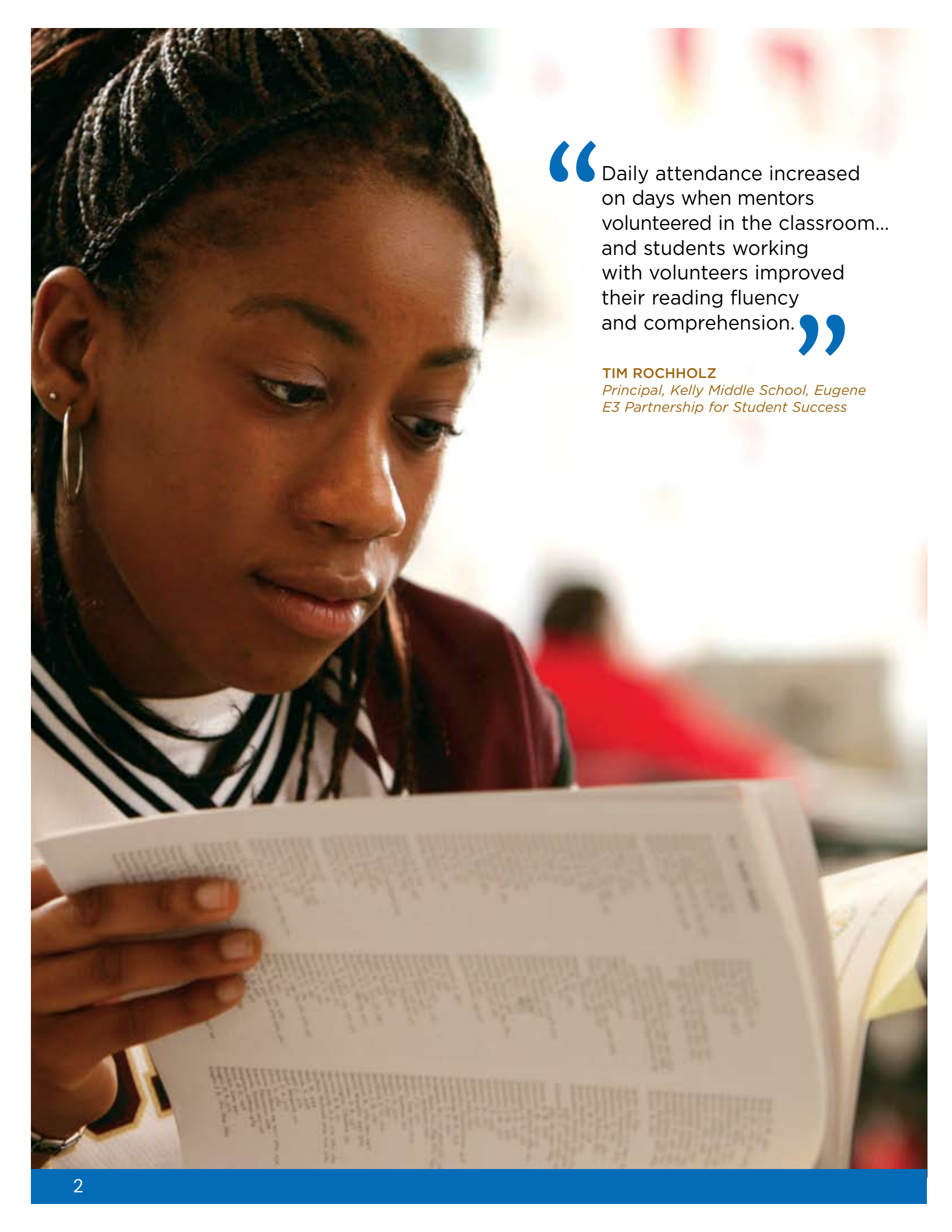


“ Two years ago, I had a 1.07 GPA and was afraid to even walk down the hall. Then we changed to smaller schools and I discovered teachers are actually real people! I guess it’s working...now I have a 3.5 GPA. Maybe I’ll go to veterinarian school. That would be pretty cool. ”

JORDAN

*Senior, Pauling Academy, Marshall High School  
E3 Oregon Small School Initiative*

Employers for  
Education  
Excellence  
**E3**

A young Black woman with braided hair is shown in profile, looking down at an open book she is holding. She is wearing a maroon and white striped shirt. The background is a blurred classroom setting with other students and colorful decorations.

