

# Shaping a Sustainable Education Model: Bogota, Colombia

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## ACKNOWLEDGMENTS

The Applied Global Business Learning program from Marquette University would like to extend our sincerest gratitude to the following organizations and individuals. Without help or contributions from these groups, this trip would not have been as successful as it was.

Thank you to the Colegio de Estudios Superiores de Administración (CESA) for being generous hosts, and for letting us use your incredible spaces. We sincerely appreciate the values of ethics and leadership that you uphold, which makes you a great fit for partnering with the AGBL program.

We would like to especially thank Eden Bolivar who carefully coordinated the meetings, corporate visits, and other cultural activities. You always got us where we needed to be on time. The lectures were extremely beneficial in understanding the culture of education in Colombia, and were utilized while crafting our recommendations. The whole week was eye-opening to all students, and we are very grateful.

We appreciate all of the help that we received throughout this process, especially from the CESA professors, CESA students, David van der Woude, the businesses we visited, and everyone else who spent time teaching us about Colombia. Their willingness to immerse us in their lifestyles exposed us to aspects of life that we had never seen.

We would like to express the most gratitude for allowing us to come and serve the Domingo Savio Fundacion. Thank you to Zulma Romero for showing us the incredible space that you provide the children. Thank you for being so open with your operation, as we know that it has a large place in your heart. Your transparency helped us to create the solutions that we

thought would help you best. We hope that you take some of our recommendations with confidence to increase the sustainability of the school.

Finally, we want to thank Dr. Heather Kohls, Associate Professor of Practice, Department of Economics, Director of Global Business Learning at Marquette University for her efforts in organizing this unique academic and cultural experience for her students. Her certainty in the team sparked great conversations between team members that eventually became our final product. Her hard work made all of this possible, and we are all grateful for this life-changing experience. We would also like to extend our appreciation to Marquette University for allowing us to represent the university and Jesuit values in our service to another community. We are very grateful for the support of the Applied Global Business Learning program, both financially and promoting the work we do in the College of Business.

## WHAT IS CESA?

Colegio de Estudios Superiores Administrativos, or CESA, was founded in 1975 by Carlos Lleras Restrepo, Doctor Hernan Echavarria Olozaga, and a group of educators and business people established in the La Merced neighborhood of Bogota, Colombia. It was founded to create a new generation of business leaders that would form companies, jobs, and advance the country as a whole. CESA is considered one of the premier universities and sites for learning in Bogota and the entirety of Colombia. CESA gives opportunities to talented students from Colombia to grow in their desired professional work. Students of Marquette University, have been provided the opportunity to work, learn, and teach with CESA, while using their resources to help companies, educational institutions, and local Colombian-based organizations. Together with CESA, we were given the opportunity to work with the Fundacion Liceu

Domingo Savio to deliver a sustainable business model for their school. With an increased focus on sustainability of resources, we hope that the organization will be able to better educate the children of their community for years to come.

## EDUCATION IN COLOMBIA

Over the past two decades, the Colombian education system has consistently grown. With this rise in enrollment, more students from various cultures and demographics have access to education. Tertiary education, for example, has doubled in recent years. However, how long students stay enrolled in school, ‘school life expectancy’, remains consistently low. With challenges facing the entire country, it is important to improve education in the early stages. This means having access to good primary school education is crucial. The struggle, however, is the limited resources for students in poorer areas. Unlike the United States, they do not have the resources for widespread education. While education has rapidly grown in Colombia in recent years, they still face challenges that affect growth.

Pauses in the school year, poverty, traveling long distances between schools and homes and lack of teachers are all common barriers Colombia’s children face when trying to obtain a quality education. In addition, schools in rural areas are particularly threatened by violence. Many people believe that the solution to this is in the hands of the Colombian government. The government can take more concrete measures to protect the students in these areas so that their education will not be compromised. However, corruption prevents the Colombian government from appropriately handling these issues. Because of this, it is important to focus on schools individually, rather than the overall fear of corruption within the Colombian education system.

By focusing on individual school growth and development, they can set the foundation for long-term success for students without the need for constant government involvement..

