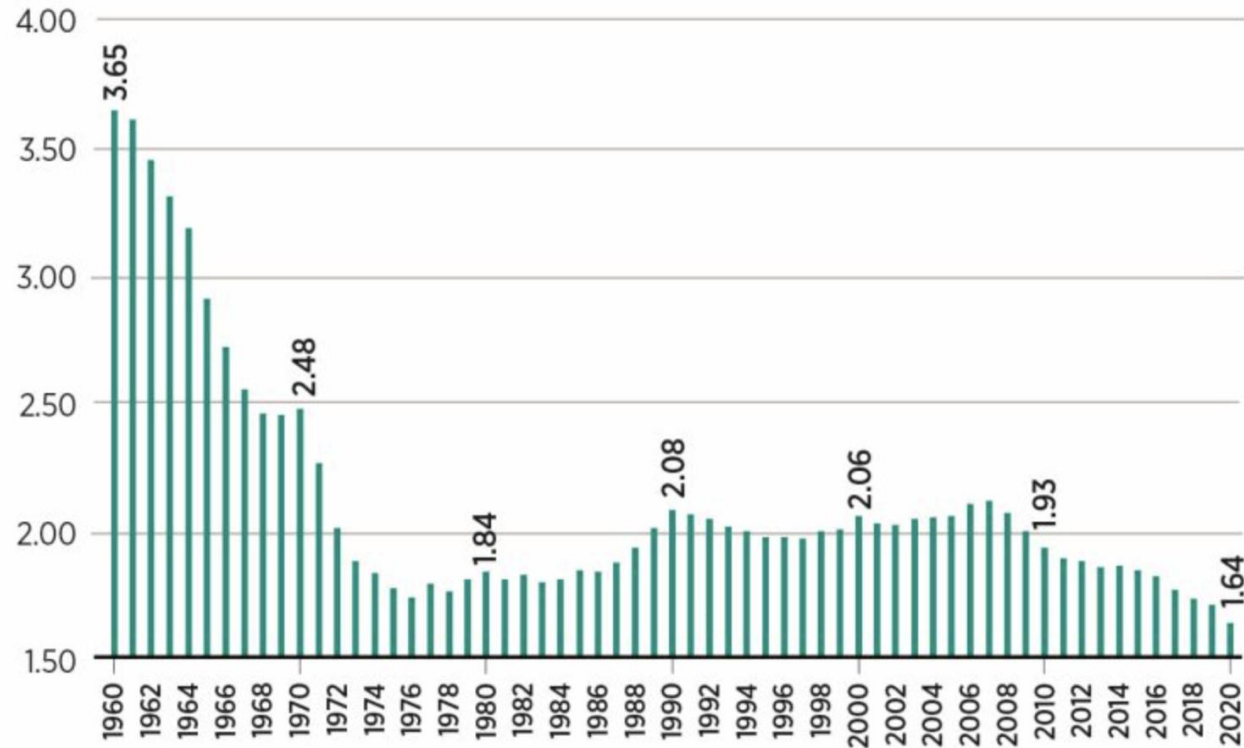
US Birth Rates



Source: <https://www.macrotrends.net/global-metrics/countries/usa/united-states/birth-rate>