“ Daily attendance increased on days when mentors volunteered in the classroom... and students working with volunteers improved their reading fluency and comprehension. ”

**TIM ROCHHOLZ**

*Principal, Kelly Middle School, Eugene  
E3 Partnership for Student Success*

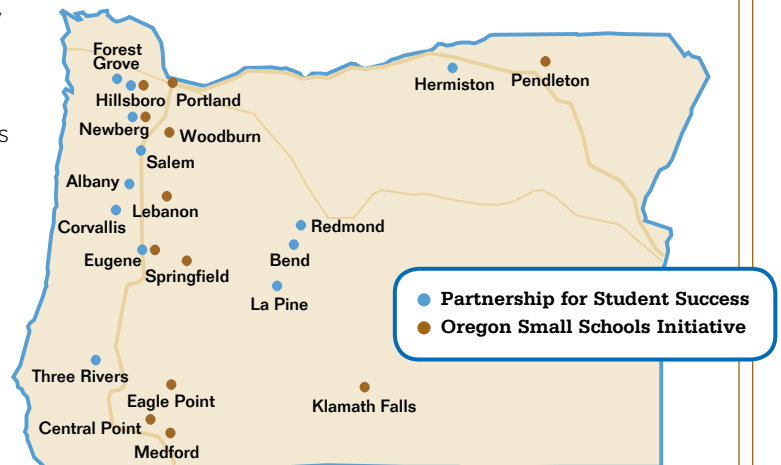
# Changing Lives One School at a Time

Every day I am privileged to work with exceptional people who care deeply about children, and I hear inspirational stories about students and teachers positively affected by our work.

E3's **Oregon Small Schools Initiative** continues to be among the leading efforts in the nation, redesigning high schools across Oregon to better prepare students for success. We work closely with sixteen partner schools, both existing large high schools that are converting into smaller schools and new schools that are just starting up. The schools are developing innovative curriculum, placing high expectations on students and teachers, and providing students with strong support from caring adults. Participating schools report real progress in student attitude, attendance and academic improvement - like the 70% of freshman Algebra students at Marshall who received a C grade or better, compared to 59% of students the previous year before converting to small schools. And the many individual student success stories like Jordan, featured in this report, who went from a 1.07 to 3.5 GPA.

Our **Partnership for Student Success** program is emerging as a best-practice model for community engagement. We bring together schools and employers to focus on key academic challenges like reading and writing, and create strategies that help improve student performance. Again, early results are promising. Like the Eugene middle school class that showed a 22 percent increase in reading comprehension—thanks, in part, to mentors from the business community who read with students and do simple comprehension exercises. Nearly 200 business leaders are serving on community leadership teams in ten school districts across the state. Over 600 employees from some 330 companies are working with over 2,400 students, serving as academic mentors, advisors and role models—helping to close the achievement gap.

We know these programs are making a difference, but there is still so much work to be done. Only 1 in 3 Oregon high school students graduate ready for college, and there continues to be a significant achievement gap for low-income and minority students. That's why we are working to build stronger schools and creating opportunities for employers to contribute their unique skills and resources to help students succeed.



*Making a difference statewide*

In 2006, eight “new start” small high schools will join the **Oregon Small Schools Initiative**—bringing the total number of small schools to 24. We will introduce the **Partnership for Student Success** middle school literacy programs in Portland, Hillsboro and Corvallis, and promote a new initiative called the **Employer-Classroom Connection Challenge**. And we will keep you informed about how our work is changing lives, one school and one student at a time.

Thank you for your continued support.