## DOMINGO SAVIO PROJECT OVERVIEW

Liceo Domingo Savio is a non-profit foundation that works in the community of Altos de Cazucá, municipality of Soacha. This neighborhood is home to the largest number of displaced people in Colombia. There are migrant families from around Colombia, but particularly Venezuela, who settled in Soacha after fleeing violence from their home regions. These families have come to Soacha with limited resource. In Altos de Cazuca, there is no access to public services, proper sewerage, or paved streets. It is also common for power outages to occur up to days at a time before it fixed. The youth generally lack economic security and educational opportunities for an improved life. It is widely recognized that they are disproportionately at risk of continued recruitment by guerillas, paramilitaries, and local gangs in their communities.

Domingo Savio was founded in 2002 by Zulma Emiles Romero. The main focus of the foundation is to provide assistance and education to children in vulnerable conditions. It was recognized as a sustainable development entity that offered education to children aged 4 -14 years. Domingo Savio values providing meals to children in situations of vulnerability and displacement, while also promoting the value of respect for life and tolerance as the basis for social coexistence. However, three years ago the school stopped receiving funding from international organizations. At this juncture, Domingo Savio was serving 230 students. This created a financial obstacle and Domingo Savio could only afford to operate with 70 students

paying a monthly fee. They continue to receive help from small organizations who donate furniture and other items; however this lack of funding still puts them at a financial disadvantage.

In order to improve the Domingo Savio's current situation, we were tasked with presenting several sustainable business solutions that could be realistically implemented by the school. This would involve looking at ways to creatively reduce costs and increase annual revenues. The primary goal we focused on was developing strategies that would ultimately expand the number of students served back to the original 230 while not putting the school in debt. We provided both short-term and long-term alternatives that work together to ensure the consolidation and sustainability of the foundation's business model.

## REVENUE

In order for Domingo Savio to recover from significant financial losses over the past few years, we recommend that the school should engage in tactics that will generate more stable and prosperous revenue flows. We recommend that Domingo Savio develop and execute a marketing campaign in order to attract more Colombian students and improve the profile of the school. A second recommendation that we propose is for the school to obtain monetary partnerships with local businesses and alumni in order to support students.

### 1. Marketing Campaign

While analyzing the current state of the school, its policies, and financial statements, we advise that revenue generation be an important focus. More specifically, we notice that the decline in student enrollment has been one of the main issues Domingo Savio faces. First, the

revenue flows themselves are too unpredictable month-to-month, making it difficult to plan accordingly for expenses that must be incurred beforehand. Second, revenue, in general, is not on sufficient enough for covering the expenses of the school. As mentioned during the consultation, the school currently focuses much of its efforts on retention or keeping the existing students within the school. However, with the current problem of revenue fluctuations, depending on currently enrolled students is not sufficient enough. Therefore, we propose that a solution be developed to increase new student enrollment at Domingo Savio.

We propose a brand new, detailed marketing campaign in order to attract new students to the school. There are multiple spaces in which a marketing campaign can be beneficial. To introduce the concepts, first, we will discuss promoting the Centre for Free Time and capitalizing on this program to incentivize families. Then, we will discuss a promotion deal that we created, as well as introducing an in-house orientation for visiting families. Additionally, we will elaborate on the importance of rebranding the school by focusing on a new mission statement. The purpose of this campaign is to cater to local Colombian students that are not currently enrolled in the school, rather than Venezuelan refugees. In the current fee structure, Colombian students pay a higher price to attend Domingo Savio which will result in higher annual revenue.

### **Centre for Free-Time**

During our visit to the school, we learned that there is an existing Centre for Free Time that allows students to stay after school from 1:00 to 4:00 p.m. to participate in extracurricular activities, such as music. Although not completely developed yet, this caught our attention as a great opportunity to promote and expand the school. We believe that Domingo Savio should market the centre while continuing to develop new programs within. The first purpose of this

**CENTRE FOR FREE TIME**  
Fundacion Liceo Domingo Savio

**CREATING A COMMUNITY**  
The Centre for Free Time focuses on bringing the students together through giving them a time after school in a safe place. It promotes the same values for all members, creating close relationships with a variety of students.

