

### School Board Meeting



January 21, 2020

#### A Community Commitment



## Current Reality

- We have too many facilities (requiring appropriate staffing) for the number of enrolled students.
- Approximate loss of 250 students over 2 years.
- To provide direction to the SDCSC Board on the managing of our declining enrollment as it relates to finances, facilities, and overall function of the school district.
- The depletion of the Education Fund is a direct result of declining enrollment.



## Fact Sheet

#### **Moores Hill Elementary**

Fact: Moores Hill has lost the largest percentage of enrollment over the last decade.

Fact: Moores Hill is the least utilized building in the district.

Fact: Moores Hill represents the smallest portion of our total student enrollment.

Fact: Moores Hill could be absorbed into AES and DES with no new construction needed.

Fact: Moores Hill students could not participate in girls basketball or volleyball this year due

to lack of participation.



## Recommendation

The recommendation is to close Moores Hill Elementary at the conclusion of the 2019-2020 school year.



## The Plan

- Close Moores Hill at the conclusion of the 2019-2020 school year.
- Make the recommendation during a board meeting or at a special meeting.
- Begin a marketing campaign to retain as many MHES students as possible including building tours, parent meetings, curriculum opportunities, transportation, ECAs, etc...
- Continue to monitor enrollment at Manchester and Dillsboro for the 2020-2021 and 2021-2022 school years.

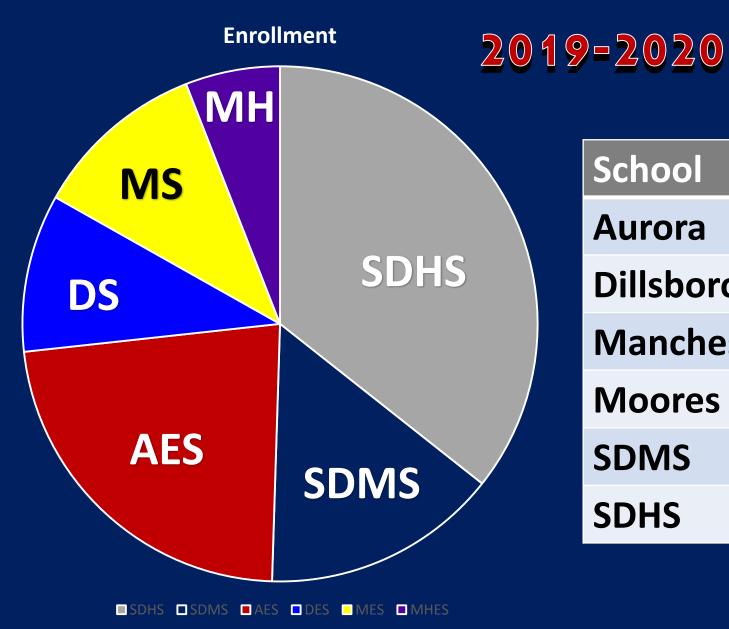


## The Plan

- Redistribute students from Moores Hill to Dillsboro and Aurora.
- Presentation of new district boundaries.
- Design one (1) bus route specific to new DES students for the 2020-2021 school year or allow for the extensions of current DES routes.
- Transport new AES students for the 2020-2021 using the current express routes from Moores Hill.
- Look at specific grade levels and teaching assignments at Dillsboro and Aurora for staffing purposes.

**MHES Roads.xlsx** 

### SDCSC Enrollment Representation



School	Percentage	Count
Aurora	22%	485
Dillsboro	11%	233
Manchester	11%	233
<b>Moores Hill</b>	6%	131
SDMS	16%	349
SDHS	34%	754

## Dilseere

Road	K	1st	2nd	3rd	4th	5th	6th	Total
Lauman Rd	2	0	0	1	0	0	0	3
Pine Tree Ln	1	0	0	0	0	0	0	1
Wilkerson Rd	1	0	0	0	1	0	0	2
Cold Springs Rd	0	2	0	0	1	1	0	4
Foreigner Rd	0	1	0	0	0	0	0	1
Long Branch Rd	0	0	1	0	0	1	0	2
Forest Ln	0	0	1	0	0	1	0	2
Watson Rd	0	0	1	0	0	0	0	1
Chesterville Rd.	0	1	0	0	0	0	1	2
Woodland Hills	0	0	0	0	0	0	1	1
Total	4	4	3	1	2	3	2	19
	34	30	36	37	34	25	38	
	38	34	39	38	36	28	40	
# Teachers	2	2	2	2	2	1	2	
	19	17	19.5	19	18	28	20	
Added Staff	0	0	0	0	0	0	0	

