

More Than Tuition

3 Numbers Every Director Must Master

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Childcare Conversations



LET'S BE HONEST

Does this sound familiar?

- Enrollment looks "okay" — but the money still feels tight
- You are busy all the time, but profitability is unclear
- Tuition increases alone are not solving the problem
- Expenses keep rising faster than confidence
- You know something is off — but you cannot always see where

If any of these hit close to home — you are in the right place. This is exactly what today is about.



THE PATTERN WE KEPT SEEING

Through years of training owners and directors, we kept seeing the same pattern...

Strong programs are not built on passion alone. They are built on **leadership infrastructure**.

For years, we taught these ideas as 4 steps. They showed up in our workshops, our books, and our leadership training.

Today, we call that the **Childcare Leadership Infrastructure Framework™**.

What we kept seeing

- 01 **Passionate leaders**
Deeply committed to their programs and families
- 02 **Missing business clarity**
Strong hearts, but fuzzy financial pictures
- 03 **Harder than it should be**
Profitability stays out of reach without the right infrastructure

When leaders do not understand the business side clearly, profitability stays harder than it should

TODAY'S FOCUS

Today's Focus: Know Your Business

This session focuses on one critical part of leadership infrastructure. Because profitability is not just about raising tuition – it is about understanding revenue, expenses, systems, and decisions.

Know Yourself Mindset, identity, and leadership presence	Know Your Business Today's focus – revenue, expenses, systems, and decisions
Know Your Program Quality, curriculum, and operational excellence	Know Your Community Relationships, reputation, and local market awareness

💡 When you know your business better, you lead with more clarity and make stronger financial choices. Let's dig in.

THE REAL PICTURE

Why Tuition Is Only Part of the Story

Profitability is shaped by leadership decisions – not just the rate on your enrollment form.

- Empty seats cost money
- Underused assets cost money
- Unclear pricing costs money
- Missed revenue streams cost money
- Weak systems cost money

"Profitability is not just about what you charge. It is about what you understand."

Childcare Leadership Infrastructure Framework
 25 Years of Developing Leaders

A stable leader stands on all 4:
 Know Yourself, Know Your Business, Know Your Program, Know Your Community.

Directors Weren't Trained for This
 You learned to nurture children, not cash flow.

But You're Responsible For It Any Way



Financial Clarity= Program Stability

You've Got This!



Today We'll Cover



The 3 financial blind spots



The 3 numbers you must track



How to read a P&L in 60 seconds



How one staffing shift boosts margin 5-10%

Blind Spot # 1



What Leaders Usually See



What Actually Matters

- Revenue
- Payroll %
- Margin

Sample P&L

Item	Income	Expense
Prive Pay Tuition	\$79,800	
Subsidy Tuition	\$25,500	
CACFP	\$2,500	
Total	\$107,800	
Payroll		\$77,600
Occupancy		\$12,000
Food		\$ 3,500
Supplies & Materials		\$2,500
Admin, Inspections, misc.		\$3,800
Maintenance/Overhead		\$4,500
Total		\$103,900

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Item	Income	Expense
Prive Pay Tuition	\$79,800	
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Payroll		\$55,000
Occupancy		\$12,000
Food		\$ 3,500
Supplies & Materials		\$2,500
Admin, Inspections, misc.		\$3,800
Maintenance/Overhead		\$4,500
Total		\$81,300

What surprised you?

How to Read a P&L in 60 Seconds

01

Find revenue

02

Find payroll %

03

Find margin

The Math

Payroll (with taxes)/ Revenue = Payroll %

$\$77,600 / \$107,800 = 71.98\%$

$\$55,000 / \$107,800 = 51\%$

Revenue - Expenses = Margin

$\$107,800 - 81,300 = 26,500$

$\$107,800 - 103,900 = 3,900$

ABOUT US

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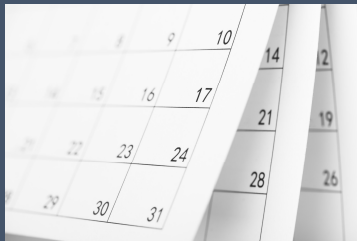



Blind Spot #2



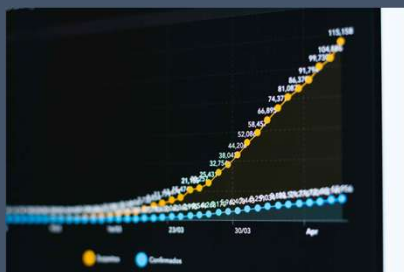
Reacting instead of forecasting

Forecasting = Leadership



What will my numbers look like in 30/60/90 days?


Demo: One Staffing Shift



Poll

Where does your center lose the most money?

- Ratios
- OT
- Transitions
- Enrollment dips
- Schedule gaps



Blind Spot #3 Not using classroom-level data



Room A



Room B

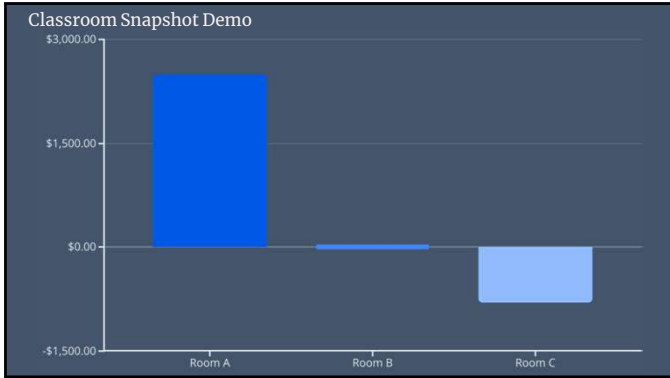


Classroom-Level Economics

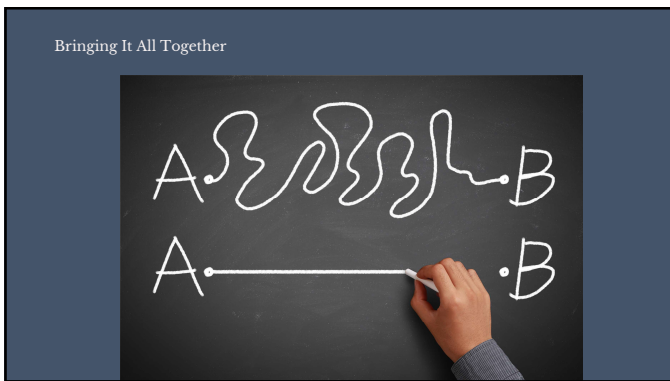
■ Revenue per classroom

■ Staffing cost per classroom

■ Capacity vs. actual classroom



Which room would you fix first?
And why?



The 3 Numbers You Must Track

<p>51%</p> <p>Payroll %</p> <p><small>Target: 40-60% of total budget</small></p>	<p>-\$850</p> <p>Revenue per classroom</p> <p><small>Monthly average per room</small></p>	<p>15%</p> <p>Operating margin</p> <p><small>Target: 5-20% net profit</small></p>
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Your Quick-Start Plan

<p><small>01</small></p> <p>Track payroll weekly</p>	<p><small>02</small></p> <p>Run a simple forecast monthly</p>	<p><small>03</small></p> <p>Review classroom-level data quarterly</p>
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Fill in your 3 numbers



Chat Share

One action you'll take in the next 7 days

Before You Go...




Financial clarity is not accounting.
It's leadership.

Masterclass Invitation

Childcare Finance for Directors

Take the full system

- Tools • Templates • Dashboards
- Certification available



Final Chat Prompt

Type:
"I'm ready."

Thank You

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