Trends to Watch

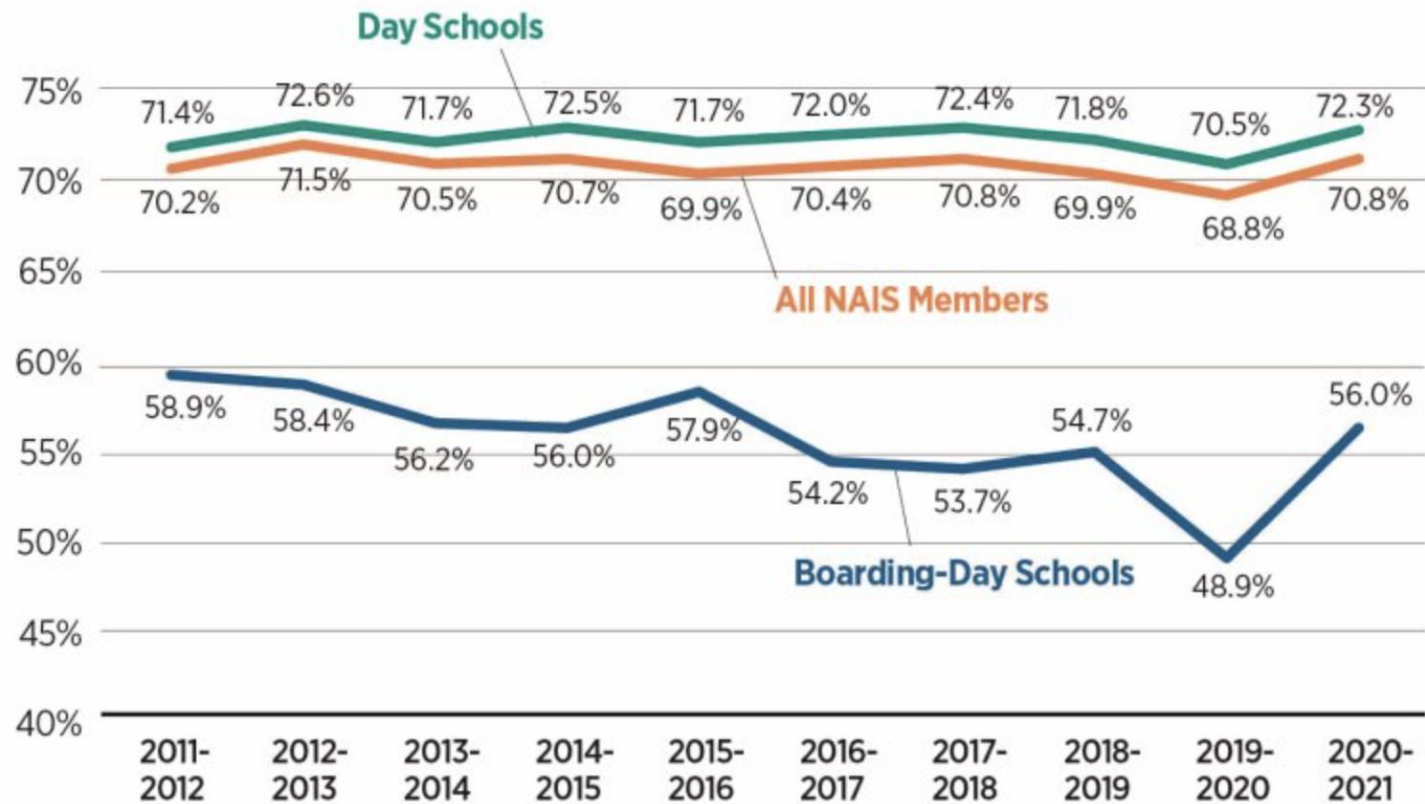
TOTAL FERTILITY RATE IN THE U.S., 1960-2020



Source: World Bank, "Fertility Rate, Total for the United States [SPDYNTFRTINUSA]," retrieved from FRED, Federal Reserve Bank of St. Louis