**BUILDING SOFT SKILLS**  
Students will learn essential soft skills that will help them to prosper in a professional setting in the future. These valuable skills will help students to become comfortable in a diverse community of learners.

**ENHANCING TECHNICAL SKILLS**  
The main technical skills taught include technology and computing. These skills prepare students for the future of communication.

**MUSIC AND ARTS**  
Providing students with music and arts activities allows them to express themselves in various forms. Their personality is demonstrated through their unique creations.

Read more at  
<https://www.facebook.com/pg/fundacion05avio/posts/>

program is to create a community within the walls of the school. More specifically, the centre can focus on bringing the students together by giving them a safe place to go after school. It promotes interpersonal values such as teamwork, responsibility and flexibility that will further develop the student beyond academia.. The second purpose of the centre is to bring more focus to the importance of music and arts. By providing students with additional offerings, they will better be able to express themselves creatively which may inspire their academics. The third purpose is to build students soft skills. Soft skills are in high demand in the workforce, so getting a head start on developing them will place them at an advantage professionally. This centre provides a space for student interaction beyond the classroom, which allows them the ability to practice these soft skills. Finally, the centre can enhance the technical skills of students by allowing them to work on school computers. These computer skills can

better prepare students for various fields, such as computer programming or communications. A summary of the four purposes is presented in the graphic above, which will be used as campaign material (Figure 2).

We advise that the school market the program and initially make it free for students until thirty more students enroll in the school full time, bringing the existing count from seventy to one-hundred. We believe that this will be an appropriate amount of time to attract families through incentives which Domingo Savio can transform into a revenue stream. Upon reaching the goal of enrolling one-hundred students, we recommend that there be a personalized profile for each student that is enrolled in the program in order to A) track their expenses and B) record their interests or progress. By having data on what each student participates in, the school will better be able to keep track of the expense for the centre for -free-time and see where areas are in the highest demand. For example, if all data is compiled to show that eighty percent of students in the centre participate in music, then the school can make an informed investment decision to buy more musical instruments. This will ensure a better retention rate and will demonstrate what to market to attract new students. To the right (Figure 3) is an example of how the calculator may look; if interested, we can make any changes to the existing model and develop it further. Then, we can send the calculator via email.

The calculator may also include how much revenue each students creates. Then, the school can easily identify which students have not paid tuition. This calculator will allow Domingo Savio to make data informed decisions.



## Promotion Deal

The second part of this marketing campaign is focused on creating a promotion deal that incentivizes families with a discount for tuition. More specifically, we believe that the school should reach out to the fifteen families that are currently paying full tuition and work with them to identify additional families who can pay. We propose a referral discount of ten percent for all of the recruiting families, as well as the families that they convince to enroll, for a year. These newly enrolled students based on these recommendations would receive a free year at the centre for free time. The flyer pictured may serve as a source that the fifteen families can refer to their friends.



## Open- House Orientation

In addition to incentivizing families with a referral discount, we would like to introduce the concept of in-house orientations for visiting families. These would take place on the first Friday of each month from 9:00AM to 10:00AM. We believe that if the parents of potential students are provided the opportunity to experience the unique and inspiring community that the school has to offer, then they will feel confident that their child could thrive at Domingo Savio. This also serves as an opportunity for religious families to recognize the impact of Domingo

Savio's religious values on its students, which is unique in relation to nearby schools. The concept of in-house orientations is a crucial aspect of our new marketing campaign as it allows for the school's target market to immerse itself in all that Domingo Savio has to offer to its diverse group of learners prior to enrolling. This helps members of the community to feel more confident in selecting Domingo Savio over one of its competitors. Displayed on the right is the flyer to be used to invite potential families to an upcoming in-house orientation event.



