

# Growth Planning:

*Expanding Impact, Not Just Enrollment*

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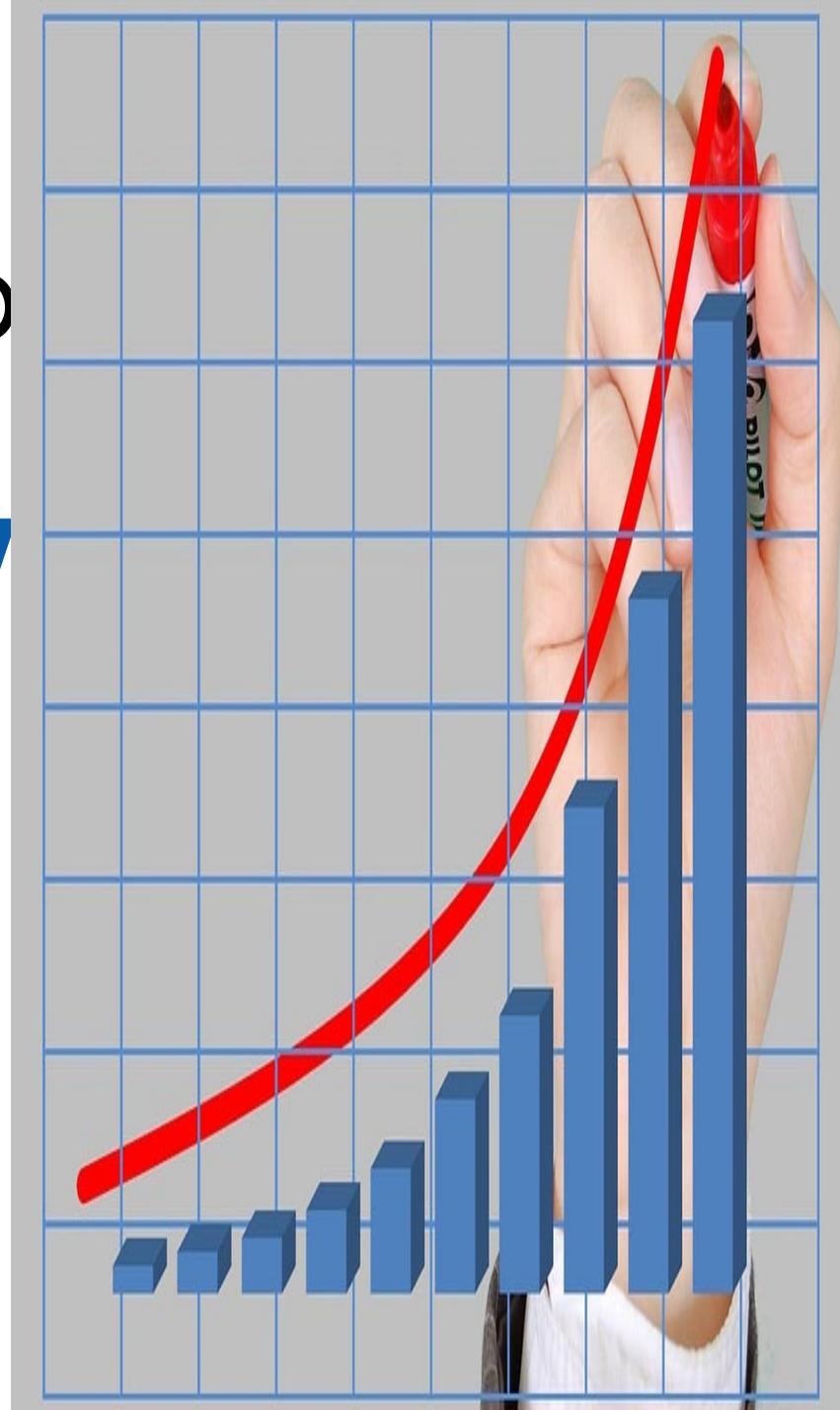


# SMART GROWTH: DEFINED

*Growth that is:*

- Mission-justified
- Quality-protected
- Capacity-aware
- Financially sustainable
- Community-fit

