

class #14

- midterm review monday, 11/18
- return quiz 4
- persuasive talk checklist
- sensitive issues
- the business plan talk: crux & objectives
- more figures
- making numbers meaningful

clip of the day

raising sensitive issues

Raising the Issue

1. agree to have conversation.
2. identify issue.
3. ask questions.
4. state where you agree
5. state where you disagree.
6. diffuse blame
7. agree on a solution.
8. make nice.

a little review

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” — Maya Angelou

The roman emperor forgot the most important rule of imperial rule: Either take care of the army or the army will take care of you.

It is time for Congress to put children before deadly dogmas. It's time for politicians to start focusing more on protecting our schoolyards than putting together their next fundraiser. It's time for Washington to stop trying to win endless wars overseas when we're losing the war at home ... For the sake of my four children and yours, I choose life and I choose change."--Joe Scarborough after Sandy Hook shootings

defining/redefining

i'm not a destroyer of companies; i'm a liberator of them

(also antithesis)

if being a nerd means knowing what i'm talking about, then i'm a nerd

The point is, ladies and gentleman, that greed, for lack of a better word, is good. Greed is right; greed works. Greed clarifies, cuts through, and captures the essence of the evolutionary spirit. Greed, in all of its forms: greed for life, for money, for love, for knowledge, has marked the upward surge of mankind.

GNP does not equal Quality of Life
"Yet the gross national product does not allow for the health of our children, the quality of their education, or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages; the intelligence of our public debate or the integrity of our public officials. It measures neither our wit nor our courage; neither our wisdom nor our learning; neither our compassion nor our devotion to our country; it measures everything, in short, except that which makes life worthwhile. And it tells us everything about America except why we are proud that we are Americans."

Robert F. Kennedy Address, University of Kansas, Lawrence, Kansas, March 18, 1968

The result is one of those deals where one wrong decision early on blossoms into a lush nightmare of unintended consequences. We thought we were just letting a friend crash at the house for a few days; we ended up with a family of hillbillies who moved in forever, sleeping nine to a bed and building a meth lab on the front lawn. --Matt Taibbi in Rolling Stone on the Wall Street Bailouts

Human speech is like a cracked kettle on which we tap crude rhythms for bears to dance to, while we long to make music that will melt the stars. --Flaubert

Charter Schools appear in the sheep's clothing of choice and innovation disguising the wolf who wants to privatize everything public. --jw

Lynne Varner showing up on this blog would be as likely Marie Antoinette showing up to volunteer at a left-bank soup kitchen. --jw

Newest Seahawk Percy Harvin is suddenly Seattle's Most Interesting Man. To hear Pete Carroll and John Schneider tell it, Harvin put the first set of jeans on Smokey Bear, outwitted Steven Colbert and advised Pope Benedict it was time.

Much less one that was labeled in various media accounts as a head case, a time bomb, a diva and a serial remover of the "do-not-remove" tags on pillows during his four-year incarceration with the Minnesota Vikings.

Those kinds of unkindnesses don't seem to have followed Seattle's Marshawn Lynch, Bruce Irvin or other alleged malcontents during Carroll's tenure. Carroll apparently lays hands upon them and the youngsters abruptly leap into a Norman Rockwell painting.

what is the crux?

energy center:

why this? why now?

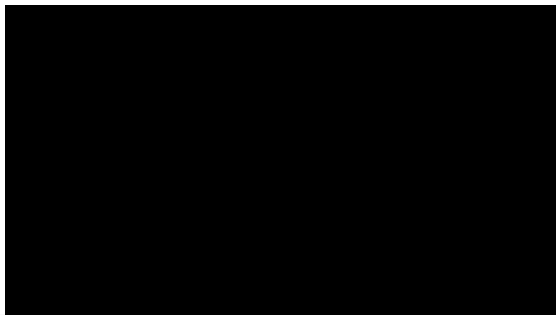
how is it different?

everything you say should be proving to the investor:

people want it

nobody else is doing it in this market

student samples:



thinking visually

I'm on a mission to crash an ethos frame . . .
the "slideument" frame:

Board Executive Summary

The lack of consistency between the budgets presented to the board and public and the budgets filed with OSPI masks excessive growth in Central Administration

