### 2021-2022 CERTIFICATE SCHEDULE

#### Class A046

<table>
<thead>
<tr>
<th>Course</th>
<th>Dates</th>
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<tbody>
<tr>
<td><strong>Financial Management</strong></td>
<td>Sept. 13-17</td>
</tr>
<tr>
<td><strong>Fixed Operations 1 (Parts)</strong></td>
<td>Nov. 8-12</td>
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<tr>
<td><strong>Fixed Operations 2 (Service)</strong></td>
<td>Jan. 10-14, 2022</td>
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<tr>
<td><strong>Variable Operations 1 (Pre-Owned)</strong></td>
<td>Feb. 21-25, 2022</td>
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<tr>
<td><strong>Variable Operations 2 (New)</strong></td>
<td>April 25-29, 2022</td>
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<tr>
<td><strong>Business Leadership</strong></td>
<td>June 6-10, 2022</td>
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#### Class A047

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<tr>
<th>Course</th>
<th>Dates</th>
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<tbody>
<tr>
<td><strong>Financial Management</strong></td>
<td>Feb. 7-11, 2022</td>
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<tr>
<td><strong>Fixed Operations 1 (Parts)</strong></td>
<td>April 18-22, 2022</td>
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<tr>
<td><strong>Fixed Operations 2 (Service)</strong></td>
<td>June 20-24, 2022</td>
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<tr>
<td><strong>Variable Operations 1 (Pre-Owned)</strong></td>
<td>Aug. 22-26, 2022</td>
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<tr>
<td><strong>Variable Operations 2 (New)</strong></td>
<td>Oct. 24-28, 2022</td>
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<tr>
<td><strong>Business Leadership</strong></td>
<td>Dec. 12-16, 2022</td>
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#### Financial Management
- Using the 20 Group composite
- Maximizing cash flow and profit
- Identifying frozen vs. working capital
- Evaluating inventory performance
- Calculating total absorption
- Analyzing sales and gross profit
- Controlling and minimizing expenses

#### Fixed Operations 1 (Parts)
- Analyzing inventory performance
  - Aging inventory
  - Gross and true turns
  - First-time fill rate
- Understanding DMS reports
- Reconciling inventory
- Group case study
- Sharing of best ideas

#### Fixed Operations 2 (Service)
- Assessing gross profit opportunities
- Analyzing labor pricing strategies
- Evaluating technician and service advisor performance
- Understanding production and scheduling techniques
- Linking telephone strategies to service sales
- Service Legalize
- Sharing of best ideas

#### Variable Operations 1 (Pre-Owned Vehicles)
- Used-vehicle departmental profitability and inventory aging analysis
- Appraising, reconditioning, sourcing and wholesaling
- Digital Marketing, including SEO, SEM, conversion, mobile, analytics, reputation management and video
- Evaluating the relationship between volume and gross
- Converting leads to sales

#### Variable Operations 2 (New Vehicles)
- Determining true profitability
- Identifying F&I opportunities
- Assessing compensation and benefits
- Recruiting and developing employees
- Valuing and leveraging the owner base
- Creating telephone strategies
- Developing a measurable business plan
- Legislative Affairs briefing

#### Business Leadership
- Completion of an individual leadership profile
- Understanding effective leadership theories and techniques
- Mock 20 Group meeting
- Succession planning and the dynamics of transitioning the family business
- Management transition planning and building leadership strength for the future

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This class will remain live online through its entirety.