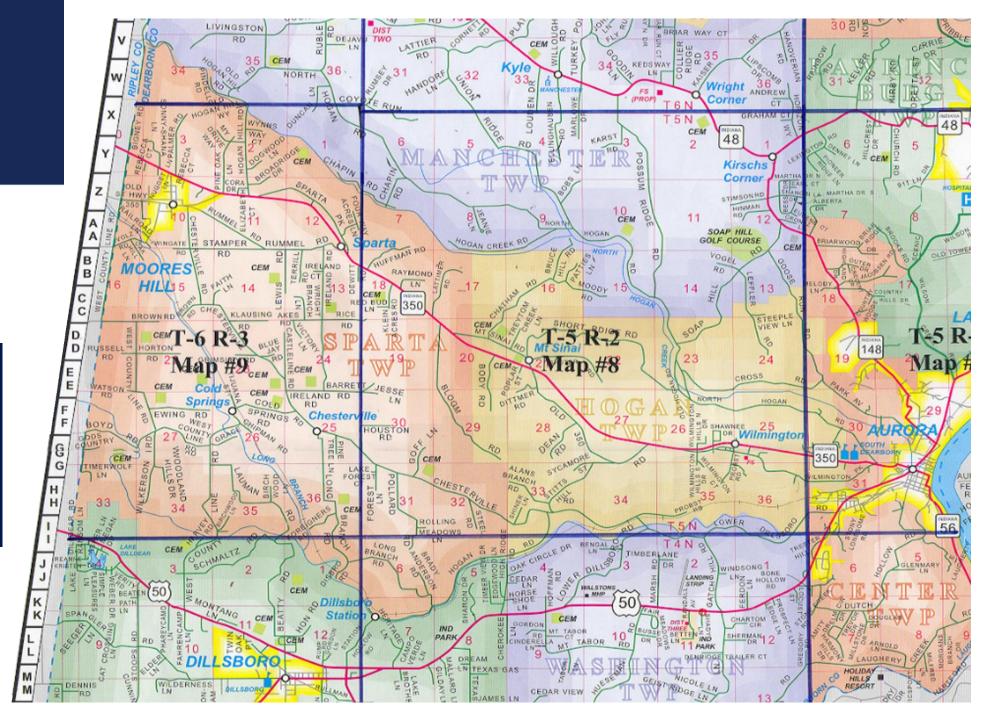


Road	K	1st	2nd	3rd	4th	5th	6th	Total
St Rd 350	2	2	1	1	2	4	0	12
Broadridge Dr	1	0	0	0	0	0	0	1
Lattimer Rd	1	0	1	0	1	0	0	3
Palmer Rd	1	2	0	0	0	0	0	3
Main St	7	1	1	2	1	2	2	16
Sparta Pike	1	1	0	0	0	0	0	2
Wingate Rd	1	0	0	0	0	0	0	1
Jesse Ln	1	1	0	0	0	0	0	2
Ares Rd	1	0	1	0	0	0	0	2
Second St	1	1	0	0	0	0	0	2
North Broadway St	0	1	0	0	0	0	0	1
South Broadway St	0	0	0	0	1	0	1	2
Manchester St	0	1	0	1	1	2	2	7
North East St	0	1	1	1	1	2	0	6
Ireland Rd	0	1	2	0	0	0	0	3
Klausing Rd	0	1	1	1	1	2	2	8
Hogan Hill Rd	0	1	0	0	0	1	0	2

Rummel Rd	0	0	1	0	0	1	0	2
Noble St	0	0	1	0	0	0	0	1
Sonny Shana Lane	0	0	1	0	0	1	1	3
Bloom Rd	0	0	0	1	0	0	1	2
Stamper Rd	0	0	0	1	0	0	1	2
Wood St	0	0	0	1	0	1	0	2
Oak Hill Ln	0	0	0	1	0	0	0	1
Dogwood Ln	0	0	0	0	2	0	1	3
College St	0	0	0	0	1	0	0	1
Rebecca Ct	0	0	0	0	2	0	0	2
Grimsley Rd	0	0	0	0	0	1	0	1
Huffman Rd	0	0	0	0	0	1	0	1
Chesterville Rd	2	2	2	1	2	1	0	10
Shadow Ln	0	0	0	0	0	0	1	1
Block Hollow Ln	0	0	0	0	0	0	1	1
High St	0	0	0	0	0	0	1	1
Total	19	16	13	11	15	19	14	107
	60	59	67	57	67	86	88	
	79	75	80	68	82	105	102	
# Teachers	3	3	4	3	3	4	4	
	26.3	25.0	20.0	22.7	27.3	26.3	25.5	
Added Staff	1	0	0	0	0	0	0	