- The Superintendent's Proposed Operating budgets are inconsistent with the F-195 budget reports filed with OSPI
- The total amounts of the budgets are the same; categories within the budgets are substantively different. The 2008-09 budget presented to SPS board lists "Core Administration" as composing 2.8% of the total operating budget, \$15.3M, while the budget filed with OSPI reveals Central Administration as composing 8.1% of the total operating budget, \$45.1M
- Many administrative costs (Supervision of Instruction, Supervision of Nutrition, Supervision of Transportation and Supervision of Buildings) have been assigned to other categories without explanation. All other districts examined report these costs as Central Administration

SPS' Central Administration costs have increased steadily for a decade, despite declining enrollment

- Central administration FTEs have increased 48% since 1998. Enrollment in the same period has declined 7.5%
- Central Administration cost growth is 96% in the last decade, well out of line with growth in the overall operating budget and other budget sectors
- Growth trend has not abated since State Auditor called attention to top-heavy administrative structure

Seattle's administrative burden compares unfavorably to other large districts in the state which are growing more efficient not less

- Other large districts now face similar demographic complexity & faster rates of change, but have curtailed administrative growth more effectively than SPS
- Seattle's Central Administration is large when compared with similarly-sized districts nationally as well

Central administration staff has continued to grow through enrollment declines and the state auditor's report calling attention to overstaffing

Central Staffing Growth

	2000-01	2008-09	% Change
Central Administration FTEs	308	395	17.4%
Enrollment	44,731	42,551	-5.1%
Classroom Teachers	2,841	2,675	-4.3%

- **The 2008 state auditor's report highlighted administrative overstaffing as early as 2003-04**
 - "SPS has 29% more executives, managers and supervisors per student than the average." — State Auditor's Report, 2008
 - The report estimated that if unchecked, Central Administration overstaffing would cost SPS \$10.5M over five years

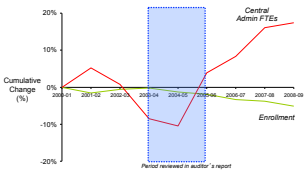
- **SPS' response was that it faces unique challenges that justify higher levels of administrative staffing**
 - "[SPS] is unlike any other district reviewed... in terms of scale and complexity." — SPS's response to the State Auditor's report
 - SPS's response to the State Auditor also indicated that the Strategic Plan includes "the periodic evaluation of administrative staffing levels that is appropriate."
 - SPS stated that the Strategic Plan "includes strategies to strengthen our leadership and systems, with the expectation of future efficiency gains."

- **Central Administration staffing has increased since the State Auditor's report**
 - Nearly 50 additional administrative staff have been added since the period reviewed in the report

- **Understanding how SPS compares to other districts may help inform what level of administrative staffing premium is justified**

Enrollment Growth v. Administrative Staff

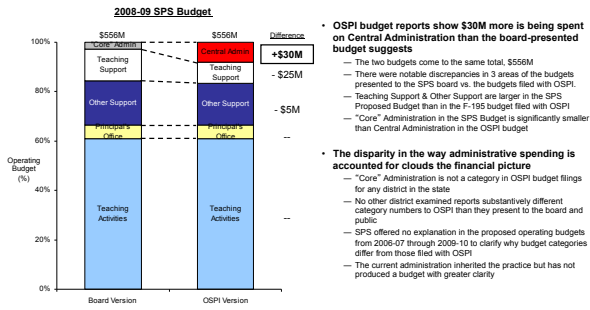
— 2000-01 to 2008-09 —



— Sources: OSPI F-195 Budget Reports and OSPI School Report Cards, 2003-04 through 2008-09; "Performance Audit Report: School District of Administrative and Support Services: Edmonds, Evergreen, Federal Way, Kent, Lake Washington, Puget Sound, Seattle, Spokane, Tacoma and Vancouver." Report No. 1000013. "Washington State Auditor Brian Sonntag, September, 2008"

Categories in SPS proposed budgets are inconsistent with what has been filed with OSPI

