

class #14

- clip of the day
- midterm on thurs.
- more figures
- the business plan: market opportunity & financials
- Thinking visually & making numbers meaningful

clip of the day

shortest TED talk ever given:



- midterm review wednesday, 3-4 +, 2/26, SMI 405
- 90 minutes--100 points
- use the study guide!
- skill questions: passive voice identifying & flipping, rewriting problem sentences, situation analysis, who/whom.
- concept questions: e.g., key phrase associated with 'proactive'. review coursepack and slides.
- pto questions: 'verbal abuse', comma sutra, & 'saying is believing'.
- presentation zen--especially stuff from class

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.

metaphor, simile, analogy

$x = y$, when x is familiar and y is strange or surprising in a way that delivers an insight or a deeper understanding or a laugh.

computer is a bicycle for the mind

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

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.

business plan

market opportunity

everything you say should be proving to the investor:

people want it

nobody else is doing it in this market the way we are

student samples:



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

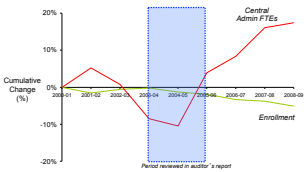
- **SPS' response was that it faces unique challenges that justify higher levels of administrative staffing**
 - "SPS is unlike any other district reviewed... in terms of scale and complexity." — SPS's response to the State Auditor's report
 - SPS's response to the State Auditor also indicated that the 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

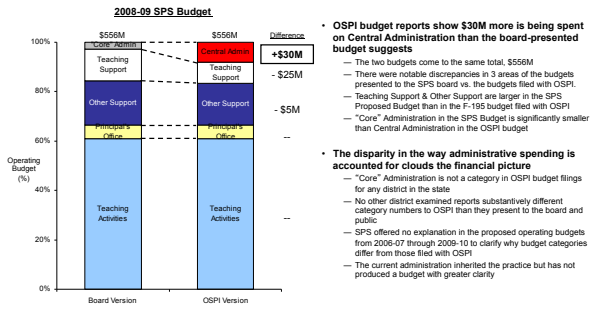
— 2000-01 to 2008-09 —



— 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 2009-10

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

use sticky notes, as Duarte suggests

or . . .

just story board it

lay out the key points of your text to the right, and figure out how you want the slide to help “deliver the insight” visually

(see GR p. 87)

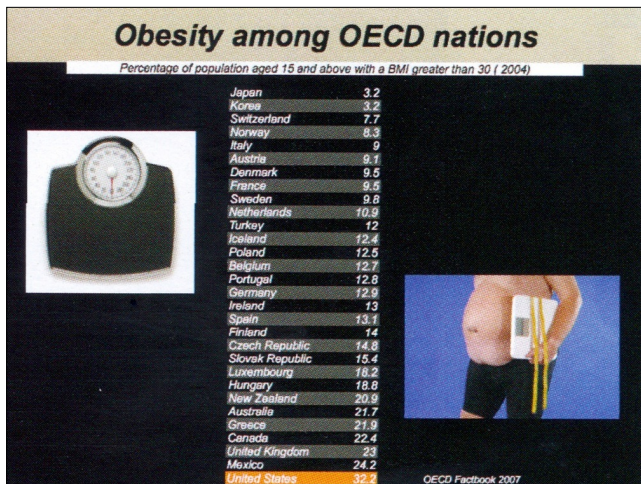
first, determine conceptually what you want to achieve with the slide