Trends to Watch

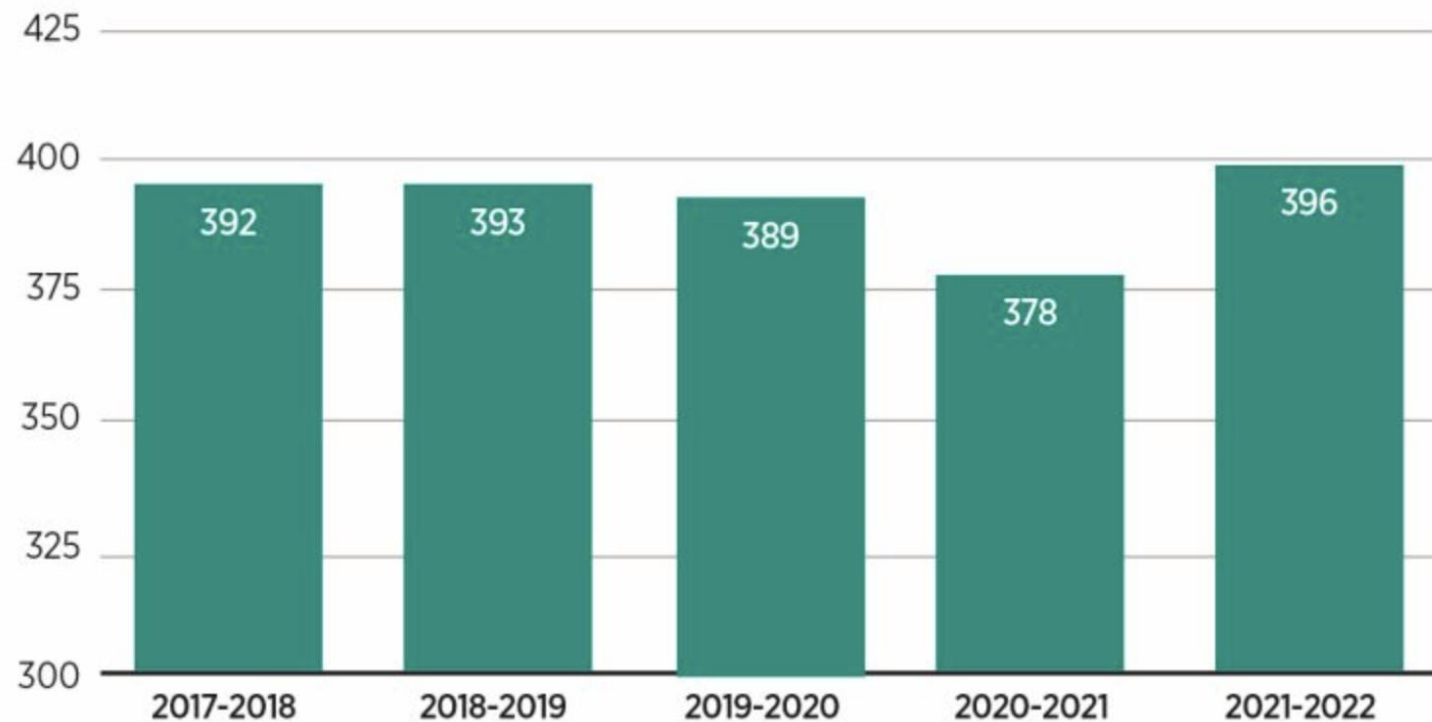
YIELD RATE BY SCHOOL TYPE, 2011-2012 TO 2020-2021



Source: NAIS, Data and Analysis for School Leadership (DASL)

