

Month	Communication of Financial Analysis or Information	Mode of Delivery	Audience	Purpose
September - November	Listening Tour (CAO/DFL)	In-person meetings with 1-2 handouts	Each team (~20 meetings)	Share update on our financial health (year-end results, reserves, endowment, and opportunities/challenges ahead) and priorities of the Dean. Show explicit alignment between strategies and resources. Hear from staff what is on their mind and aggregate themes to help inform mgmt team decisions.
October	Annual Report Card	Email, in-person presentation	Faculty, Senior Staff, and Advisory Board	Show 3-yr trend on a series of metrics (financial and non-financial) that give us a snapshot view of the health of the school and where we need to prioritize our resources.
November	Long-Range Planning & scenarios, sensitivity analyses (including review of balance sheet items and endowment inventory)	In-person discussion	Dean, Mgmt team	Help inform 5-7 yr financial health of the school and understand most important drivers as we prepare for the budget process.
November	Degree Program P&L Presentation	In-person meetings with degree program committees (with presentation)	Dean, Assistant Deans, Faculty Directors & Mgmt Team	Helps us understand how much more/less profitable each of our degree programs has been – allocates faculty, GSIs, direct and some indirect costs, based on a series of assumptions.
January	Pre-Budget strategy meetings	In-person meeting	Financial Analysts with each budget owner (DFL attends)	Review historical information, metrics about the program or department and discuss high level priorities for the team, resource constraints, and ideas for cost reductions on their team. Complete form/chart to outline opportunities for inter-department collaboration.
February	Roll-up budget requests, categorize Green, Yellow or Red, and review with Dean and Mgmt team	In-person meeting	Dean, Mgmt Team	Based on investment requests from all units during the first round of budget conversations. Provides starting point for Dean and senior administrators to prioritize resource decisions.
March	Communicate back to Senior Staff summary of the budget decisions	Email	CFO, Senior Staff and budget owners	To close the loop on budget conversations and budget requests so leaders have clarity.
April	Communicate to budget managers about tools we have to help track budget: <ol style="list-style-type: none"> 1. Monthly Reports in SmartView 2. Forecast tracker 3. Budget Guidelines 4. Quarterly forecast in-person meetings 	Email, and in person trainings: <ol style="list-style-type: none"> 1. Google drive, available for budget managers 2. Google drive 3. Website 4. In-person meetings 	Budget Managers, Finance Team: <ol style="list-style-type: none"> 1. Budget managers, financial analysts 2. Financial analysts, DFL 3. Budget managers, financial analysts 4. Budget managers, financial analysts 	Each report has its own specific purpose: <ol style="list-style-type: none"> 1. Accurate, reliable financial reports comparing budget to actual for quarter-to-date and year-to-date for both department/program and overall Haas. (Goal: have budget managers understand the big picture financial view) 2. Used to keep track of forecast changes when CalPlan not available, able to track comments, and upload documents (as backup for the changes). 3. Gives budget owners clarity on what they have control over in terms of budget shifts vs needing to get approval for everything 4. Planning conversation with budget manager; helps with more accurate forecasting and more able to shift resources if we have accurate forecasts
July	Year-end Financial Review	Email, and in person meetings (via presentation)	Team meetings by function – Mgmt Team, Senior Staff, Faculty, Budget managers	To close out the year for each department so that they can use past performance to help inform current year spending. To give Haas leaders a high level snapshot of how we ended the year versus what we had forecasted back in March.
Aug	Finance Team Retreats	In-person	Finance Team	<ol style="list-style-type: none"> 1. Provide feedback on processes and quality of output. Ask the question – what went well? What could be improved? 2. Set goals and priorities for the team for the coming year 3. Use team goals and priorities to help divide up special projects among the team