## Rebranding

Rebranding will change Domingo Savio's image to the general public. By doing this, the school can market a new mission statement in order to have a fresher start in recruiting new students. As mentioned during our visit, after the school wrote a letter to the government asking for funding, it became apparent that many members in the community either do not know that the school existed or misinterpreted it as a welfare institution. The purpose of Domingo Savio is to bring in students that may not have opportunities anywhere else, which is very important. However, we want to make sure that members of the community interpret this in a more positive manner rather than associate it with lower-quality education. More specifically, there are three areas that we would like to focus on in this rebranding process in order to appeal to various

marketing segments. First, the campaign should express the superior, high-quality education that the school actually provides in order to alleviate any confusion that the community may have. For this, during the open-house, the school should provide statistics to families, such as the fact that they have the top scores in Colombia Standardized Exams, on flyers (Figure 6). By emphasizing this point, families that have a priority for high-quality education will be motivated to enroll at Domingo Savio

The second aspect of the rebranding process is drawing on the importance of extracurricular time. This is an important program that families can appreciate for multiple reasons. First, parents may need their children to stay at school longer due to work. Another reason is that it demonstrates how the school will develop technical and interpersonal skills within their children.. Finally, the third area the school should embrace the role that religion plays in their teaching process to attract families who value this.. The school can partner with local churches to share this information. All three of these areas target different values that families may have, so it is a strategic move to be well-rounded with this campaign and widen the pool of potential candidates for enrollment. The school can then market their new mission statement:



*“We aim to provide equal yet super education for all children in the community through the Christian values that this school was built on, all while simultaneously developing both soft and technical skills in the students both inside and outside of the classroom”*

## 2. Partnerships

Domingo Savio can use partnerships as an additional revenue stream to offset the costs of allowing children whose families are struggling to attend the school for a lesser cost. There are two types of partnerships that would best align with the needs of Domingo Savio: alumni sponsorships and corporate (business) sponsorships.

The first type of sponsorship we recommend is an alumni sponsorship. This type of sponsorship should be carried out in three phases:

*Connect-* with successful alumni to document their successes after attending Domingo Savio.

*Transform-* these stories into a marketing campaign that will improve the reputation of the school. These materials will include information on how someone can donate directly to the school.

*Share-* these materials with all Domingo Savio alumni. Include steps for alumni to share the campaign with their respective employers, which can result in additional donations, or interest in corporate sponsorship. These materials can also be shared with other companies who may have a interest in sponsoring a school.

The second type of sponsorship we recommend is a corporate (business) sponsorship, which is an extension of the sponsorships. This partnership should be targeted at businesses or

higher education institutions that relate to Domingo Savio's cause or has a social impact initiative. Attaining these types of sponsorships can be achieved using this blueprint:

1. Identify a list of prospective businesses. These can be alumni employers, entrepreneurial ventures that CESA works with, or businesses within the local community.
2. Create two paths for sponsorships: single donation sponsorships and multiple donation sponsorships. For single donation sponsorships, the business can give a one-time donation. For multiple donation sponsorships, the business can commit to donating a set number of times over a predetermined time period.
3. Another option could be to create a system where if an employee decides to donate, then the employer can match that amount as part of the system to raise awareness.
4. Determine an incentive system. Some examples of a donation incentive can include: an invitation to an open-house, company logo displayed within the school or on social media, or higher education institutions who want to recruit students from Domingo Savio

Domingo Savio should target both types of sponsorships over the next year to maximize revenues. Over time, changes in marketing materials and incentives will need to occur to retain donations and giver engagement. In addition, a system could be put into place where those who donate from the partnerships can essentially sponsor a student. With a student sponsorship, the donor receives information on the student they are sponsoring, and can even meet them and create a lifelong relationship. This creates a sustainable environment and family culture, which is supported by the Christian values Domingo Savio embodies.

Partnerships are a good way to attract interest and investment that allows for sustainability and should be taken seriously. As Domingo Savio is a single educational

institution, there is a need for partnerships that share the same values such as other educational institutions and businesses that are centered on making a social impact.

## EXPENSES

Since Domingo Savio was founded in 2002 the organization has been successful in controlling costs. Despite this effectiveness in managing expenses, the loss of key donor funding in 2017 contributed to Domingo Savio not being able to generate enough revenue to currently cover costs. This has caused a reduction of teachers from 13 to 7 and the number of students they enroll from 230 to 70. Domingo Savio has been able to stay afloat through the help of community members, student parents, and extra effort by teachers. Teachers even come into work early as chefs, cooking the student's meals. At their current financial state, Domingo Savio is operating at a yearly loss and either needs to cut expenses that have already been substantially minimized, and/or increase revenue. We have already made recommendations earlier in this paper that we hope will drastically increase revenue. However, the growth and recommendations that will contribute to additional revenue will take time to implement and for the benefits to be realized.