Trends to Watch

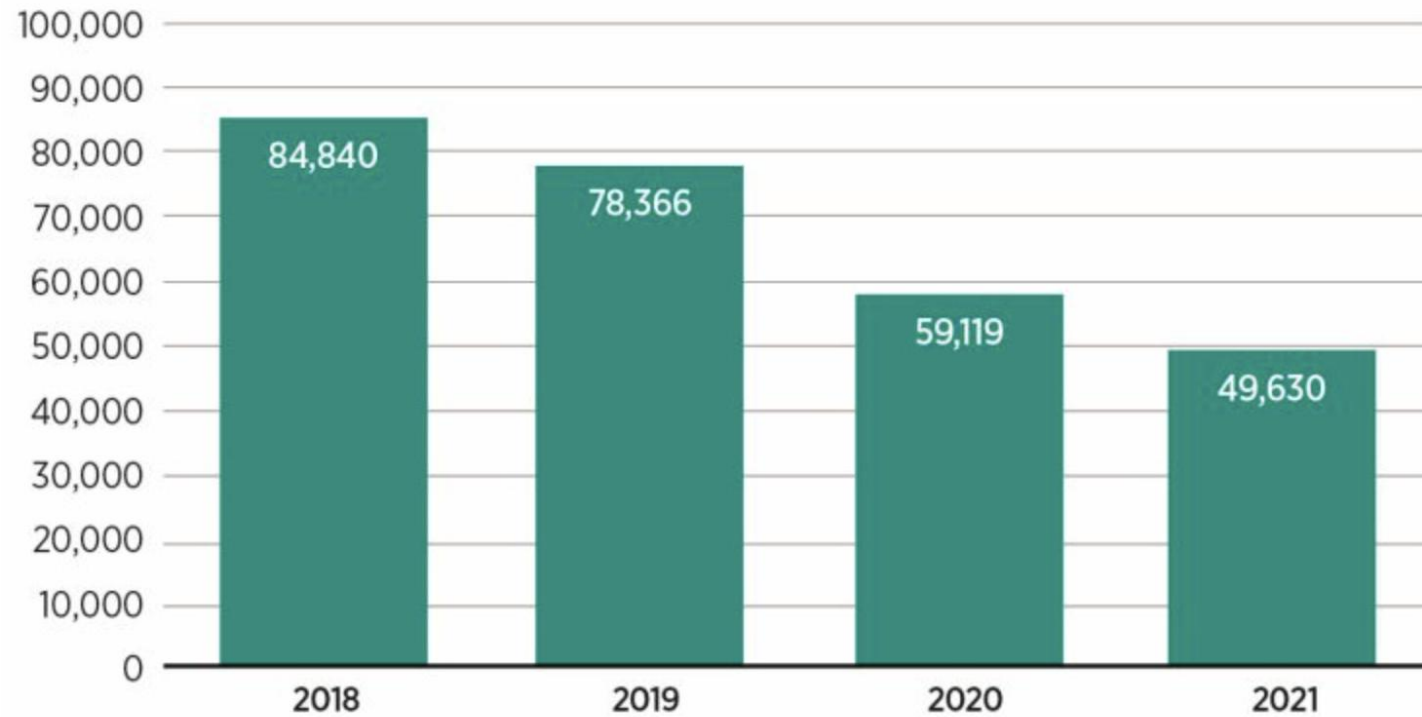
MEDIAN ENROLLMENT PER SCHOOL, 2017-2018 TO 2021-2022



Source: NAIS, Data and Analysis for School Leadership (DASL)

Trends to Watch

INTERNATIONAL (F-1 VISA) STUDENTS IN K-12 SCHOOLS IN THE UNITED STATES, 2018-2021



Source: NAIS, based on Student and Exchange Visitor Program (SEVP), "SEVIS by the Numbers Reports," 2018, 2019, 2020, and 2021