Sincerely,

Réne Léger  
Executive Director



“Partnership for Student Success was a big hit with my students... they found reading to learn fun, enjoyable and exciting.”

**JASON MILLER**  
*Teacher, Kelly Middle School, Eugene  
E3 Partnership for Student Success*

*Peggy Foy  
Reading Volunteer, Umpqua Bank*

# Partnership for Student Success

*Partnership for Student Success* is an innovative community involvement program. E3 brings together business, school, and civic leaders to form local leadership teams and focus on a key academic challenge facing students. The team develops a strategy and recruits employers and community members to serve as mentors for targeted students. Whether it is middle school literacy (*Eugene*) or improving freshman writing skills (*Newberg*), each community is mobilizing employer and community volunteers to improve academic achievement, increase graduation rates and better prepare students for college, work and citizenship.

Results have been impressive. Thousands of students are learning what it takes to succeed in school and work (*Bend-La Pine*), (*Redmond*), (*Albany*) and (*Salem-Keizer*) through project-based learning, internships and worksite visits. Others are getting needed resources and making important connections with caring adult mentors (*Forest Grove*) and they are learning practical skills about college requirements, applications and scholarships (*Hermiston*) and seeing college is an option—not just a dream.

Employers are eager to get involved—with a meaningful and manageable role for them to play—and employee volunteers are returning to work filled with renewed energy, appreciation for their students and schools, and pride in their company's commitment. Teachers are grateful to have volunteer help and excited to see improved attendance, behavior and grades. And school district leaders report that employee volunteers are the best ambassadors the school district could ever have.

New communities (*Three Rivers*) will focus on improving the academic success of high school freshman and (*Hillsboro*) will focus on improving academic achievement of Hispanic students.

In 2006, we will launch a new middle school literacy program in *Portland*, *Hillsboro* and *Corvallis*, based on the successful academic mentoring models created in *Eugene*, *Newberg* and our other partnership communities. We look forward to providing opportunities for local employers to get directly involved in helping students.

## Case Study


### Improving Middle School Literacy in Eugene

Across the nation there is increasing awareness of a major deficit in middle school literacy. Eugene School District 4J recognized the challenge in their student data, and working with the local Chamber of Commerce and the leadership team created a reading mentor program. In its pilot year, employees from local businesses volunteered to read with 116 targeted middle school students for one hour a week at all of the district's eight middle schools.

Early results are promising. One group of students show a 20% improvement in reading fluency compared to an improvement of 10% among non-participants, and an improvement of 22% in reading comprehension compared to 7% among other students.

### Partnership Communities

Albany	Newberg
Bend-La Pine	Portland
Corvallis	Redmond
Eugene	Salem-Keizer
Forest Grove	Three Rivers
Hermiston	
Hillsboro	



“ It takes a village to raise a child. How many of us have really evaluated our role in the village. ”

*Student, Marshall High School  
E3 Oregon Small School Initiative*

# E3 Oregon Small Schools Initiative

With generous support from the Meyer Memorial Trust and the Bill & Melinda Gates Foundation, E3 is providing leadership and assistance in the development of small, rigorous and personalized high schools through the *Oregon Small Schools Initiative*.

Research shows smaller high schools are more effective—but just making the schools smaller does not in itself make them better. That's why E3 is working with schools across the state to incorporate the new 3 Rs: Rigor, Relevance and Relationships. *Rigor*—making sure all students are given a challenging curriculum that prepares them for college or work. *Relevance*—providing courses and projects that clearly relate to the lives and goals of students. *Relationships*—making sure students have a number of adults who know them, look out for them, and encourage them to achieve.

We are currently working with sixteen schools, both existing large schools that are converting into small schools, and brand new start-ups. Two new conversion schools, *Marshall* and *Roosevelt* and one new small school, *Nixyaawii*, have opened their doors and are already seeing positive results. Teachers report greatly improved attitude and behavior of students, attendance is up and many students who were once failing are now “making the grade.” At *Nixyaawii*, a new start school sponsored by the Pendleton School District and the Confederated Tribes of the Umatilla Indian Reservation, 33 out of 48 students showed a marked improvement in their grade point average after the first year.