There are a few expense recommendations that Domingo Savio can implement to control costs in the short-term while setting the framework to reduce costs in the long-term when revenue rises. In an effort to create the greatest value for the organization, while creating the least possible work for Domingo Savio, our strategy was to focus on the largest expenses. Domingo Savio's financials reveal that even though the number of teachers was reduced, staff salaries were by far the largest expense. Keeping in mind that letting go of teachers is absolutely a last resort, and finding new teachers is incredibly difficult, our team has come up with a few

solutions focusing on teaching. One plan of action is creating and operating a student-teacher internship program to assist and/or hire teachers when demand grows or a teacher leaves. Second, Domingo Savio can partner with universities in order to generate the sustainability of the program. As Domingo Savio works to obtain the benefits from the revenue recommendations, it will be advantageous to implement a system to efficiently manage current costs and the costs as the school grows. Our solution is a custom Excel tool that visualizes and forecasts key financial metrics for the school.

We hope that these expense recommendations will allow Domingo Savio to confidently understand its cost structure as it continues to grow. The goal is to find ways to bring in student teachers and interns to control salary expenses by reducing teacher workload, facilitating the growth in the student body, and supplementing full-time teachers as Domingo Savio expands.

### 1. Student Teaching and Internships

After assessing the financials of Domingo Savio, teachers' expenses are an area of operations that can be adapted to a more efficient and sustainable model. We believe that finding a solution for teachers' expenses is a crucial part of Domingo Savio's financial well-being. We present these options with no intention of reducing the number of teachers in the short or long run. We only hope to maintain the teacher expenses at a flat cost while still adding value to the school and students.

Implementing a student teaching program could be an effective way to supplement teaching costs in the short-term while reducing costs in the long-term. Bringing in university students to create a program would provide a symbiotic relationship for both the student-teachers

and Domingo Savio. Based on our research, it can be difficult for Colombian university students, or recent graduates, to gain the experience necessary in obtaining a permanent job. A student teaching position would be a favorable opportunity for them to learn about primary education and the importance of creating strong, positive values and culture within a school. With the number of students at Domingo Savio expected to increase, a challenge of adequate staffing will arise.

Sponsoring student teachers will provide several additional benefits in addition to simply supplementing teaching positions. A fresh mind with new ideas will encourage collaboration between the interns and your current teachers; hopefully, this will promote innovation throughout the school and be a differentiator between Domingo Savio and surrounding schools. Also, this program will benefit both the student-teachers by being mentored through the challenges of education and the teachers who will be exposed to innovative teaching techniques and new technological tools.

### **Promotion**

After establishing the foundational ideas of this program, the goal is to publicize this to our target audience. Universities in the greater Bogota area that offer degrees in pedagogy, anthropology, and foreign languages are the primary focus for these roles. Promotion for this program can be established on many platforms. The first step should be providing information and applications on your current sites such as Facebook and a school website. This ensures those who are interested have a place to go to learn more about this opportunity.

Next, information can be expressed through personal contact and word of mouth. We believe the most effective method for this is to reach out to the nearby universities as noted

above. Forming relationships with these schools will create sustainability for the future of the program. With there being a high demand for internships, it is important to generate appeal for your program through marketing its value. This program would be a strong opportunity for you to show university students the personality and set of values that have led to Domingo Savio's success.

Finally, a marketing strategy can be developed through the social media. Since there are many popular platforms for Colombian professionals, you have an array of options that we are able to help you establish. Maintaining these sites can be quickly taught and does not require an abundance of time to update.

Below are some example universities worth contacting.



“Dirigido a personas dinámicas y creativas, con intereses académicos y científicos de alta calidad, que quieran aportar a la educación de la sociedad para construir un mejor país,” (Aquitian).



The Anthropology career offers training aimed at the consolidation of attitudes and competencies aimed at promoting professional practice in contemporary socio-cultural environments, through an adequate balance between theories, methods, and practices.