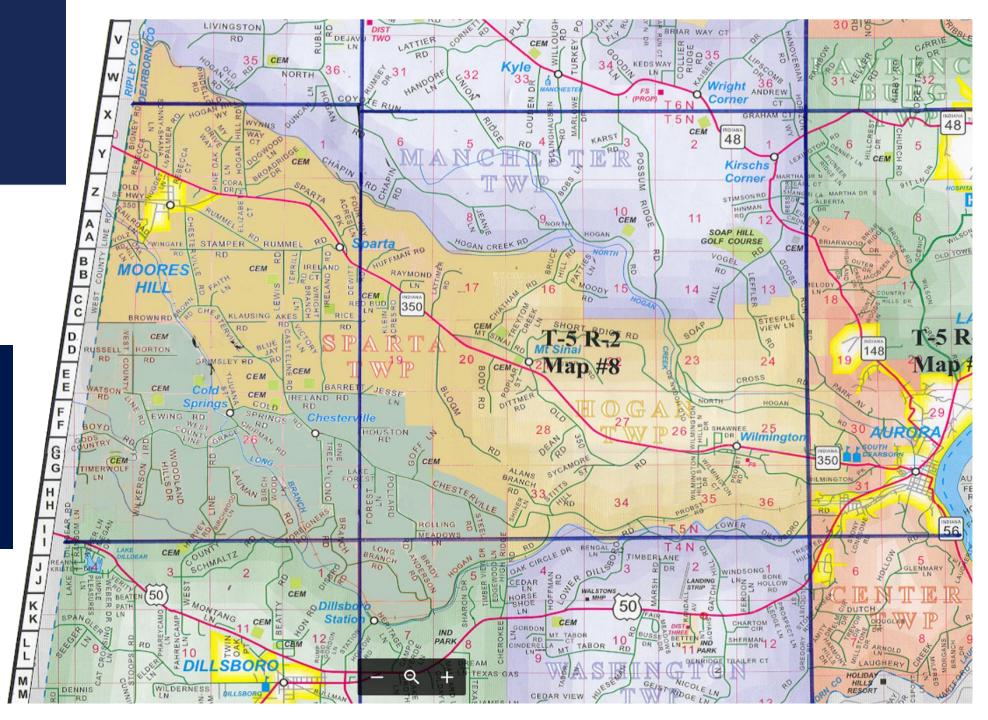


Current
Boundary
Map





Proposed
Boundary
Map





# Opportunities

- Safer Schools
  - Create additional school resource officer position at Manchester.
  - Relocate security equipment to other buildings.
- Retention of staff through competitive salaries and benefits.
- Programming improvement Title I, High Ability, Special Ed/Speech, ECA
- Pooling of resources into fewer buildings.
- Increase health services.
- Expansion of IT infrastructure.





#### **Education Fund**

- 1 Administrator \$100,000
- 6 Certified Staff \$420,000
- 2.5 Support Staff \$60,000

### Total Savings = \$780,000.00

#### **Education Fund: \$580,000.00**

Operations/Food Service Fund: \$200,000.00

#### **Operations Fund**

- 1.5 Custodians \$50,000
- Building Services
  - \$100,000

#### **Food Services**

• 3 Kitchen Staff - \$50,000



# 19-20 Savings

		Savings		
	Total Salary	Total Taxes	Total TRF	Total
SDHS	\$134,205.48	\$10,266.72	\$48,242.56	\$192,714.76
SDMS	\$30,005.83	\$2,295.45	\$20,797.03	\$53,098.31
AES	\$271,079.87	\$20,737.61	\$48,669.38	\$340,486.86
DES	\$451.74	\$34.56	\$14,239.48	\$14,725.78
MES	\$90,237.53	\$6,903.17	\$22,040.03	\$119,180.73
MHES	\$0.00	\$0.00	\$7,317.96	\$7,317.96
Total	\$525,980.45	\$40,237.51	\$161,306.44	\$727,524.40
	# of Teachers			
SDHS	2		18-19 ADM – 2,321	
SDMS	0		Est. 19-20 – 2,200	
AES	6		\$ per ADM - \$6,250	
DES	0		Revenue Lost - \$756,250	
MES	1			
MHES	0			
Total	9			



