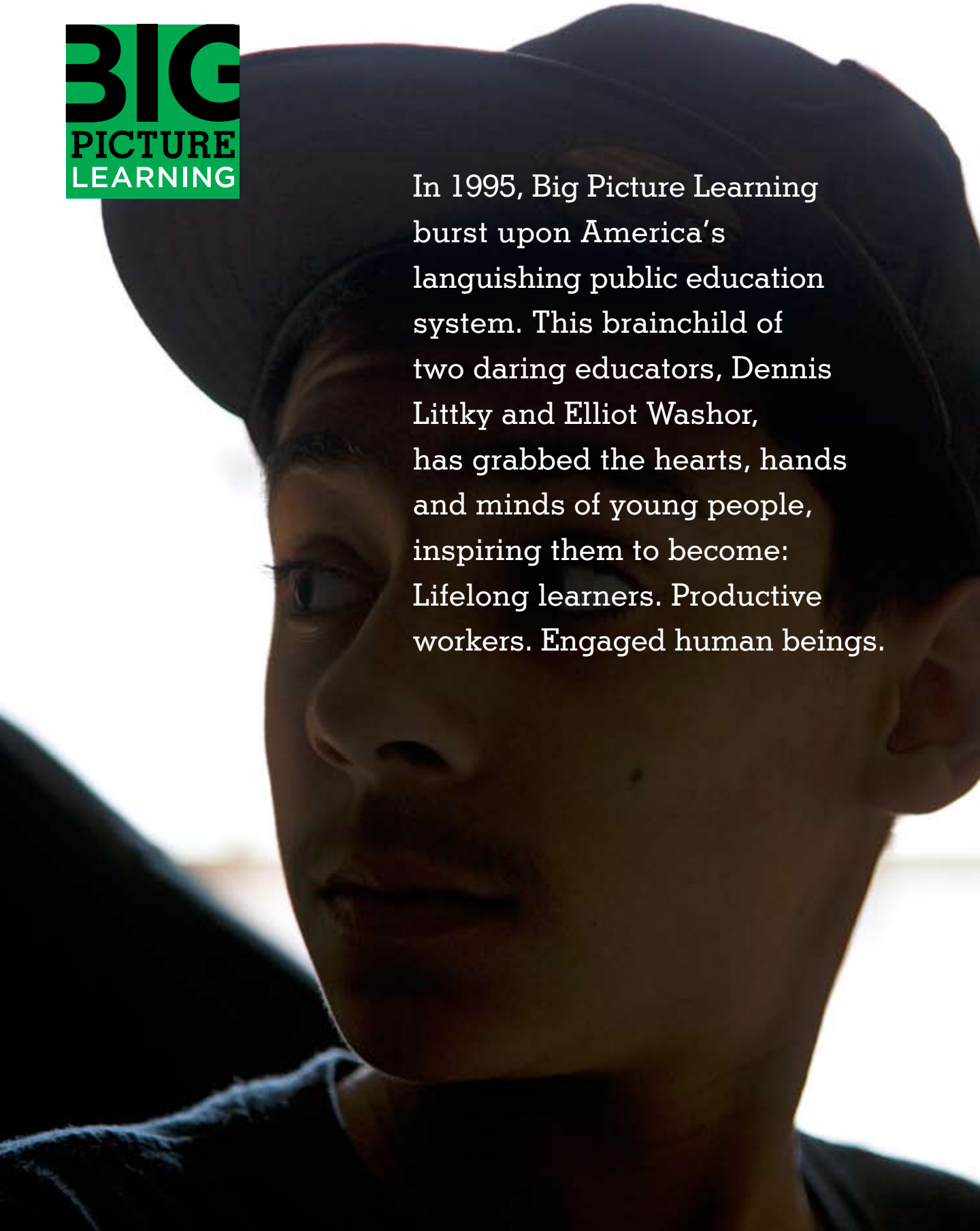


In 1995, Big Picture Learning burst upon America's languishing public education system. This brainchild of two daring educators, Dennis Littky and Elliot Washor, has grabbed the hearts, hands and minds of young people, inspiring them to become: Lifelong learners. Productive workers. Engaged human beings.