### **Application Process and Implementation**

As you have expressed, finding new teachers and teacher retention can be problematic and can disrupt your school's operations. Having a sustainable way of finding new teachers that will add value to the organization is how we believe we can best introduce a business model for a sustainable future. We also want to keep the overall values of the school as a priority and hope to avoid any conflict between new teachers and Domingo Savio's mission.



College of Business Administration  
Center for Global and Economic Studies



As revenues begin to rise, we see adding salaries for incoming teachers as a crucial expense that can affect your bottom line. This recommendation will provide a mutual benefit for your school and incoming teachers. We propose a program that will allow university students to apply for professional experience that is highly sought after. Domingo Savio can be the fulfillment of a requirement for certain students following specific career paths.

The application requirements, besides the standard minimum, should highlight the mission of Domingo Savio. The characteristics of the school should be reflected in the applicants. Determining the structure of the application is where we would give you flexibility in specifying what you are looking for. This is important because we understand the value of aligning views and maintaining consistency with your mission.

For the interview process, we recommend focusing the conversation not only on their qualifications but on their identity; this is to help you distinguish future teachers who support your mission. We suggest the interview process requires experiencing the students and the culture of the school. All job interviews are two-sided. The best form of validation to ensure that the mentorship is a match and successful for both ends is to conduct the interview in this way. We find it will be beneficial to conduct the interview within the schoolhouse walls and require a brief tour before any decisions are made.

### **Long Term Goals**

Should Domingo Savio accept this idea, we would like to provide you with future opportunities and goals for the next few years. These would be things that take time to develop and mature. First, we suggest a business relationship between specific universities and your school. A benefit to this would be support in finding strong matches with their students. In turn,

there is a better chance of success through the university because of the opportunity for this internship experience.

Next, for the program to build a reputation and endurance, the following step could be to expand the idea to other primary schools that share similar values. This partnership could lead the way for further interest in student teaching within the community. Together, the unity of schools with this program could increase financial sustainability overall. This would be done by normalizing the opportunity of student teaching and decreasing salary expenses.

In short, we notice the value of exceptional teachers like the ones currently employed at Domingo Savio. With this in mind, we have recommended ways to manage current and future costs while maintaining your key values. While preparing for growth in the student population, we would like to indicate that a student-teacher role is the most beneficial. Since these positions, both long term and short term, are typically salary free, it will be easier for you to financially support the growth of staffing.

This program incorporates diversity and new skills while maintaining Domingo Savio's foundational values. The proposed marketing techniques can be phased in over time as you meet your short and long term goals. Also, the application process can be arranged as personal and in-depth as you prefer. We have simply laid out recommendations and examples at your disposal. We believe that this can and should be a continued conversation so that we may assist you in creating a fully functioning program

## 2. Financial Dashboards

In order to have more time to focus on your mission, it is important to understand your costs and how they interact with your revenue. Understanding this relationship can be overwhelming, which is why it is important to have a tool in place that helps you organize and understand your finances. A financial dashboard is an easy tool to implement that can help you easily understand and estimate the key financial needs of your organization. The dashboards not only connect financial information to daily operations but also identify areas of focus. By being able to understand your financial state, it will be easier to stay on track with accomplishing the goals of your organization. This tool is customizable, so we are providing you with examples that you can use to evaluate your finances.

Looking into your organization, we believe it would be useful to demonstrate this tool using equations that focus on total student revenue, the student to teacher ratio, and the monthly expense per student. With several students not paying their registration fees, it is important to keep track of the impact this lack of revenue it is having on your expenses. To do this, you need to first assess how much revenue you are bringing in from the students who are paying. Another important way to relate your costs to your revenue is through a student to teacher ratio. This ratio will allow you to assess the differences in your finances when the ratio increases or decreases which will help you decide if you need to hire more teachers or recruit more students. If 17 students per teacher are the goal, you can use this equation to calculate how you can reach that goal. The third example we are providing is the monthly expense per student. Using this equation

will help you identify how the number of students alters your overall expenses. Now, we would like to show you how to implement these calculations.

