

Achievement & Opportunity

CD/SMM

December 15 & 16, 2015

SYLLABUS

Subject: YTD Review: Quantified Vision, Achievement & Opportunity

Presenter: Nick Gomez, COO

Description

The group will review YTD outcomes on the College's quantified vision. Cumulative performance will be reviewed on three measures: graduation rate, placement rate, and census. Individual campus performance will be highlighted and Campus Directors will participate in an evaluative exercise of campus action.

Outcomes

Upon completion of this workshop, participants will:

- *Discern* institutional and their campus performance on graduation, placement and census
- *Evaluate* campus action taken on graduation and placement, where a performance gap was present

Assessment

- CD will document campus actions taken to address performance gaps in 2015 and will evaluate success of those actions on outcome achievement

Subject: Operational Review: Expenses - Indirect

Presenter: Russ Lebo, CFO

Description

The group will discuss the definition of indirect expense, review illustrations and consider its scope relative to direct expense. Individual campus variance reports on indirect expense will be reviewed and Campus Directors will participate in an evaluative exercise of campus action.

Outcomes

Upon completion of this workshop, participants will:

- *Identify* indirect expenses for 2015 Q3 & Q4 for their campus
- *Discern* indirect expenses of materiality
- *Evaluate* campus action taken to address variances

Assessment

- CD will document campus actions taken to address indirect expense variances of materiality in 2015 and will evaluate success of those actions

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Subject: Building Capacity: Historical Arch

Presenter: Nick Gomez, COO

Description

The group will briefly review the structural components (strategy map, ops dashboard, flash report, detailed expense report) put into place over the past three years. Recognizing how this structure has positioned the College to employ data-driven decisions, we look to the next piece of critical data: revenue.

Outcomes

Upon completion of this workshop, participants will:

- *Recall* the structural components put in place throughout the College
- *Recognize* the opportunity to incorporate revenue data to inform decision making

Subject: Revenue: Informing Action

Presenter: Russ Lebo, CFO & Scott Perry, Financial Analyst

Description

The group will review how revenue is calculated. Recognition will be built on the distinction and impact of start variability by program, with the group engaging with a revenue forecasting model.

Outcomes

Upon completion of this workshop, participants will:

- *Recognize* how revenue is forecasted
- *Discern* how revenue forecast can be impacted by variability in program starts

Assessment

- Campus Directors will work in groups with a revenue model; modeling different population and revenue forecasts

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Subject: 2016 Vision, Map & BSC
Presenter: Nick Gomez, COO

Description

The group will review draft changes to the College vision, strategy map and BSC for 2016. Dialogue will center on the map as a communication tool and the external factors that help to inform the time horizon of one year.

Outcomes

Upon completion of this workshop, participants will:

- *Identify* measures and targets from the vision and BSC
- *Recognize* potential performance gaps

Assessment

- CD will document potential performance gaps in 2016 Q1 & Q2 and will identify those requiring immediate action

Subject: Expenses: A Deep Dive
Presenter: Russ Lebo, CFO

Description

Building on the prior coverage of indirect expense, the group will review direct and indirect; variable and step; and controllable and noncontrollable costs. Individual campus expense forecasts will be reviewed and Campus Directors will participate in an evaluative exercise to determine top expenses of materiality, with a view to prospective actions needed given revenue fluctuations.

Outcomes

Upon completion of this workshop, participants will:

- *Identify* projected expenses for 2016 Q1 & Q2 for their campus
- *Discern* expenses of materiality
- *Formulate* potential campus actions, given revenue deficit

Assessment

- CD will document top five expenses of materiality in both direct and indirect expense
- CD will document potential actions, given revenue deficit

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Subject: 2016 Budget: Evaluate and Plan

Presenter: Russ Lebo, CFO

Description

Building on previous coverage with revenue modeling and the expense deep dive, the group will review 2016 budget (population, revenue and expense forecast). Campus Directors will identify starts by program; drop, grad and restart projections; and associated expenses projections. They will then participate in a group exercise to identify any potential challenges and generate shared ideas on how they might be addressed.

Outcomes

Upon completion of this workshop, participants will:

- *Identify* their projected operating margin
- *Discern* potential challenges
- *Formulate* ideas to address potential challenges identified

Assessment

- CD will document target margin for their campus
- CD will document potential challenges identified and ideas generated to address