

Case Study Analysis Part I – Environmental Scan- The Village School

The Village School Mission Statement

The mission of The Village School is to provide an education that fully integrates the arts with an academic curriculum, guided by observations of child development that promote the healthy growth of the whole human being – the head (thinking), the heart (feeling), and the hands (willing). Further, The Village School strives to create a community that honors truth, beauty, and goodness and encourages development of the inherent gifts of each school community member.

Context

The Village School is a K- 8 arts-integrated charter school in Eugene, Oregon. The Village School opened its doors in 2000 as one of Oregon's first charter schools and was founded by community members who wanted a different educational experience than what was currently available in Eugene. The school is based on the Waldorf curriculum and infused with other contemporary educational and social practices.

The School is a Title I school. A Title I school is designated by determining the income status of the parent body. State and federal funds are allocated to Title I schools with high percentages of children from low-income families. Fifty-one percent of the Village School's students qualify for Free and Reduced lunch.

ECONOMIC SCAN

The state and national economy affect the level of tax receipts available to distribute to schools for the Village School's general fund. The Federal Department of Education influences the level of Title I funding the school receives. Fifty-one percent of the children qualify for free or reduced lunch. The school receives 80% of the State per capita school funds, but also local option funds which is good in comparison with other charter schools outside of its district. State funding is cyclical. It has been expanding for the last 6-7 years, however, it may contract if there were an economic downturn.

The financial markets (stock market) affects the school's pension costs, however, various contracts and financial arrangements have constrained the impact on the budget. Trends in medical costs greatly affect the cost of personnel and the overall budget. The Village School staff and faculty are not affiliated with a local or state-wide union, however, they are empowered to collectively bargain.

The school receives a small amount of grant funding from foundations and revenue from fundraising. The \$39,272 funds raised through Walk-a-Thons, events, etc. is high in comparison to other Title I and charter schools. Up to this point, the school has not reached out to specific individual donors.

The adverse conditions of the state cutting funding the arts in education have affected the school district which has cut back on arts programming. As a school that offers an arts-integrated curriculum supported by four Specialty classes, Spanish, Movement, Handwork, and Music, the school has seen a significant increase in enrollment and waiting lists in all grades. As a result, the school's income, which is based on enrollment, remains strong. In the face of declining enrollment in the district due to demographic trends in the area, the enrollment of the Village School has stayed at or near capacity.

The school is audited regularly by an outside auditor and overseen by its local school district. The school is financially healthy and is managed conservatively in terms of finances and operations. They have saved enough money to put a 50% down payment to purchase a building. The new building is an older, surplus public school building in need of renovations. In the future, the school will take on a greater financial obligation with the new building and adding new staff to support development and programs.

Village School Revenues:

From Local Sources:

Local option levies	96,551
Program and registration fees	41,902
Charitable donations	23,306
Fundraising	39,272
Interest income	5,100
Other local revenue	32,299
State Sources	1,187,384

Federal Sources:

Food service	54,177
Food service student/staff	47,933
Title 1	76,071
Other federal grants	4,696
Total Revenues	1,684,562

DEMOGRAPHIC SCAN

Families of the Village School are diverse but reflect similar ethnic demographics of Eugene. Out of 216 students, a majority are white (184), 2 are Asian, 10 are Hispanic, 20 are two or more races. 51% of the students are at or below poverty level and qualify for Free and Reduced lunches.

CULTURAL SCAN

What is the general culture of the organization and board?

Many families at the Village School value access to:

- A holistic, arts-integrated curriculum/environment
- Kinesthetic opportunities for their children through physical education
- Healthy, organic foods with a connection to gardening and local sources
- Alternative school options
- Small class sizes
- A school that spans Kindergarten through Eighth grade
- Media free/low tech schools

Festivals and Title I events deepen the parent body's understanding of the School's culture and curriculum. A culture of volunteerism is cultivated by the Administration by stating expectations and requirement of volunteering during Parent Information Meetings, Parent Orientation Meetings and Class Meetings.

The Board of Directors is comprised of dedicated volunteers who are close to the organization and believe in the mission: parents, staff, parent alumnus, former staff and community members. They work closely with the Administration to fulfill the mission and are receptive to the needs of students, faculty and parents.

Kindergarten through Eighth grade is an artistically based curriculum. Art in the middle school (6-8) shift to meet the needs of the developing child, such as choice in Enrichment Classes and using technology in artistic endeavors.

The Village School has an updated website that includes its mission, school information and the newsletter. They just began using forms of Crowdsourcing, such as Classy.org, to raise funds. Other than the Village School Kitchen Facebook page, the School does not use social media to promote the school.

Case Study Analysis Part II – SWOC Analysis

	Strengths	Weaknesses	Opportunities	Challenges
Cultural Product(s)	-An arts-integrated school is unique and an excellent resource for families interested in a unique, educational experience for their children.	-Spanish Specialty class	<ul style="list-style-type: none"> - The school is prime to build local, regional and national partnerships. -The purchase of a new school is an impetus for revitalization and actualizing the vision of having a green school and supporting the healthy lunch program with the school garden. - Creating on site artists in residence. - Creating gallery space for children's art. 	<ul style="list-style-type: none"> -Enrollment cap. Limited spaces available in classes. -Maintaining specific programs, for example Spanish, due to difficulty finding qualified Spanish teachers that can teach the span of grades 1-8.
Pricing	<ul style="list-style-type: none"> -Free public school. -Beginning of the year school supply fee is \$75.00 	None	-Tuition-free school creates accessibility for families of all income levels.	-Not enough room in classes to accommodate public interest.
Place (Access)	<ul style="list-style-type: none"> Plenty of rooms for classes, Specialty classes, afterschool activities. -There is parking. 	<ul style="list-style-type: none"> -Enrollment cap prohibits access for all who are interested in the school. -Location in the South Hills prohibits some families from sending their children to the school. -No school bus. -Not enough parking. -Site may be difficult for alter-abled individuals to navigate. 	<ul style="list-style-type: none"> It has plenty of land for gardening, public events, outdoor classrooms. -Extra rooms may be able to accommodate art studios for artists in residence. 	-Very busy street is dangerous for families and children walking or biking to school.
Promotional Efforts	<ul style="list-style-type: none"> -Families are happy with their experiences with the school. A lot of the school's promotion is word of mouth. -Yearly enrollment and 2 public events announcements in local newspapers and website. 	<ul style="list-style-type: none"> -Word of mouth can have a negative effect. Some families may leave unhappy and rumors can bloom. -There are little marketing funds built into the budget. -Outside promotional efforts are limited. 	<ul style="list-style-type: none"> -Two public festivals each out to the greater community. -Excellent school lunch program has won awards and received positive media coverage. 	<ul style="list-style-type: none"> -School funds are primarily budgeted for programs, salaries and site expenses. -Little funds reserved for marketing and promotion.

