

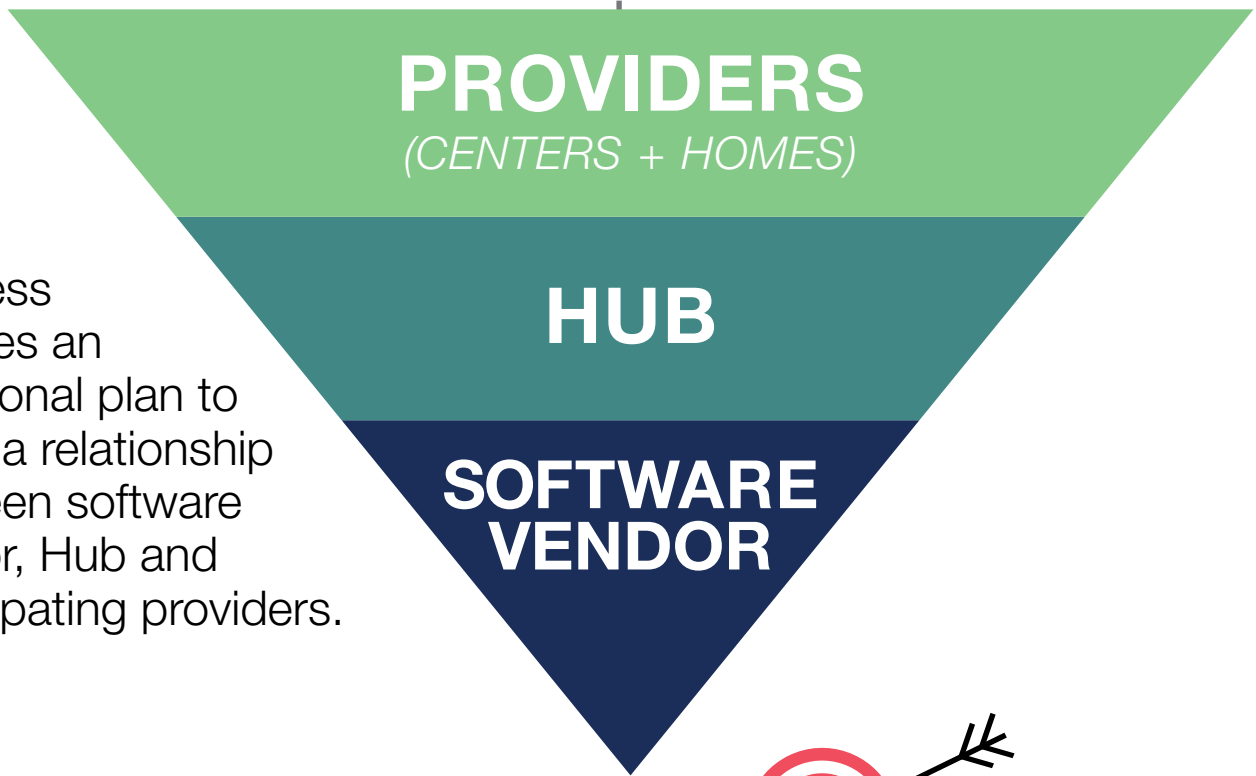


Opportunities  
Exchange

# SUSTAINABILITY + TECHNOLOGY

Making Business  
Leadership Real:  
The Role of Automation

October, 2019



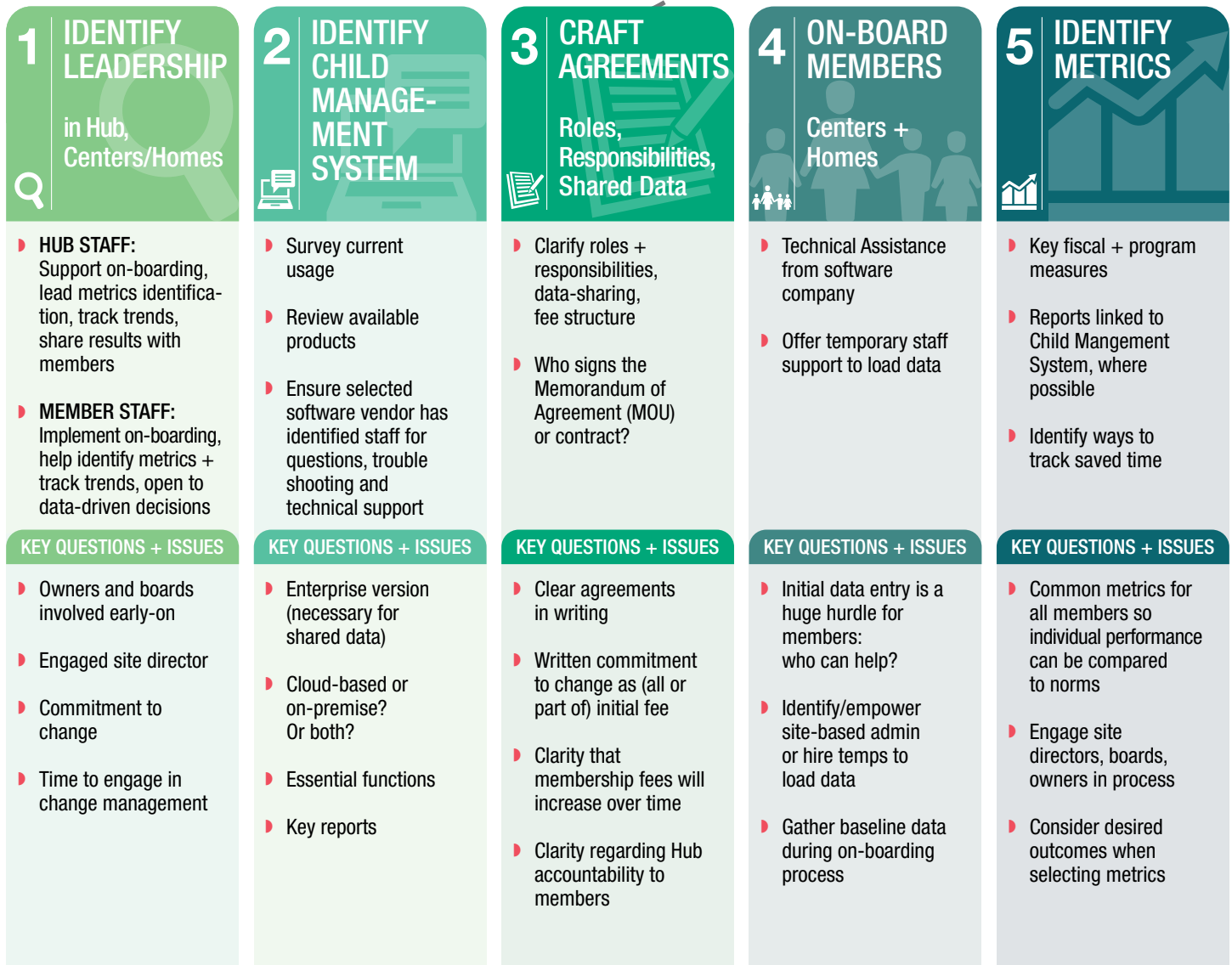
Success requires an intentional plan to guide a relationship between software vendor, Hub and participating providers.

**FINANCIAL**   
**SUSTAINABILITY**

the process continued ►



# Data-Informed Leadership: The Process



steps continued ▶



# Data-Informed Leadership: The Process continued

## 6 DEVELOP DASHBOARD (track metrics)



- ▶ Tool to track + report metrics
- ▶ User-friendly
- ▶ Baseline data essential

### KEY QUESTIONS + ISSUES

- ▶ Easy to understand: graphs, charts
- ▶ Able to share with board + owners monthly
- ▶ Aligned with data needed by funders, policymakers

## 7 GUIDE DATA-INFORMED LEADERSHIP

### Staffing, Fiscal, Policy



#### STAFFING:

- ▶ Help build site-based leadership + understanding of business metrics
- ▶ Plan to shift \$ from admin to classroom
- ▶ Craft tools/process for on-going reflective supervision

#### FISCAL:

- ▶ Feedback loop: Hub to members
- ▶ Share data/trends
- ▶ Help members reflect
- ▶ Craft management strategies to address fiscal challenges

#### POLICY:

- ▶ Share business leadership process + key metrics with policymakers
- ▶ Ask technology partner to create API links to public systems
- ▶ Use data to inform advocacy; cost in lieu of market prices; waivers for alternative staffing, etc.

### KEY QUESTIONS + ISSUES

- ▶ Track % personnel admin vs. classroom vs. support
- ▶ Streamline admin staff via fully-implemented technology
- ▶ Identify pedagogical leader at each site
- ▶ Shift resources from admin to paid time for reflective practice (pedagogical leaders + teachers)

- ▶ Enrollment: track + report cost of vacant slots by classroom
- ▶ Bad debt: reconcile billing + collections from public \$ + tuition; track gap
- ▶ Cost per child: calculate costs by classroom; use to inform rates

- ▶ How can data shape improved policy?
- ▶ How can data gathered in automated systems inform rate-setting?
- ▶ Could the Hub manage a subsidy contract on behalf of participating centers or homes?

**FINANCIAL  SUSTAINABILITY**