*If we grew/grow, what would we protect at all costs?*

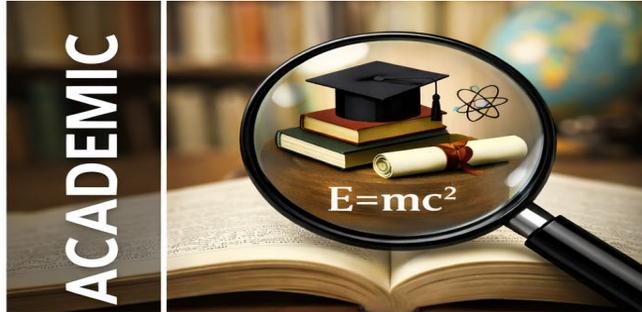


# GROWTH PATHWAYS (CHOOSE THE RIGHT KIND)

## *Which pathway matches your reality right now?*

| Pathway                      | What it Looks Like  | Watch Out For . . .  |
|------------------------------|---|--|
| Deepen impact (no new seats) | Improve outcomes; strengthen culture; expand support/services | Still requires capacity and resourcing – avoid “doing more with the same”              |
| Add grades                   | Expand the continuum for students                             | Certification/staffing; schedule complexity; and cultures shifts by age band           |
| Expand seats at current site | Increase capacity where you are                               | Crowding and diluted student experience if space/staffing are not aligned              |
| Replicate to a new site      | Open an additional campus                                     | Highest complexity – requires strong systems, leadership bend, and fidelity monitoring |

# THE 3-LENS READINESS CHECK



- Are outcomes strong and stable?
- Can we name the “non-negotiables” of the model (what must replicate)?
- Do we have leadership depth and staff pipeline to scale quality?



- Do we know the **true cost of growth**?
- Can we “handle” a **10-155 under-enrollment** scenario?
- Do we have sufficient **cash/working capital** and contingency plan?



- Is there demonstrated community need + access (transport, location, fit, etc.)?
- Can we staff it? Can we secure a feasible facility (if necessary)?
- Does the location strengthen the mission, not dilute it?

*Which lens is your biggest risk RIGHT NOW and why?*

# BOARD GUARDRAILS AND DECISION GATES

## *Three guardrails:*

“We don’t expand unless academic outcomes are stable/improving and the model is replicable”

“We don’t expand without a financial model that survives **under-enrollment + cash flow stress.**”

“We don’t expand without a staffing pipeline and a place to protect culture.”

## *One simple decision gate:*

Explore → Feasibility → Commit



# COMMON PITFALLS IN RAPID EXPANSION

| Mission-Justified  | Quality-Protected  | Capacity-Aware   | Financially Sustainable  | Community-Fit   |
|--|--|--|--|---|
| <ul style="list-style-type: none"><li>• Expanding because we can vs. because the mission requires it</li><li>• Drift from the core purpose and what makes the school distinctive</li></ul> | <ul style="list-style-type: none"><li>• Instructional model gets diluted as staffing scales quickly</li><li>• Coaching, intervention, and culture systems do not scale with enrollment</li></ul> | <ul style="list-style-type: none"><li>• Leadership/ops/student-support bandwidth is stretched thin</li><li>• Rushed hiring + thin onboarding = inconsistency and higher turnover</li></ul> | <ul style="list-style-type: none"><li>• Optimistic enrollment ramps; underestimated staffing/SPED/facility/transport costs</li><li>• Cash-flow strain mid-year despite “balanced” annual projections</li></ul> | <ul style="list-style-type: none"><li>• Growth plan misaligned to community needs, transportation realities, or family demand</li><li>• Communication gaps reduce trust, retention, and referrals</li></ul> |

# CRITICAL TAKEAWAYS

- ✓ Growth is EARNED through readiness
- ✓ Protect quality while expanding impact
- ✓ Before you approve growth, protect what makes your school successful: quality, culture and capacity

# NEXT STEP

## **Commitment Prompt:**

“One question we will require answers to before any growth vote is  
\_\_\_\_\_.”

# THANK YOU!



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