Trends to Watch

Cost of Living & Disposable Incomes by State

Search in table

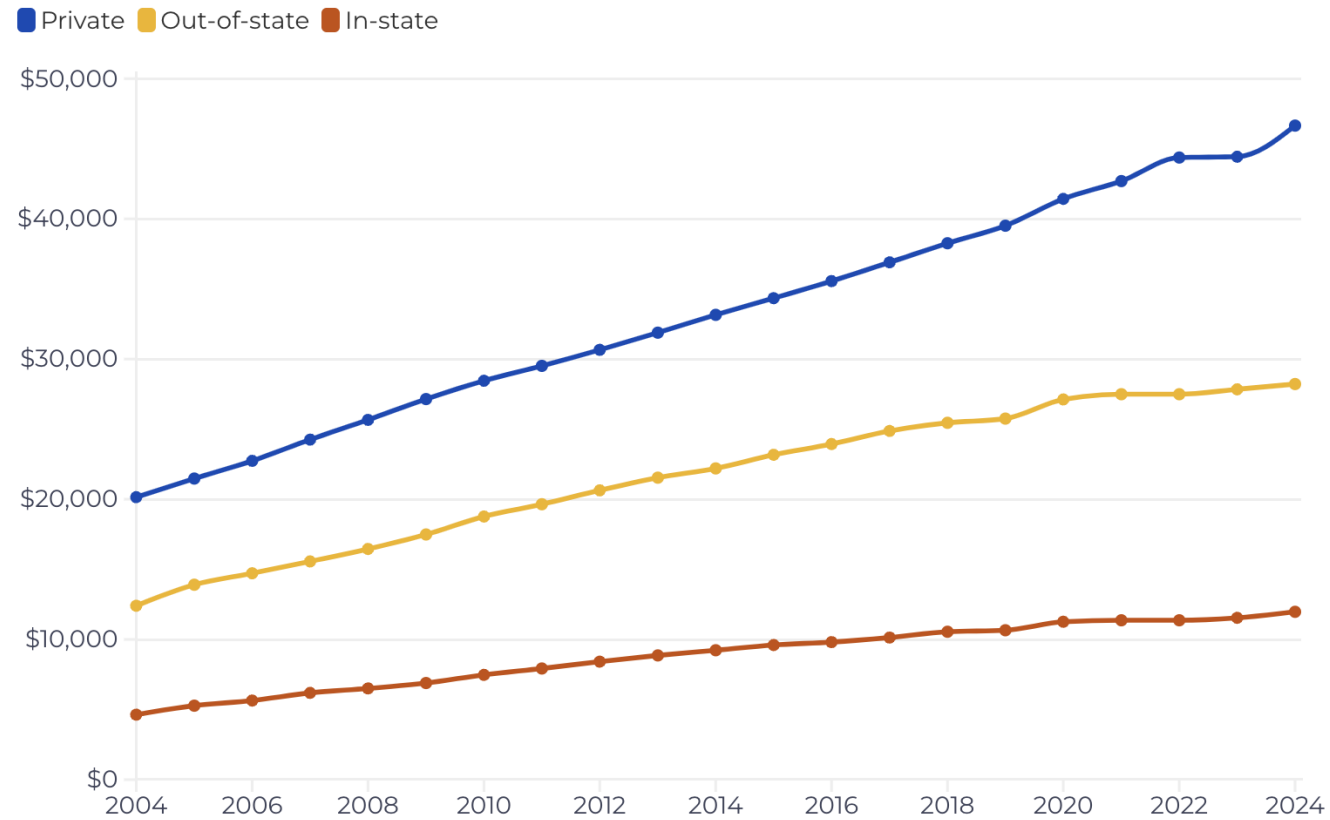
Page 1 of 5 >

State	Total Cost of Living ¹	Total Cost Of Living Ranking	Total Disposable Income ²	Disposable Income Ranking
Hawaii	\$55,491	1	\$5,929	50
Massachusetts	\$53,860	2	\$22,740	3
California	\$53,171	3	\$20,049	15
New York	\$49,623	4	\$25,247	1
New Jersey	\$49,511	5	\$21,379	10
Alaska	\$48,670	6	\$17,460	29
Maryland	\$48,235	7	\$21,515	9
Washington	\$47,231	8	\$25,119	2
Connecticut	\$46,912	9	\$22,398	6
Oregon	\$46,193	10	\$16,487	36