Having an easy to use tool such as a financial dashboard will give you more time to focus on the real purpose of your organization. Domingo Savio was founded to educate students of the community, so this tool gives you more time to spend working with the children, teachers, and community members. Additionally, you can customize a dashboard however you like. Once you have your dashboards created and identify areas of focus, you can use this information to track your goals.

### Dashboard Walkthrough

Total Student Revenue (Monthly)		Student To Teacher Ratio		Monthly Expense Per Student	
Number of students:	130	Number of Students	70	Total Expenses (monthly):	\$70,000.00
Student Registration Expense (Monthly):	\$60,000.00	Ideal Teacher-to-Student Ratio	10	Number of Students:	70
Total Revenue	\$7,800,000.00	Expected Number of Students Per Teacher	7	Total Expenses per Student:	1000
<b>Calculate</b>		Calculate		Calculate	

Each dashboard has three lines. The first two lines are for you to enter information into, and the final line will calculate your total. In order to calculate your total, click the calculate button below the dashboard (after you have entered the first two lines of information). Included in the Excel file (pictured above) are three dashboards which you can use: Total Student Revenue (Monthly), the Ideal Student to Teacher Ratio, and Monthly Expense Per Student. Each of these is called a metric. The Excel file is designed in a way that allows you to add dashboards to forecast and understand key metrics as they become apparent. While there are many possible metrics that could be tracked, some examples of possible metrics \ are: cost of meals per student, total teacher expense, or classroom capacity (Seats in classroom multiplied by number of classrooms). Please contact AGBL with any questions about using the Excel tool and/or with

adding new metrics. The Financial Dashboard file will be located in the folder where you found this paper.

## CONCLUSION

Designing a realistic and achievable model while avoiding an over-reliance on external donations was an essential part of AGBL's work with Domingo Savio. Creating a blueprint that would allow Domingo Savio to operate with more financial freedom was important in drafting recommendations. Establishing a sustainable education model for Domingo Savio was created using the current revenues and expenses and formulating a platform where Domingo Savio can expand its operations within its existing infrastructure. Geography, location, internet accessibility, and the economy were all taken into consideration when constructing the best way to keep the organization operating. Domingo Savio's financial freedom is imperative. To operate in a sustainable financial state, AGBL recommends increasing enrollment through a marketing campaign and recruiting sponsorships in the community. In addition, it is crucial to manage and reduce costs by implementing a student teaching program and utilizing financial dashboards. These suggestions on how to increase revenue and control costs can give Domingo Savio the independence to focus on the students of the community and continue to live by its core values.