## SEI Enrollment Trends

Schools	2005-2006 Enrollment	2018-2019 Enrollment	Gain/Loss
Batesville	1949	2181	+232
Lawrenceburg	1552	2072	+520
S. Ripley	1335	1130	-205
Milan	1221	1083	-138
Sunman-Dearborn	4384	3680	-704
Franklin Co.	3117	2267	-850
Madison	3421	2766	-655
Greensburg	2162	2152	-10
Jennings Co.	5297	4187	-1110



## SEI Enrollment Trends

2019-2019 Enrollment

Gain/Loss

SCHOOLS V	2005-2006 Enfollment	2016-2019 Ellionnent	Gailly LOSS
Rushville	2650	2065	-585
Rising Sun	980	797	-183
Fayette Co.	4231	3498	-733
Jac-Cen-Del	968	824	-144
South Dearborn	3002	2345	-657
Switzerland Co.	1584	1522	-62
Decatur Co.	2252	1952	-300
Southwestern	1424	1379	-45

2005-2006 Enrollment

Note: Madison, Sunman-Dearborn, Rushville have closed schools in the last five (5) years.



#### North Dearborn Elementary Eyed For Closure; No **Board Action Yet**



**■ More from Local News** 

Wednesday, October 15th, 2014 7:28am







By Mike Perleberg (St. Leon, Ind.) - North Dearborn Elementary School may be the school most likely to close as Sunman-Dearborn Community School Corporation tackles a revenue crisis. The school district has suffered from lower enrollment and thus less funding in recent years. The enrollment figure has fallen from a high of 4,036 in 2010-2011 to 3,758 this year, according to interim Superintendent Dr. John Williams. During an October 9 meeting of the Sunman-Dearborn Board of School Trustees, Williams presented four closure plans to the school board. The plan to close North Dearborn Elementary appeared to arise as the favorite among those in attendance and some board members. Why North Dearborn Elementary? Williams said that North Dearborn Elementary is the only school in the district on which the bonds have been paid off. If the district were to close a school on which bonds are still active, the school corporation would have to pay off the bond immediately. VIEW A LETTER DETAILING SUNMAN-DEARBORN COMMUNITY SCHOOLS' FINANCIAL SITUATION AND A POWERPOINT EXPLAINING SCHOOL CLOSURE SCENARIOS HERE (PDF). If the school board votes in the



#### On Air



Your Hometown Radio Station playing Doug Stone - Why Didn't I Think Of That?



Florida Georgia Line

## Summan Dearborn

North

#### School board votes to close Mays Elementary

Frank Denzler Rushville Republican Mar 11, 2015



Mays

Elementary Closes

Rushville

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Perspective

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Classifieds

courierarea E.O. Muncie

## Elementary

eCou

Closes

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**Sports** 

MADISON CONSOLIDATED SCHOOLS

Obits

#### E.O. Muncie to close; most students will go to Anderson

Record

People

Byline info is not available

News

Thursday, January 12, 2017 3:02 PM

The ailing E.O. Muncie Elementary School will close at the end of the 2017-18 school year.

After three years of discussions, the Madison Consolidated Schools Board voted 3-2 Wednesday to approve a lengthy motion by member Carl Glesing outlining exactly how the district will deal with the school closure, including improvements needed to reopen Anderson Elementary School, how much the project will cost and how it will be paid for.



**Photos** 

E.O. Muncie Elementary (Courier file photo)

Glesing moved that the board

renovate and expand Anderson – which was closed several years ago and now serves as the district's early education center – to accommodate 75 percent of Muncie's kindergarten through fourth-grade students along with the preschool program. The romaining 25 paraont of Munaia students would be reassigned to other elementary





## Professional Opinions

• Former Superintendent, John Mehrle felt that closing Moores Hill was in the best interest of the district in 2014-2015.

 Three independent consultants have reviewed our enrollment and felt that closing Moores Hill was imminent.

• Current Superintendent, Eric Lows and his staff feel that closing Moores Hill at the conclusion of the 2019-2020 school year is in the best interest of the district.

**Board Meeting Minutes: October 19th, 2015** 

Dr. Mehrle reiterated that although the overall school budget continues to be relatively healthy, having too many facilities relative to students over the next few years will eventually negatively impact the budget and needs to be addressed.

