



**Apollo Innovation Project Foresight 2014**  
**Wrubel eMail**

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Colleagues,

Today, as part of Project Foresight, Apollo Group announced a reduction in force that affected about 300 individuals across Apollo Group and University of Phoenix. For Apollo Innovation the impact to individuals was relatively small. However, as part of the overall process to improve our effectiveness and the alignment of teams, we have announced several important organizational changes. These changes are intended to make teams more effective by placing accountability and authority in areas closest to the leadership responsible for key initiatives. As a result of these changes, several leaders who have done very important work over the past several years at Apollo Group will be leaving the organization. I wanted to take a moment to provide you with some perspective on why we made these moves. First let me provide a summary of all of the changes across the organization:

- The **Customer Success, Platform Deployment** and **AES Data** teams will move to Apollo Education Services. Additionally, the **Program Management** team led by Raffi Simonian will move to AES. These teams have done tremendous work supporting the formation and launch of Apollo Education Services. We are moving this organization into AES to improve their ability to work directly with customers and the AES team.
- The **Project (Program) Management Office** is being decentralized with the teams being distributed and embedded into the organizations they are most closely aligned with. This is a very significant move to align our program managers more closely with the key initiatives and technology leadership responsible for delivering major initiatives. The leadership position of the central PMO organization has been eliminated.
- The **Business Intelligence & Product Analytics** teams will be decentralized into several key functional areas around the Apollo Tech, IT and Marketing groups to enhance their effectiveness and align them more closely with their key partners. The leadership position of this organization has been eliminated.
- The **Web Analytics** team headed by June Dershewitz will move into our Chief Digital Officer function, headed by Justin Richmond. The **Product Analytics** team headed by Jason Lokkesmoe will report into our head of products (to be hired). In the interim, Jason will report to Satish Menon. The **Hadoop** team headed by Bohan Chen will report into the Core Platforms and Architecture team headed by Mark Castrovinci.
- Within Apollo Digital Marketing the **Display & Digital Media Optimization and Search Marketing** team will be realigned and the **Product Marketing Strategist** role in Apollo Marketing has been eliminated.

These changes continue the work we've been doing since last fall with the goal of providing greater efficiencies and operational alignment between the CIO and CTO functions and Apollo Marketing functions, as well as to shore up our customer focus in other key areas and control costs where we can.

As mentioned several leadership positions have been eliminated. We want to acknowledge the tremendous work and contributions of those individuals and wish them well in their next endeavors.

There have been important changes made across our organization over the past year. These have resulted in important progress across the multiple fronts our teams are responsible for. We will continue to look for ways to work smarter and faster and stay better aligned for our business partners at Apollo Group. We will also continue to help the overall business remain cost effective.

This is a critical time in our industry and the global educational marketplace. There have never been more opportunities for change and innovation as well as problems to solve around educational affordability, effectiveness and access. Apollo Group will be a leader of this transformation through the power of its innovation and operational excellence. Our group will help drive this changes through its ideas, innovations and execution.

I recognize that change can be difficult. Some of you may have new managers and you might need to learn new ways of doing things. Our leadership team is committed to making these organizational changes as smooth as possible, and I feel very strongly that we are now much better positioned for success.

Thank you for all you do.

*Regards,*

*Rob Wrubel  
EVP and Chief Innovation Officer*