Source: <https://www.forbes.com/advisor/mortgages/cost-of-living-by-state/>

Trends to Watch

20-Year Average Tuition Growth Among National Universities, 2004-2024

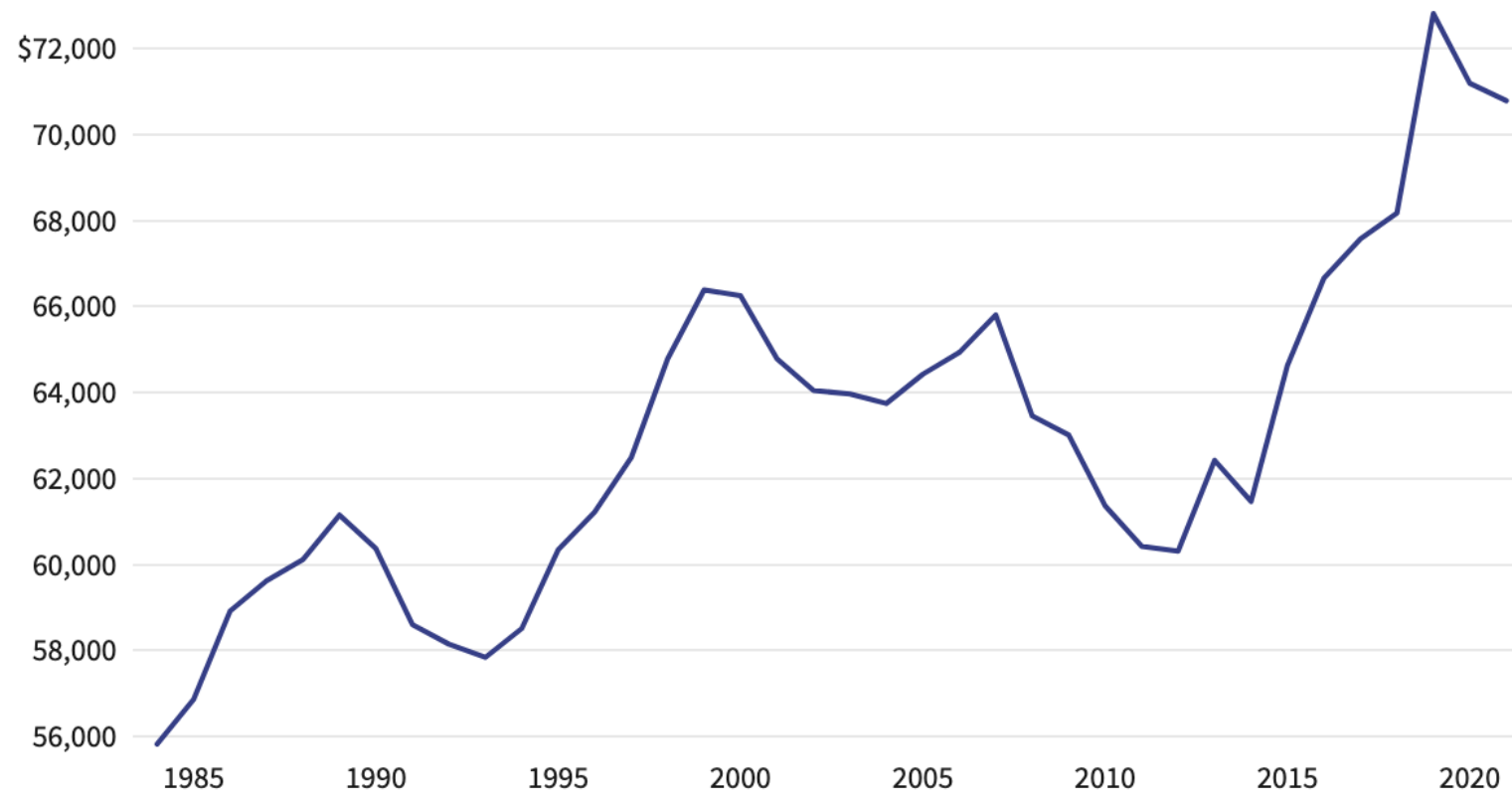


Source: [U.S. News & World Report](#)



Trends to Watch

Real Median Household Income



Source: [Federal Reserve Bank of St. Louis](#) • [Get the data](#) • [Add this chart to your site](#)

Ratio Analysis

Ratio Analysis

- Why compute ratios?
 - Risk Analysis
 - Peer Analysis
 - Internal Analysis
 - Long-Term Trend Analysis
 - Rating Agency Review
 - Institutional Health
 - Bond Covenants
 - Contractual Covenants
 - Banking Collateralization
 - UPMIFA

Ratio Analysis

- Key Ratios
 - Liquidity Ratio (fundamental)
 1. Viability Ratio
 2. Primary Reserve Ratio
 3. Return on Net Assets (RNA) Ratio
 4. Net Operating Revenue Ratio