Here's the story of Big Picture Learning, plus five revealing anecdotes about five typical students, including facts and figures to support our successes.

Take a look at what we do Working with educators, philanthropists and public officials, we adapt our innovative school design to fit specific school districts and communities. However, we do not own schools or manage school charters.

In America, all our schools are either public or public charter schools. We already have more than 60 schools across 15 states, (including fifteen of America's biggest cities, where entire school districts are failing). Around the globe, we have schools in Australia and the Netherlands, and we have plans for our schools in Canada, Israel, Liberia and the United Kingdom.

We are non-profit and our mission is to catalyze vital improvements in education. We always educate one student at a time, within a community of fellow-learners. We are lively proof that all young people, including (and especially) our under-served urban students, can succeed in high school, college, or any other post-secondary learning path or career. We make it happen by sticking to three basic principles: 1) Learning must be based on

A Triple Play

In her whole life, Akiela hardly ever left the Bronx. She seemed uninterested in her future until Big Picture Learning awakened her talent in art and design. An internship at SEE (Sweat Equity Enterprises) showed Akiela how her design sense could be linked to a job in fashion. And suddenly her future is brimful of possibilities.

Ginette Castillo entered her freshman year feeling adrift and unfocussed. She was indifferent about SEE as her first internship. But her fellow interns dragged her along to downtown Manhattan. And it was a revelation. For on that day she felt her new horizons opening. And a career as a design professional changed from yesterday's dream…to today's reality.

Jorge Flores is a Bronx Guild superstar. A driving force that sent three fellow-students to the Dream Reborn convention in Memphis. Although this go-getter has internship offers galore, he's sticking with SEE, and the chance to work alongside Ecko Unlimited's hip designers.