Three schools have opened with limited autonomy and are still refining their structure and practices: *Liberty*, *Lebanon* and *Madison*. Conversion high schools in the design and planning stages include: *Crater*, *Newberg*, *North* and *South Medford*, *North Eugene* and *Woodburn*. They are working on new curriculum, small school designs, revising graduation requirements and involving students and parents in the design of the schools. E3 is also working with four other new starts—*Portland Academy for Character and Ethics*, *Klamath Falls Riverside Project*, *Springfield Academy of Arts and Academics*, and *Eagle Point Southern Oregon School of Arts and Academics*—helping them, and all the conversion schools, prepare to open in the fall of 2006. (Central Point Crater High School will open in 2007.)

E3 is continuing to expand the initiative and preparing to select 8 additional new start high schools. When fully implemented, the initiative will have created 24 new high schools across the state, changed the way thousands of students learn, and created best practice models for high school education in Oregon.

## Case Study

### Marshall High School


One of the first large urban high schools in Oregon to fully convert to small schools, Marshall has transformed from a large, comprehensive high school into three smaller, more personal learning environments. Each school has high expectations for all students and support from caring adults. A rigorous college preparatory core curriculum has been implemented and student interests have helped shape the creation of the three schools; BizTech, the Pauling Academy of Integrated Sciences, and the Renaissance Arts Academy.

Now in its second year as a small school, enrollment is going up for the first time in years and student performance is improving. Students report a greater sense of belonging, and teachers report improvements in attendance and behavior.

Academic scores are climbing too. For example, 70% of freshman Algebra students received a C grade or higher, compared with just 59% the previous year before conversion to small schools. And there are numerous individual success stories, like Jordan (featured on the cover of this report) who went from a 1.07 to a 3.5 GPA and has found a new sense of direction in her life.

### Initiative Communities

Central Point	Medford
Eagle Point	Newberg
Eugene	Pendleton
Hillsboro	Portland
Klamath Falls	Springfield
Lebanon	Woodburn



“ You heard today how important education is to our economy, and how employers have an important role to play. Now, let’s do something about it. Take the challenge! ”

**WILLIAM THORNDIKE, JR.**  
*President, Medford Fabrication  
Chair, Oregon Business Plan  
Oregon Leadership Summit 1/9/06*

# Employer-Classroom Connection Challenge

In a unique partnership with the Chalkboard Project and Oregon Business Plan, E3 developed the *Employer-Classroom Connection Challenge* in late 2005. Officially introduced at the Oregon Leadership Summit on January 9, 2006 the Challenge asks employers to encourage their employees to get involved supporting schools. It is a way of recognizing employers already supporting schools and encouraging other employers to take a more active role.

The goal of the initiative is to get 500 employers to sign up for the Challenge by January 2007. Companies that participate will be recognized as *Oregon Education Champions*. Their names will be published in statewide media and on the partners' websites. Each company will also receive an electronic Champion's logo to use on their website and marketing materials—demonstrating their commitment to making schools work in Oregon.



The Challenge will be promoted throughout 2006 as part of our effort to raise awareness of the need to support our schools, and to emphasize the unique role employers can play.

Sign up for the Challenge by visiting:  
**[www.E3Oregon.org/championform](http://www.E3Oregon.org/championform)**.

## How to get involved

**We're asking employers to encourage their employees (not a mandate) to get more involved in supporting schools. Here are some of the ways employers can help:**

### Provide Time

Offer employees flextime, extended lunch hours or compressed work weeks so they can get involved in school activities. Provide employees time at work to check their children's home work on-line. Allow paid time off for employees to volunteer in schools.

### Encourage Volunteerism

Use your newsletter and website to encourage employees to volunteer in schools. Help them connect with organizations and programs that need mentors or tutors. Provide "on-loan" employees to support school activities and events. Provide learning opportunities at your company (job shadows, tours, mentoring, internships, etc.)