Ratio Analysis



- Other Ratios
 - Net Operating Revenue Ratio
 - Interest Burden Ratio
 - Physical Asset Reinvestment Ratio
- Notes
 - Differences between public and private institutions
 - Public institutions and “asset” foundations
 - *Ratios can be tailored – so understand the data!*

Balance Sheet Ratios

- Key Ratios
 - Quick Ratio
 - Current Ratio
 - Debt Ratio

Value Propositions,
OKRs, KPIs
&
SWOT

OKRs and KPIs

OKRs Vs. KPIs for Measuring Performance			
<h2>OKR </h2> <p><u>What is an OKR?</u></p> <p>OKRs (Objectives and Key Results) is a goal-setting framework used to define ambitious goals and track their outcomes through specific, measurable results.</p>		<h2>KPI </h2> <p><u>What is a KPI?</u></p> <p>KPIs (Key Performance Indicators) are metrics used to evaluate the success of an organization or of a particular activity in which it engages.</p>	
<p><u>OKR Benefits</u></p> <ul style="list-style-type: none"> • Encourage strategic thinking and alignment. • Foster a culture of accountability and innovation. 		<p><u>KPI Benefits</u></p> <ul style="list-style-type: none"> • Clarify organizational performance standards. • Support informed decision-making. 	
<p><u>OKR: How to Guide</u></p> <p>Step 1: Understand Your Strategic Goals</p> <p>What are the key objectives that will drive your vision?</p> <p>Step 2: Develop Your OKRs</p> <p>Define 3-5 ambitious, qualitative objectives.</p> <p>Step 3: Communicate and Cascade</p> <p>Break down company OKRs into departmental OKRs.</p> <p>Step 4: Communicate and Cascade</p> <p>At the end of each OKR cycle, assess performance against KPIs.</p>	<p><u>OKR Examples</u></p> <p>Business Examples</p> <ul style="list-style-type: none"> • Launch three new products that achieve a customer satisfaction score of 85%. • Reduce customer service response times to under 2 hours. • Reduce operational costs by 20%. <p>Personal Examples</p> <ul style="list-style-type: none"> • Lose 10 pounds in 6 months. • Save \$10,000 towards an emergency fund. • Reduce monthly spending by 20%. 	<p><u>KPI: How to Guide</u></p> <p>Step 1: Define Clear Objectives</p> <p>Understand what you aim to achieve in your business or personal life.</p> <p>Step 2: Select Relevant KPIs</p> <p>Select indicators that directly reflect the progress towards your objectives.</p> <p>Step 3: Set Targets</p> <p>For each KPI, set clear targets that indicate success.</p> <p>Step 4: Review and Adjust</p> <p>Regularly track your KPIs and compare against your targets.</p>	<p><u>KPI Examples</u></p> <p>Business Examples</p> <ul style="list-style-type: none"> • Increase monthly sales by 5% over the previous month. • Achieve a customer retention rate of 90% over the fiscal year. • Reduce average project completion time by 15% within the next quarter. <p>Personal Examples</p> <ul style="list-style-type: none"> • Accumulate 5 hours of exercise per week. • Read 2 industry-related books. • Save 20% of monthly income.
<p>Engagement: Involve your team in setting OKRs and KPIs to ensure buy-in and understanding.</p>		<p>OKR & KPI Pro Tips</p> <p>Visibility: Keep OKRs and KPIs visible to all stakeholders to maintain focus and alignment.</p>	

OKRs for Schools

WHAT YOU SHOULD KNOW ABOUT USING OKRs

Objectives and Key Results (OKRs) are essential to maximizing growth in schools.

mafost.com

AVOID AT ALL COSTS



Teams without a clear purpose



Meetings without review OKRs



Staying busy without a thematic goal



OKRs ARE NOT

OKRs are not the same thing as improvement plans or SMART goals



OKRs ARE

Clear and specific
Align with thematic goals
Used for change
Linked to KPIs

COMMONLY ASKED QUESTIONS



Is a theme the same as thematic goal?

No.



Why use Key Results?

They leave no room for wondering if an objective was met.

