



Business Course Framework

Rationale

This framework was developed to assist Institutions of Higher Education (IHE) in developing the management and administrative content of their college coursework for the Director Credential program. While basic business practices must be covered, there are additional skill sets that are unique to early learning/school age programs, such as managing budgets with full time equivalencies (FTEs) in mind. This framework provides the overview of topics that could be covered and provides a menu of options to best meet the needs of the director. IHE can work with students to select the appropriate business course that will best suit their needs at that time. Director Credential courses must also align with the core knowledge competencies found in the Director Credential Application for Institutions of Higher Education.

If you have any questions on the use of this framework as you are developing/revising your curriculum, contact Kris Madden via email at krimad@berksiu.org.

Pennsylvania Director Credential Business Course Competency Requirements Embedded Within the Core Knowledge Competencies

- Childcare/school-age care as a Business
- Fiscal Management
- Insurance, Risk Management, & Strategic Planning
- Marketing & Sales
- Human Resources
- Data & Technology Management
- Facilities Operations & Management
- Grant Writing & Fund Development
- Time Organization & Management Strategies

1. Childcare/School-age care as a business

- Childcare/school-age care as business and director/administrator as an employer
- For-Profit Childcare business
- Non-Profit Childcare business
- Comparison of for-profit and non-profit organizations in the following areas: legal, taxes, employment, marketing and fundraising, and financial management.

2. Fiscal Management, Budget Planning & Accounting Services

- Business Plan, includes: needs assessment, plan for services, marketing plan and strategies, enrollment projections and plans, and strategies to achieve goals
- Proposal to secure funds, including mission statement, business objectives and staffing plan/projected costs
- Financial concepts and utilization of financial tools



Business Course Framework

- Policies and procedures for gathering, organizing, and presenting financial information
- Accounting Procedures
- Financial Record/Book Keeping systems
- Start-up, Projected & Operating Budgets
- Cash Flow Projections
- Business Income (Tuition/Fees/Funds)
- Expenditures (Capital expenses, Bills, Flexible spending(Petty cash)
- Methods for accurate monitoring of income and expenses
- Projected income and expenditures-monthly income evaluation and expenditures versus projected budget
- Budget use and management, including utilization factors, deviation analysis and functional cost analysis
- Bank statements reconciliation
- Financial statements
- Audit
- System of checks and balances, e.g. two signatures on checks
- Types of funds e.g. grants (restricted funds), capital funds and general operating funds
- Braiding Funds
- Taxes, including social security and Medicare taxes
- Tax laws related to liability and insurance requirements and licensure
- Business income reporting and claiming deductions
- Wages and salary scales
- Program's financial policy
- Parent handbook

3. Insurance, Risk Management & Strategic Planning

- Written risk management policy and plan, including chart with assigned roles, written procedure checklists, etc.
- Types of Insurance and Insurance Policies
- Business Liability Insurance, includes professional liability, legal defense, child abuse, medical costs of an injured child/parent/staff, personal injury, accidents occurring away from program site (fieldtrips, walks)
- Worker's Compensation insurance
- Insurance brokers and insurance agents
- Occupational Safety & Health Administration (OSHA)
- Strategic or Business Plan, includes: needs assessment, plan for services,
- Short and long range goals, marketing and enrollment projections, financial plan
- Review of Plan by staff or Board



Business Course Framework

4. Publicity, Marketing & Sales

- Marketing plan that includes strategies to supports program’s mission statement and philosophy while advocating for the program
- Conduct competitive analysis including supply and demand of similar services in the area
- Define marketing image, message and objectives
- Advertising program offerings internally and externally to the public
- Recruiting and hiring staff
- Public relations and customer service

5. Human Resources & Personnel Policies

- Types of employment statuses and laws-full/part time, hourly wage, salary and contract, substitutes, “At will” employment, wrongful termination, discrimination, and willful misconduct
- Salary range that reflects education (including levels of education) experience and performance
- Employee benefits (required and elective) and compensation, including worker’s compensation insurance
- Staff handbook written to include employment policies and procedures such as employee grievance procedure, probationary period, annual reviews, and benefits

6. Data Management & Technology Use

- Key technology components including management software
- Basic computer literacy for applications pertaining to office management
- Spreadsheet and database applications including general ledgers, accounts purchasing, payable and receiving, billing, payroll, general budget planning, cash flow forecasting, employee benefits, medical records, inventory monitoring
- Use of technology for purchasing, payroll, and billing
- Technology for needs assessment

7. Facilities Operations and Management

- Local and state laws and regulations
- Standards operating policy and procedures
- Routine maintenance checklist
- Maintenance contracts and cleaning services
- Select and maintain appropriate facilities, equipment and program materials
- IRS rules for reporting depreciation of equipment at for profit programs
- Health and safety requirements and procedures for facility, equipment and materials maintenance
- Assess program’s facility and equipment need



Business Course Framework

8. Grant Writing & Fund Development

- Program fund development goals and objectives
- Setting fund raising goals, creating a timeline, compiling a list of prospective
- Donors by knowing your audience and asking the right people
- How and where to look for donors
- Raising money from special events and how to avoid pitfalls
- Ways to raise money: write a letter, make a call, visit your prospect, write a grant proposal
- Fund raising management and information systems

9. Time Organization and Management Strategies

- Tools for managing systems, including standard operating procedures
- Work flow analysis
- Daily schedules
- Scheduling time for specific tasks such as phone calls and emails