]APPENDIX

Figure 1: Domingo Savio's community

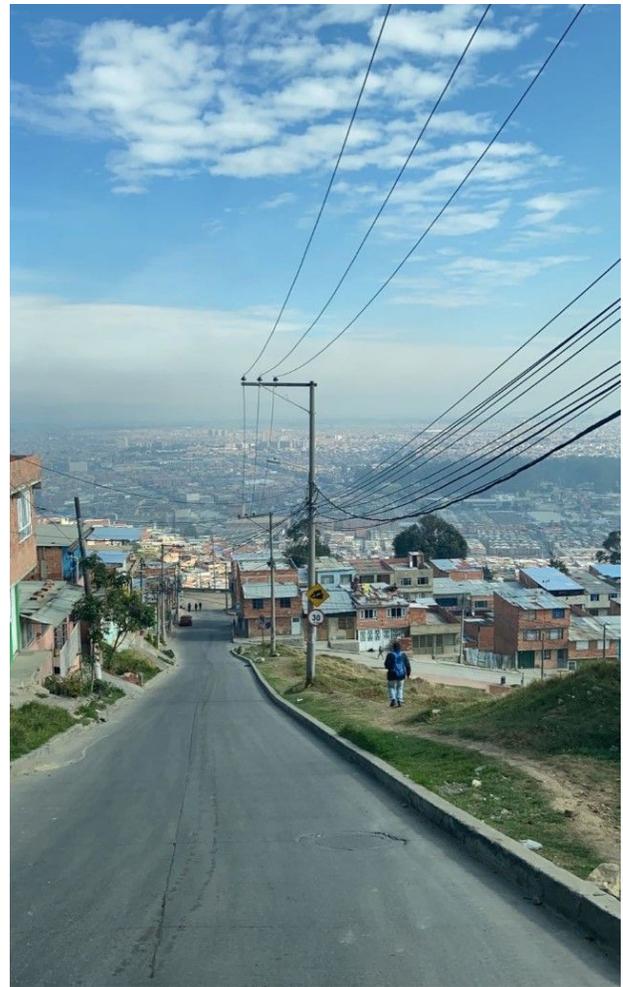


Figure 1 Continued: Entrance to Domingo Savio



Figure 2: Center For Free Time

# CENTRE FOR FREE TIME

Fundacion Liceo Domingo Savio

### CREATING A COMMUNITY

The Centre for Free Time focuses on bringing the students together through giving them a time after school in a safe place. It promotes the same values for all members, creating close relationships with a variety of students.





### BUILDING SOFT SKILLS

Students will learn essential soft skills that will help them to prosper in a professional setting in the future. These valuable skills will help students to become comfortable in a diverse community of learners.

### ENHANCING TECHNICAL SKILLS

The main technical skills taught include technology and computing. These skills prepare students for the future of communication.





### MUSIC AND ARTS

Providing students with music and arts activities allows them to express themselves in various forms. Their personality is demonstrated through their unique creations..



Read more at  
<https://www.facebook.com/pg/FundacionLDSavio/posts/>

Figure 3: Promotion Deal



**SAVE 10% WITH THE  
FUNDACION LICEO  
DOMINGO SAVIO  
REFERRAL DISCOUNT**

Learn more from a participating  
family or staff member!

**One year of the Centre for Free  
Time access, too!**

For more information, please contact  
**Zulma Romero (+3108125734)** or  
visit an open house!

Figure 4: Centre for Free-Time Calculator

Centre for Free-Time Calculator



**Domingo Savio**

# Domingo Savio

GENERAL INFORMATION	
Student name	
Guardian	
Start date/year	
End date/year	
City	

EXPENSES AT A GLANCE		
Food	\$0.00	<b>TOTAL</b>
Activities	\$0.00	
General	\$0.00	\$0.00

SCHOOL EXPENSES		
Item	Due by (date)	Amount
Tuition		
Registration Fee		
Sports/Music fee		
Other Fees		
<b>Total</b>		<b>\$0.00</b>

OTHER EXPENSES		
Item	Due by (date)	Amount
Expense #1		
Expense #2		
Expense #3		
Expense #4		
<b>Total</b>		<b>\$0.00</b>

FOOD	
Item	Amount
Food Costs	0.00
Breakfast Cost	0.00
Lunch Costs	0.00
<b>Total</b>	<b>\$0.00</b>

ACTIVITIES	
Item	Amount
Day Care	0.00
Musid/Sports Costs	0.00
Individual Costs	0.00
Class expenses	0.00
Other Expenses	0.00
Miscellaneous	0.00
<b>Total</b>	<b>\$0.00</b>

GENERAL	
Item	Amount
Registration Fees	0.00
Tuition Expenses	0.00
Lunch	0.00
School supplies	0.00
Other supplies	0.00
After school expense:	0.00
Other Expenses	0.00
<b>Total</b>	<b>\$0.00</b>

Figure 5: Open House Orientation



FUNDACIÓN LICEO DOMINGO SAVIO

# ORIENTACIÓN

Experimenta nuestro ambiente dentro de clases y los valores de nuestra comunidad.

**EL PRIMER VIERNES DE CADA MES**  
9:00AM - 10:00AM



Fundación - liceo  
**Domingo Savio**

Figure 5: Rebranding

**ADMISSION OPEN  
FOR 2020**

**FUNDACIÓN LICEO  
DOMINGO SAVIO**

**DISCOVER SUPERIOR,  
HIGH-QUALITY  
EDUCATION,  
OUTSTANDING  
EXTRACURRICULAR  
ACTIVITIES, AND A  
UNIQUE RELIGIOUS  
FOUNDATION**

LEARN MORE AT  
[WWW.FACEBOOK.COM/FUNDACIONLDSAVIO](http://WWW.FACEBOOK.COM/FUNDACIONLDSAVIO)

**COLEGIO**

Fundación Domingo Savio

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