OKRs for Schools

The screenshot shows a Tability blog post titled "The complete OKR guide" with the subtitle "OKRs for outcome-driven teams". The page features a navigation bar with "tability", "BLOG", "TOPICS", "GUIDES", "TEMPLATES", and "OKR GENERATOR". A sidebar on the left lists "BROWSE TOPICS" and "OKR Principles". The main content area includes a sub-header "Why this guide?" and a snippet of text: "We get to speak with dozens of teams every month about Objecti... Results (OKRs). Some have everything under control, but many..."

The screenshot shows a Tability blog post titled "ODT: a blog by Tability" with the subtitle "Insights, strategies and best practices for Outcome-Driven Teams". The page features a navigation bar with "tability", "BLOG", "TOPICS", "GUIDES", "TEMPLATES", and "OKR GENERATOR". The main content area includes a sub-header "Status updates connect strategy and execution" and a table with four columns: "QUARTERLY", "MONTHLY", "WEEKLY", and "DAILY". The "QUARTERLY" column contains the text: "Review past quarter/OKRs. Discuss company strategy and set OKRs for next Q." The "MONTHLY" column contains: "High level discussion on OKRs progress; make strategic adjustments if needed". The "WEEKLY" column contains: "Plan tasks for the week ahead, discuss progress on OKRs, and celebrate wins." The "DAILY" column contains: "Talk about daily activities; discuss execution details and blockers". Below the table, it says "The closer you are to execution the more frequently you should check in." To the right, there is a "Project status reports: Connecting strategy to execution" section with the author "Bryan Schuldt".

<https://www.tability.io/templates/tags/education>

Risk Analysis: Future Sustainability

General Risk Indicators

CA Teacher Development Collaborative			
Independent School Risk Factors			
Risk Factor	Range/Scale	School Rating	Comments
1	Legal Issues		Ongoing legal issues - informal or formal claims against the school, including employee claims to HR
2	Legal costs as % of operating costs		Legal costs as a percentage of operating costs – easy to measure and meaningful
3	Employee Turnover		High or too low employee turnover – 10% (voluntary and involuntary) – 5-10% is about normal – 15-20%
4	Licensing Issues		Licensing issues – HR; preschool only; accreditation standards
5	Human Resources		Disorganized HR issues – turnover in HR director; professional development
6	Police Involvement		Police involvement – number of police reports, number of calls to police or visits by police
7	Program Outcomes		Program outcome failure – lack of success - college matriculation; moving on to the next school
8	Student Matriculation		Matriculation of students – acceptance rate, yield, application and inquiry volume; applications per seat;
9	Enrollment		Tracking % of enrollment – less than 90% enrolled; 3-5 year trends
10	Affordability		Affordability – median income and disposable HHI in surrounding area and what % can afford the school
11	Family Income		Percent of disposable income by family in the demographic area, e.g., if tuition is 50% of average HHI in
12	Applications		Tracking applicant pool – losing or gaining; applications for seats in class – 7 to 1 for example
13	Financial Aid Trends		SSS data – what the sweet spot is for affordability in the school's specific market
14	Student Attrition		Unplanned attrition exceeding 10% for 3-5 years
15	Tuition		Tuition ceiling – exceed by 5% for 3-5 years; what is the school's real "tuition ceiling" above which it can't
16	Discount Rate		How much does a school need to discount tuition and fees to enroll a class; above 30% is a red flag (assur
17	Financial Aid Budget		Financial aid budget over 15% - 18% - if FA budget is too big, limits flexibility; budget constraints
18	Salaries		Stagnant salaries under COLA or CPI for 3-5 years – below the COLA increases and comparisons to compe
19	Perception (Market)		Perception of public options and free options
20	Competitors		Competitors data - what is most relevant to the specific school and leadership decision-making
21	Donor Behavior		Losing a large donor for example, or losing a whole category or class year of donors
22	Annual Fund		Not making AF budget goals consistently

Thank you!
Feedback Helps!

David Hanson

E: David@winthropassociates.com

P: (415) 991-942