Board Meeting Statement from James Wheat, President SDEA December 17<sup>th</sup>, 2019

"With me tonight from our executive committee, Rachel Ransom, secretary. And I also have three building reps: Judy Bramstedt, Sonya Gabbard, and Abby David. We have almost all of our buildings represented here tonight. At the meeting we had prior this afternoon, we had all of our buildings represented. What I would like to do right now is read a statement from our executive committee and membership and I will read it at this time."

"At the November school board meeting and in several previous meetings regarding the closing of buildings within the district and proceeding with the renovation plan previously discussed, Superintendent Lows presented his ideas to the board. I, James Wheat, President of the SDEA and with the support of our executive committee and membership, encourage the board to make a decision on this matter. We feel that the closing of the middle school would be detrimental to the corporation and to our students. In addition, we would welcome the opportunity to discuss how certified staff may be reassigned and other measures that may help secure the financial solvency of our school board. Thank you.

Michael Adamson <a href="mailto:madamson@isba-ind.org">madamson@isba-ind.org</a> Fri, Aug 23, 2019, 10:37 PM to me

Hello Eric,

Glad to be with all of you last evening. Not sure my presence did anything for the problem you are facing. From an outsider's perspective, the solution is clear and while it is a tough decision on a good day, it should not be as difficult as some of the board wants to make it. No one likes to close community schools, but if the buildings were all on one campus, this would not even be an issue. Your team did a great job of putting together all the data, but a split decision seems likely.

If I can be of assistance, do not hesitate to contact me.

Michael Adamson, Indiana School Boards Association



#### Frequently Asked Questions

- 1. Why is Moores Hill being recommended for closure by the superintendent's office over the other elementary schools?
  - **Answer:** Moores Hill is the least utilized building in the district and has lost the largest percentage of enrollment over the last decade. Moores Hill represents six percent (6%) of SD's enrollment and would affect the least amount of students in the corporation if that building were closed.
- 2. How does the closure of Moores Hill affect the time students spend on buses? Answer: Those students relocating to Dillsboro would most likely be shorter than the current ride. Those going to Aurora would be extended by no more than 12 minutes each way.



#### Frequently Asked Questions

- 3. Where does the savings come from by closing Moores Hill?

  Answer: Positions/Operational Costs 1 administrator, 6 certified staff, 2.5 support staff, 1.5 custodians, 3 kitchen staff = Approximately \$780,000.00 savings
- 4. How many teachers or staff would need to be relocated at AES or DES to next year to accommodate the addition of the Moores Hill students? Answer: 1 teacher at Aurora Elementary School
- 5. What possible cuts would be examined if the board decides not to support the recommendation of the superintendent regarding the closure of Moores Hill?

  Answer: Cuts to student programming, RIFs (Reduction in Force) across all employment categories, and larger class sizes.



#### Frequently Asked Questions

6. Why doesn't the district close all three outer buildings and move everyone on campus next school year?

**Answer:** To consolidate all the elementary schools into AES is not possible under the current floor plan. Additional classrooms would need to be added to each courtyard along with restroom facilities. Furthermore, the sixth grade would need to begin attending the current middle school making it a 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> grade building. **Approximate** building sizes would be:

South Dearborn Elementary School: 950 students

South Dearborn Middle School: 500 students

South Dearborn High School: 700 students



Frequently Asked Questions

- 7. What else has the corporation done to try to save money?

  Answer: We look at each position and related expenditure annually. We also examine vendor contracts, student to staff ratios, and operational costs routinely.
- 3. Why not move the middle school into the high school making it a seven (7) through twelve (12) grade configuration?

  Answer: One the middle school is the newest and nicest building in the district.

  Two the middle school is located on the campus Three –

  we owe the most amount of money on this building makes sense to use it. Four We feel that it is important for middle school students to have their own identity prior to entering high school and independent from elementary

students. Five – this is not supported by the administration or SDEA.



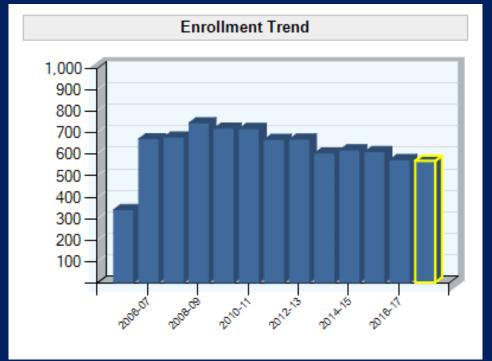
#### Frequently Asked Questions

- 9. Question: If Moores Hill were to be closed, would you as superintendent consider reopening the building? Answer: Yes. If the enrollment could reach 200+ students it would make it fiscally viable from a revenue to expenditure standpoint. (Franklin Township: Closed Acton/Wannamaker Both have reopened)
- 10. Question: Would some of the savings from closing Moores Hill be used to increase salaries for teachers and staff? **Answer:** Yes, pending board approval. We currently have the lowest starting salary in the county. There is a massive teacher shortage in Indiana and nationwide, so offering competitive salaries and benefits is becoming increasingly important to attract new teachers and for the retention of current staff. Staffing has a direct correlation to student programming.



