



40 Westminister Street, Suite 600
Providence, RI 02903

Ned McCrory

Telephone: (800) 417-3280 x3032

E-mail: nmccrory@bfmmcpa.com

Brooke Rossi

Telephone: (800) 417-3280 x3016

E-mail: brossi@bfmmcpa.com

Other areas worth analyzing:

Some non-academic programs within schools are areas worth analyzing due to their potential to create efficiencies, some examples are:

- Busing
- Energy
- Auxiliary payroll for cafeterias (if self-operated)
- Operations (someone with retail background to run the school store)
- Selling snacks to students before afternoon practices
- Providing to-go meals for families picking up from practices

Return Service Requested



A Letter from Ned and Brooke

Building an Auxiliary Programs Business Plan

In November, we attended the AISNE Fall Business Conference, where one session especially stood out that we thought would be relevant to discuss: Auxiliary Programs. Presenters Mark Notaro and Bill Rouse shared how schools could approach increasing these activities by using after-school and summer programs to “augment the student and family experience at the school,” rather than thinking of the programs solely as revenue generators. In this ever-changing world of Private Schools, finding revenue sources beyond tuition and fundraising is critical.

It was recommended to follow a similar process when developing an auxiliary programs business plan:

- 1. Laying the foundation:** The first step should be to define goals and the School’s needs, whether it be admissions, retention, programming or financial. Discuss and determine what the vision for the auxiliary programs is and how the auxiliary program goals are linked to the strategic plan.
- 2. Info gathering:** Take an inventory of the School’s existing assets: facilities, people and program strengths, and assess market data such as demographics, competition and benchmarking. Some of the competition Private Schools see are from private camps, youth sports leagues and country clubs.
- 3. Development of program offerings:** Explore alternatives to current programs - different seasons or after school, evening, weekends or vacations.
- 4. Plan refinement and goals established:** This step will include devising a staffing plan, marketing plan, admissions supporting plan and performance metrics.
- 5. Finalization:** Be sure that the auxiliary programs business plan fits within the School’s culture and supports its mission.

Please don’t hesitate to call if you have any questions.

Ned McCrory and Brooke Rossi
Private School Practice Group
Batchelor, Frechette, McCrory, Michael & Co.

THINGS TO KNOW

- Certain activities that are not within the School’s mission could affect the School’s 501c3 tax exempt status or give rise the need to file a 990-T. For example, the discussion on the back of this card regarding to-go meals would most likely be outside the School’s mission, thus being considered unrelated business income.
- Be aware of the total costs of running additional or new auxiliary programs such as maintenance, electricity, equipment, and support staff payroll.



Brooke and Kerri at the RISCPA Winter Networking event with State Representative Nicholas Mattiello, Speaker of the House