

Using Your Annual Financial Reports to Educate Your School Community

This workshop will demonstrate how KCS has used its presentations at AGMs/SAGMs to enhance society members' understanding of school finances and the annual budgeting process, to ensure transparency and encourage dialogue, and to develop member confidence in voting on financial matters.

SLIDE 7: QUESTION – What financial information:

- a. Needs to be communicated?
- b. Do society members want to know?

Brainstorm List:

- Revenues
 - What is the representative mix of revenues coming into our school?
 - Top categories: Tuition & Government Grants
 - What is the primary driver impacting total revenues? Enrollment
 - What can schools do to reduce dependence upon tuition and government grants?
 - Generate alternative programs and revenue streams
- Tuition
 - Understanding the structure of your school's tuition model; what values and strategies are represented?
 - How will tuition change for the new school year? Increasing by how much, and why?
 - How does our tuition compare to other Christian Schools? Benchmarks
 - What is the size mix of families presently enrolled (1 – child, 2 child, etc.)
 - What is the:
 - Average Tuition per Family?
 - Average Tuition per Student?
 - Government Grant per Student?
 - Forecasted Revenue per Student?
 - How does this compare to forecasted Per Student Operating Cost?
 - What's the relationship between tuition, charitable receipt & net after-tax cost of tuition? What is my out-of-pocket cost of tuition?
 - What tuition discounts are offered to our school community? How much do they represent of the total?
 - Financial Aid, Employee, Pastoral, Alumni, Scholarships, etc.
- Government Grants
 - How do we compare to the Public Schools within our community?
 - Group 1 Independent Schools receive 50% of Public School.
 - What has been the historical YOY increase in block funding?
 - Driven by Provincial Budgets, Politics, and BCTF Negotiations
 - How do we forecast Government Grants when it's primarily out of our control?
 - We don't – assume 0% increase YOY; conservative approach builds margin into our budget

- Other Programs & Revenues:
 - International
 - Preschool
 - Before & After School Care
 - Facility Rentals
 - Fundraising & Donations

- Enrollment
 - What is our 10-year enrollment trend at XYZ School?
 - Why is our school's student population increasing or decreasing?
 - Pipeline Variance: # Graduation Year X vs. # Kindergarten Year X + 1
 - Retention – what are the top reasons students/families leave our school?
 - What is the school doing about it?
 - Is average class size expected to increase or decrease?

- Employee Expenses drive ≈ 80% of Total Operating Expenses
 - Why are Employee Expenses increasing / decreasing so much?
 - Is our total complement changing? If so, how? What positions?
 - How are teachers paid?
 - # of teachers in each category (A, B, C, D)
 - Average Experience Level of teachers
 - What is the year of year change in Salary Grid?
 - How does this Salary Grid compare to the Public SD?
 - Is our Total Compensation (Salaries & Benefits) for teachers competitive & fair?

- What is our Forecasted/Actual per Student Operating Costs
 - How does this compare with our Public School counterparts?
 - Are we more / less efficient than the Public School?

- What has been the trend for our Bottom Line – Net Operating Revenue?

- What are the priority Capital needs for our school? PICTURES!
 - Short Term: Computers, Furnishings & Equipment
 - Long Term: HVAC, Roof, Expansion

- What opportunities exist to:
 - Increase revenues?
 - Decrease expenses?

- How tight is the budget? Where does margin exist?
 - Proposed Draft Budget vs. Revised Budget