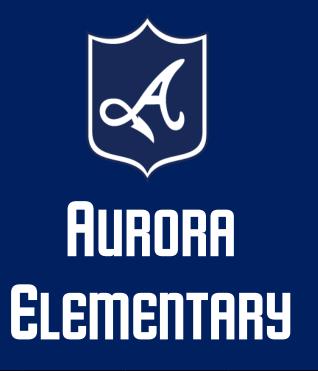
Frequently Asked Questions

11. Does the administration want to close Moores Hill so they can build a multi-purpose field or make other renovations at the high school including the pool and auditorium? **Answer:** Absolutely not. These pots or silos of money come from two completely different funding sources. The money saved from the closing of Moores Hill will be used to stabilize the education fund which pays for all items associated with educating students. Since the education fund is solely driven by enrollment, our fund has been declining at a rate equivalent to our enrollment. If the board decides to pursue a project of any sort, the school would sell bonds and that money would be paid through local taxes. The latest tax impact for a 10.7 million dollar project living in a \$100,000.00 home would be an estimated annual increase of \$12.84 or \$1.07 per month.

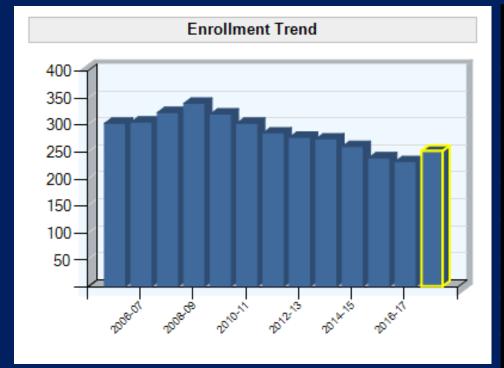


School Year	F/R Lunch
2007-08	43.4%
2008-09	50.9%
2009-10	49.3%
2010-11	53.1%
2011-12	55.1%
2012-13	54.7%
2013-14	54.5%
2014-15	57.5%

F/R Lunch
55%
52.6%
56.9%
TBA

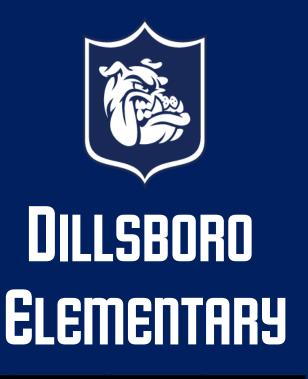


Grade	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Kindergarten	109	88	84	111	84	98	70	60	70	68	59
Grade 1	98	97	85	83	88	87	103	70	64	66	60
Grade 2	85	107	96	85	72	89	85	91	63	60	67
Grade 3	128	92	100	91	77	67	83	86	89	62	58
Grade 4	88	140	83	94	91	81	78	92	91	91	67
Grade 5	101	89	122	82	99	82	78	84	88	85	87
Grade 6	109	103	96	121	81	94	94	68	87	93	87
Enrollment	718	716	666	667	592	598	609	551	552	525	485

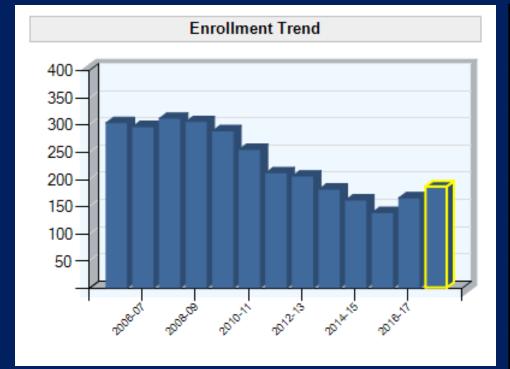


School Year	F/R Lunch
2007-08	20.8%
2008-09	23.6%
2009-10	27.0%
2010-11	27.8%
2011-12	32.4%
2012-13	38.0%
2013-14	42.9%
2014-15	45.6%