### Provide Resources

Offer incentives to employees who are involved in supporting schools, such as providing community leave time or matching employee donations. Offer space at your office for school groups, PTA meetings or other school committee meetings.

# E3 Partnership Reception

E3 held its first Partnership Reception on October 5, 2005 in Portland at the Arlington Club. Generously hosted by board member William Thorndike, Jr., the reception was attended by nearly 100 of our community partners from business, education and philanthropy.

Updates on the [Oregon Small Schools Initiative](#) and [Partnership for Student Success](#) were provided and students from Marshall High School shared personal stories about how the transformation of their high school had made a positive difference in their lives. Teachers and business leaders from Eugene described the success of their middle school mentoring program and spoke about the positive impact the program had on students, teachers and employees who had volunteered to read with students.

## [E3 Catalyst Award](#)

Umpqua Bank and CEO Ray Davis were recognized as the first E3 Catalyst Award winners. The [E3 Catalyst Award](#) was created to recognize an employer that has made a significant contribution to supporting schools and student achievement, and to encourage other business leaders to support Oregon schools. The award was presented to Umpqua Bank for their ongoing commitment to supporting schools, and particularly for their support of schools participating in the [Partnership for Student Success](#) program.

Susan Castillo, Oregon superintendent of public instruction, thanked E3 for helping to keep employers and community leaders statewide focused on continuing to improve education in Oregon. And the evening closed with E3's executive director, René Léger, thanking the many organizations that support E3's work.



**RAY DAVIS**  
*President & CEO of Umpqua Bank*

# E3 2005 Operations Budget

## 2005 Revenue

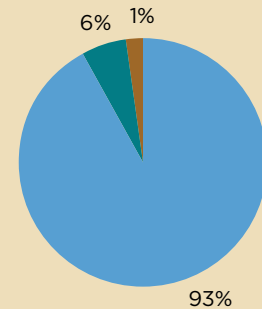
Foundations	4,974,483
Corporations	322,566
Education Organizations	67,500

## 2005 Expenses

Oregon Small Schools Initiative	
<i>Small Schools Initiative Operations</i>	1,412,897
<i>Grants for Small Schools</i>	3,356,934
Partnership for Student Success	145,354
Development	31,561
Administration	247,526

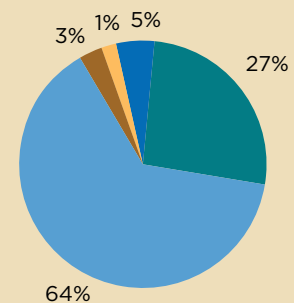


## 2005 Revenue



- Foundations
- Corporations
- Education Organizations

## 2005 Expenses



- Small Schools Initiative Operations
- Grants for Small Schools
- Partnership for Student Success
- Development
- Administration

# Thanks To Our Generous Supporters

## 2006 Board of Directors

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William Thorndike, Jr. – Co-Chair  
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Morgan Anderson  
Intel

Ted Austin  
US Bank

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Samaritan Health Services

Barbara Palmer  
Bank of America

Kari Stanley  
Legacy Health System

Duncan Wyse, Ex-Officio  
Oregon Business Council

## Special thanks to our board members who completed their service in 2005.

Marcy Eastham  
Hewlett-Packard

Keith Thomson  
Intel, Retired

Pamela Treece  
PacifiCorp

Lee Weinstein  
Nike

Michael Winslow  
StanCorp Financial Group

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Brooks Resources

Comcast

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(A JBL&K Company)

Siltronic

Spirit Mountain Community  
Fund

State Farm Insurance

The Chambers Family  
Foundation

The Jackson Foundation

The ODS Companies

The Papé Group

The Standard

TransCanada

Umpqua Bank

US Bank

Washington Mutual Foundation

Washington Trust

West Coast Bank

Wells Fargo

Weyerhaeuser Company  
Foundation

**This report was developed with the  
generous support of**



**For more information on how your company can be involved, please contact us**

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**René Léger**  
Executive Director

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