(what image or chart or text would work best here? sketch it out)

then, figure out a way to do it

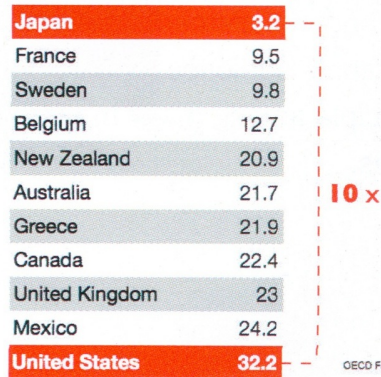
rule of thumb

one slide, one insight

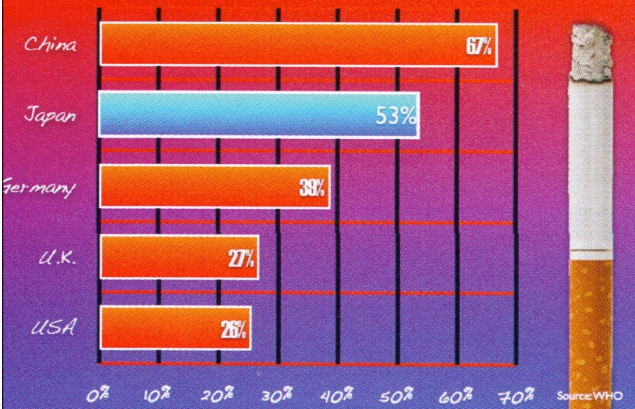


Obesity among OECD nations

Percentage of population aged 15 and above with a BMI greater than 30 (2004)



Smoking rates for 2002 (Men)

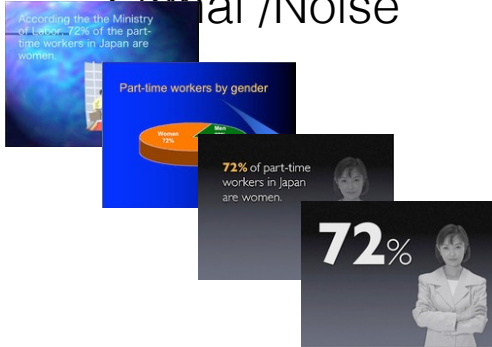


Smoking rates for 2002 (Men)