School Year	F/R Lunch
2015-16	48.3%
2016-17	49.4%
2017-18	51.8%
2018-19	TBA



Grade	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Kindergarten	44	42	38	31	50	28	31	33	52	33	34
Grade 1	50	51	44	35	27	51	22	31	33	40	29
Grade 2	46	47	41	42	33	27	44	20	32	31	36
Grade 3	44	46	43	46	37	34	28	46	23	35	37
Grade 4	44	34	47	41	43	37	32	27	44	25	34
Grade 5	40	43	30	46	44	42	37	35	27	34	25
Grade 6	51	39	41	35	39	43	44	39	38	25	38
Enrollment	319	302	284	276	273	262	238	231	249	223	233

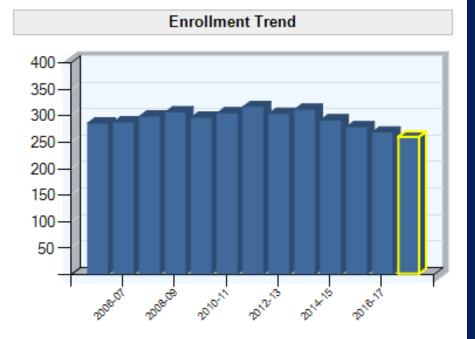


8% 2%
2%
8%
7%
1%
1%
6%

F/R Lunch		
59.4%		
61.8%		
67.7%		
TBA		



Grade	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Kindergarten	36	24	26	30	27	20	17	41	54	22	24
Grade 1	44	35	21	19	26	30	26	26	25	19	22
Grade 2	33	35	34	23	16	18	19	22	23	21	16
Grade 3	40	32	30	29	24	21	16	22	25	17	14
Grade 4	31	42	29	32	30	14	20	22	23	22	18
Grade 5	57	29	45	29	32	28	15	20	21	19	21
Grade 6	47	57	26	43	26	29	25	14	16	22	16
Enrollment	288	254	211	205	181	160	138	167	187	142	131



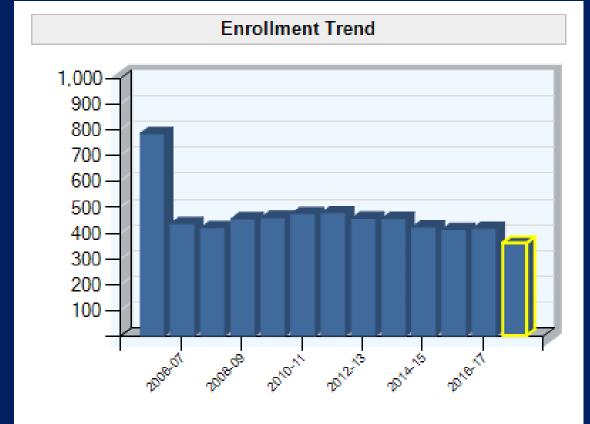
Year Lunch	1		
2007-08 19.5%	6		
2008-09 27.8%	6		
2009-10 26.4%	26.4%		
2010-11 29.3%	6		
2011-12 33.5%	6		
2012-13 38.0%	6		
2013-14 38.9%	6		
2014-15 38.0%	6		

School Year	F/R Lunch			
2015-16	37.8%			
2016-17	35.8%			
2017-18	40.5%			
2018-19	TBA			



### Manchester Elementary

Grade	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Kindergarten	37	50	50	39	38	36	26	34	38	29	30
Grade 1	39	37	44	50	42	40	41	28	35	41	25
Grade 2	54	35	41	42	54	38	35	38	28	40	39
Grade 3	39	55	31	38	47	53	42	35	37	31	40
Grade 4	51	37	53	37	41	43	49	42	38	38	24
Grade 5	40	52	45	54	36	45	43	48	38	36	40
Grade 6	36	38	52	43	53	32	42	43	42	38	35
Enrollment	296	304	316	303	311	287	278	268	256	253	233

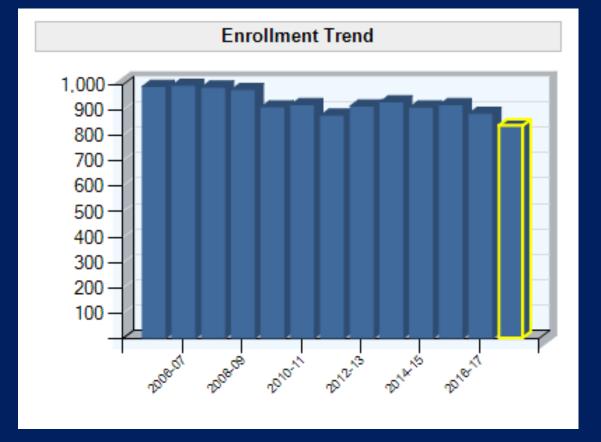


I	School Year	F/R Lunch
	2005-06	27.7%
	2006-07	28.6%
2	2007-08	30.9%
	2008-09	29.6%
2	2009-10	37.4%
	2010-11	40.3%
	2011-12	42.7%
	2012-13	45.6%
	2013-14	47.2%
	2014-15	49.1%