Classification of Administrative Spending



- OSPI budget reports show \$30M more is being spent on Central Administration than the board-presented budget suggests
 - The two budgets come to the same total, \$556M
 - There were notable discrepancies in 3 areas of the budgets presented to the SPS board vs. the budgets filed with OSPI.
 - Teaching Support & Other Support are larger in the SPS Proposed Budget than in the F-195 budget filed with OSPI
 - "Core" Administration in the SPS Budget is significantly smaller than Central Administration in the OSPI budget.
- The disparity in the way administrative spending is accounted for clouds the financial picture
 - "Core" Administration is not a category in OSPI budget filings for any district in the state
 - No other district examined reports substantively different category numbers to OSPI than they present to the board and public
 - SPS offered no explanation in the proposed operating budgets from 2005-07 through 2009-10 to clarify why budget categories differ from those filed with OSPI
 - The current administration inherited the practice but has not produced a budget with greater clarity

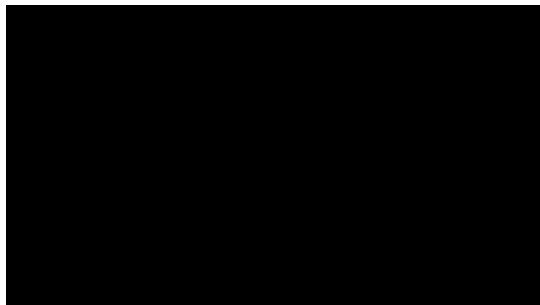
— Source: OSPI F-195 Budget reports, Superintendent's Proposed Operating Budgets for 2006-2007 through 2009-09

whatever you may think of my mission, remember this . . .

people cannot read and listen at the same time

they just can't

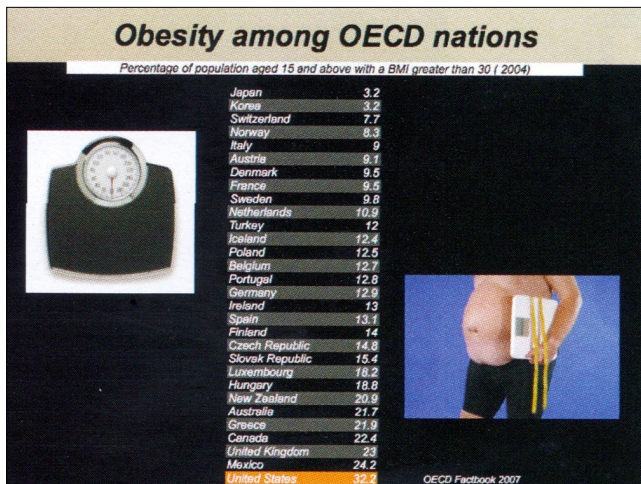
Nancy Duarte on preparing slides:



then, figure out a way to do it

rule of thumb

one slide, one insight

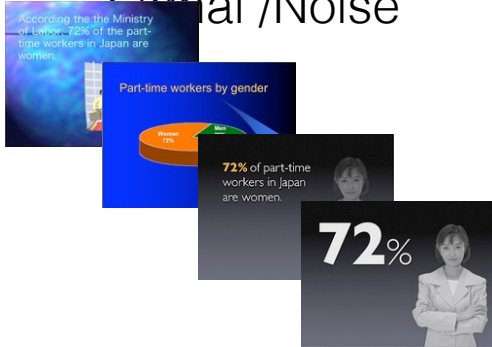


Smoking rates for 2002 (Men)



Source: WHO

Signal / Noise

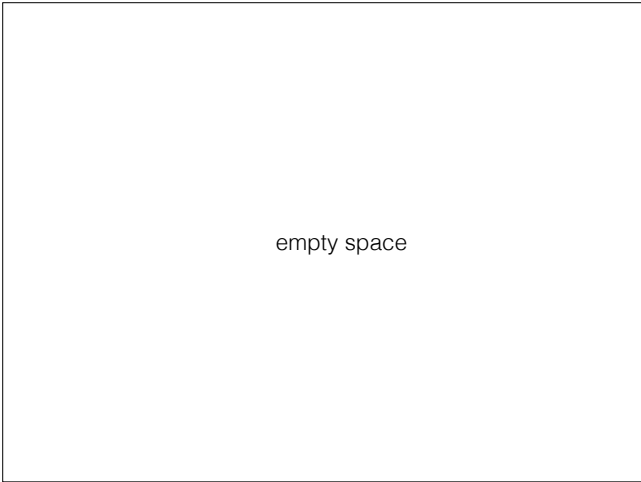


using text effectively

A typical teenage boy in the USA gets about 10% of his daily calories from soda.



Source: Fast Food Nation



empty space



rule of thirds



repetition