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

**Aerobic exercise
boosts brain function**



3.4 cups/day

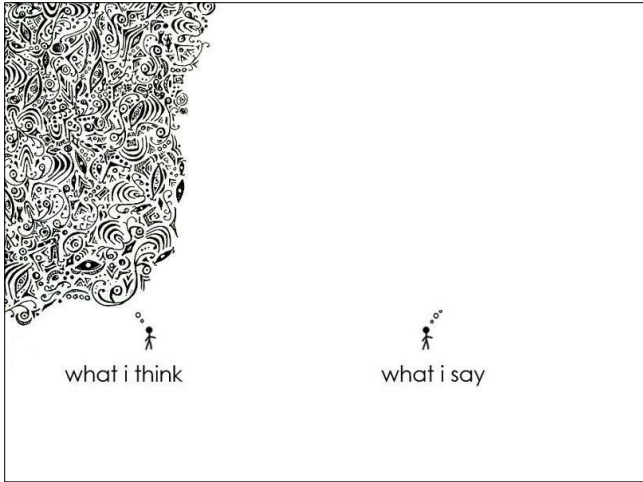


rule of thirds

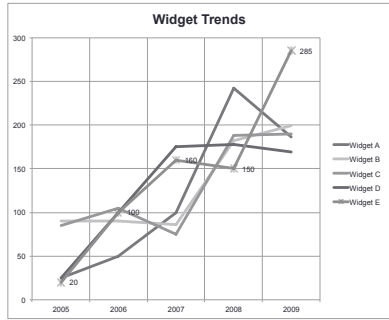


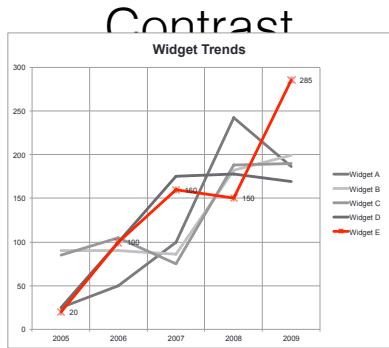




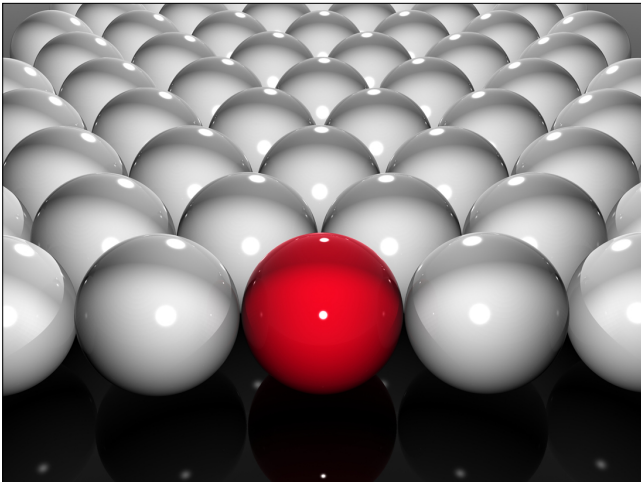








repetition



armada karaoke

business plan

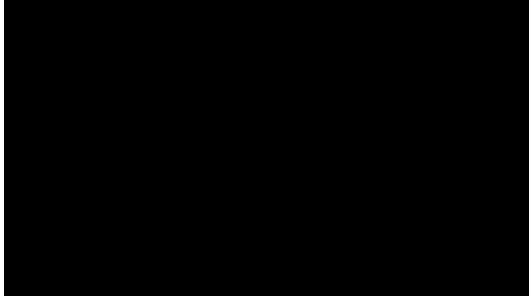
crux of revenues and expenses

resistance frames

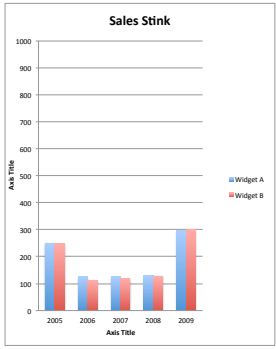
investor offering crux

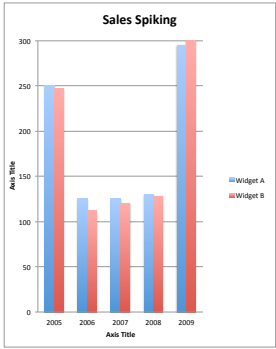
resistance frames

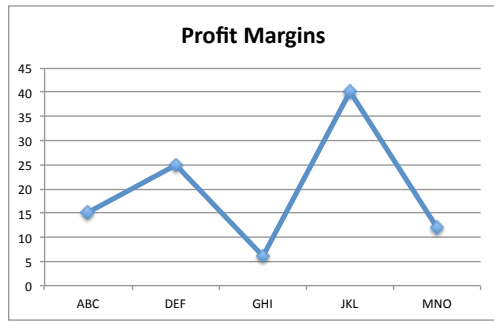
Money Talk

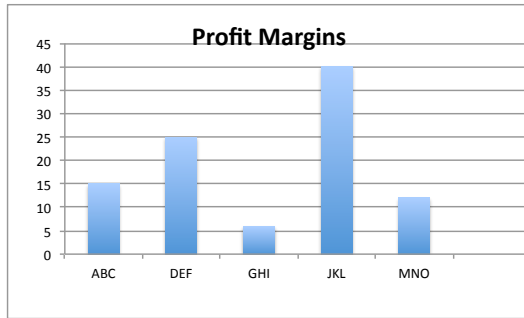


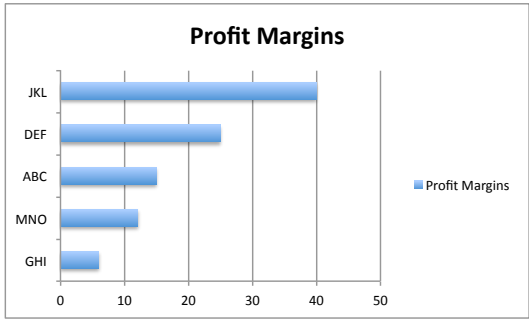
effective charts











effective charts

- summary: expository tool--tables do this, too
- picture superiority: tells a visual story
- punchline: emphasizes a key insight
- simplicity: makes it easy for audience to grasp in an instant