School Year	F/R Lunch			
2015-16	51.8%			
2016-17	47.8%			
2017-18	50.1%			
2018-19	TBA			



Grade	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Grade 7	217	249	230	218	230	198	210	195	170	179	175
Grade 8	240	223	245	236	223	224	201	215	192	168	174
Enrollment	457	472	475	454	453	422	411	410	362	347	349



School Year	F/R Lunch
2005-06	14.3%
2006-07	16.8%
2007-08	18.8%
2008-09	20.6%
2009-10	24.9%
2010-11	26.9%
2011-12	33.0%
2012-13	38.6%
2013-14	39.1%
2014-15	40.7%

School Year	F/R Lunch			
2015-16	38.5%			
2016-17	40.0%			
2017-18	40.3%			
2018-19	TBA			



Grade	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Grade 9	223	251	231	247	239	219	242	213	215	197	174
Grade 10	215	231	237	227	245	234	216	242	205	214	201
Grade 11	234	194	211	228	216	242	225	203	230	198	198
Grade 12	229	230	189	198	218	204	222	209	182	215	181
Grade 12+/Adult	8	12	8	13	11	14	13	11	11	7	
Total Enrollment	909	918	876	913	929	913	918	878	843	831	754

## By the Decade

2009-2010 VS. 2019-2020

Grade	2009-10	2019-20	<b>Enrollment Loss</b>	Percent Loss
Aurora Elementary	718	485	-233	32%
Dillsboro Elementary	319	233	-86	27%
Manchester Elementary	296	233	-63	21%
Moores Hill Elementary	288	131	-157	55%
South Dearborn Middle School	457	349	-108	24%
South Dearborn High School	909	754	-155	17%

Corporation				
Enrollment	Grade	HS Grad. Class	Size of HS	<b>High School Enrollment Loss</b>
147	K	Class of 2032		
136	1	Class of 2031		
158	2	Class of 2030		
149	3	Class of 2029	590	-4
143	4	Class of 2028	586	37
173	5	Class of 2027	623	18
176	6	Class of 2026	641	26
175	7	Class of 2025	667	31
174	8	Class of 2024	698	1
174	9	Class of 2023	699	25
201	10	Class of 2022	724	23
198	11	Class of 2021	747	7
181	12	Class of 2020	754	

# Passionate Moores Hill Residents Come Out To Fight Possible School Closure

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Thursday, June 25th, 2015 7:28am

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By Travis Thayer: South Dearborn Community Schools district residents packed Moores Hill Elementary Wednesday night to voice their concerns over the district's proposal to close a school. Photo by Travis Thayer, Eagle 99.3. (Moores Hill, Ind.) – Citizens in the South Dearborn Community Schools district had the opportunity to voice their concerns Wednesday night over the district's proposal to close a school. Moores Hill Elementary School has long been identified as the school that would most likely be closed if the Board of School Trustees decides to go that route to maintain fair class sizes and reduce costs as enrollment in the district continues to decline.

# Moores Hill School Closure Could Cost Town Identity, Loss Of More SD Students

Thursday, June 11th, 2015 7:28am

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By Mike Perleberg Moores Hill residents and parents voiced their concerns about a proposed closing of Moores Hill Elementary School during a meeting of the South Dearborn Community Schools Board of Trustees on Wednesday, June 10. Photo by Mike Perleberg, Eagle 99.3. (Aurora, Ind.) – The small, sleepy town of Moores Hill could lose its identity if South Dearborn Community Schools decide to close Moores Hill Elementary starting in the 2016-2017 school year. That was the plea from several Moores Hill residents who attended a work session of the South Dearborn Community Schools Board of Trustees on Wednesday. The school board is considering closing a school to help keep the district's costs in line with falling revenues caused by shrinking enrollment numbers. "Easy thing would be to put this aside and ignore all this," said Mehrle. "My opinion, academically, is that as a corporation we have too many buildings for not enough students."