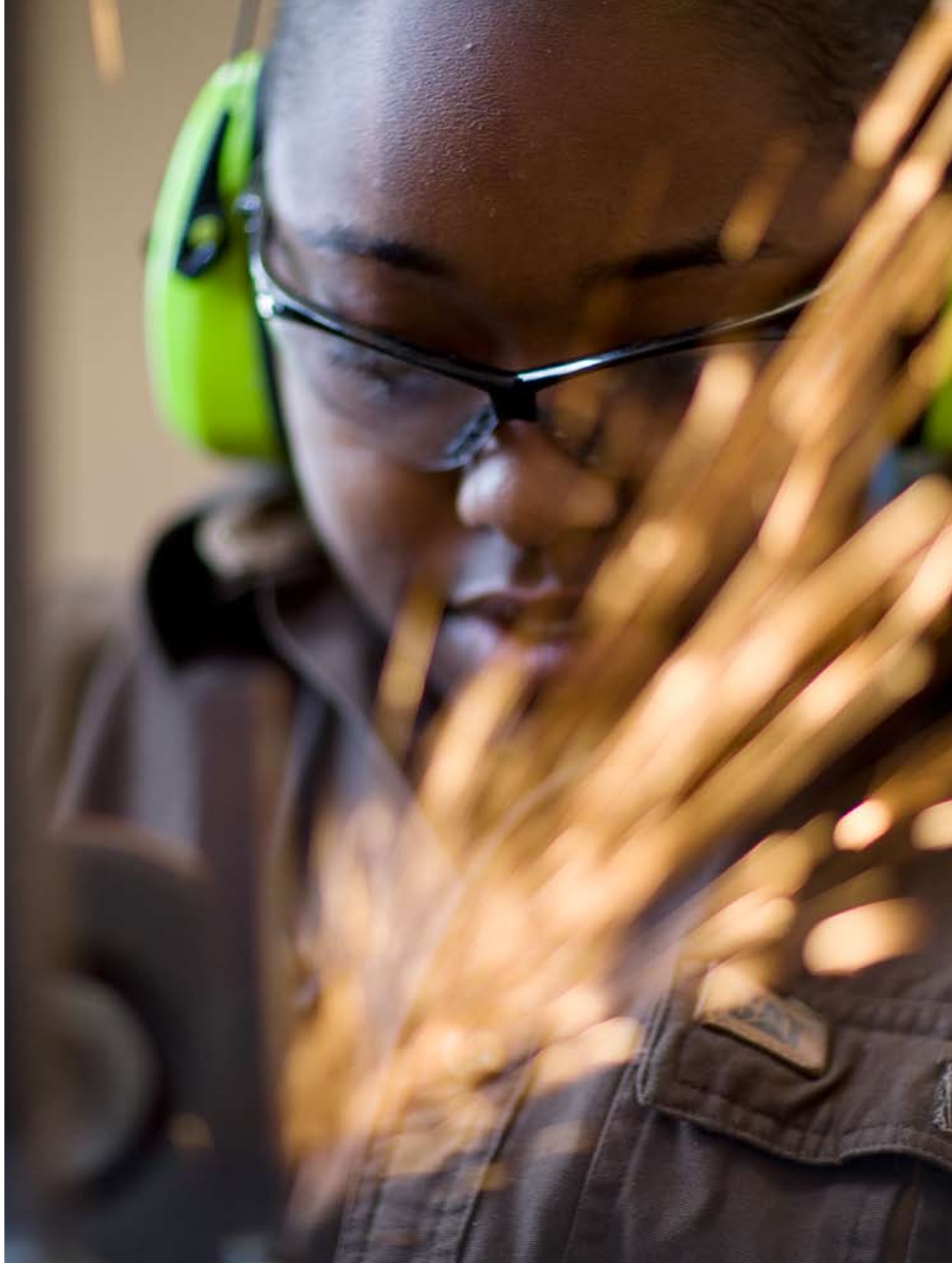
each student's interests and needs. 2) Curriculum must be relevant to the student and allow them to do real work in the real world. 3) Students' growth and abilities must be measured by the quality of their work and how it changes them.

Every day, we strive to form deep ties that connect students, teachers or advisors, parents, mentors, and their entire community. We also devote extra time and energy to helping our students succeed in high school, college, or other post-secondary learning paths and careers. This is why Big Picture Learning works. All across America our high-school graduation rate is 92% (versus a dismal 52% in regular high-schools across the fifty largest cities). A full 95% of our graduates are accepted into college. But that number only hints at the dramatic difference Big Picture Learning makes. Big Picture Learning consults with other educators, families and Communities in order to share our successes. After all, the more Big Picture Learning proves itself, the more we can influence public policy.

A Poignant Reminder

This student throwing off a shower of welding sparks is Dierdre Jones. She's our youngest Senior, immersed in her real-world assignment. Here's the story behind her welding. After her father died in prison, and her boyfriend was shot to death, Dierdre was desperate to evoke the the ripple-effect of street crimes on the survivors. Instead of a formal memorial, she utilizes the power of mundane possessions left behind at the scene. Left-behind sneakers. A child's mitten. An unused bus pass. A bloodied T-shirt. Everyday objects suddenly charged with emotion. But how to display them? The answer became her graduation project.

With support from her Advisor, Chantel Wyllie, Dierdre designed a metal cart that could wheel the mementos from site to site. To build it, she chose herself. Guided by



her Mentor, welder Meredith Younger, she picked out her metals, cut them to her own pattern, then, learning as she went, mastered the tricky welding. When her cart is completed, and she installs the mementos, she will present it to faculty and fellow-students. After graduation, Dierdre, a member of the Institute for Non-Violence, will display it at conflict mediations and events throughout Providence.

The Challenge for Education Today America longs for dynamic new schools that will shake up our failing school system. Today's classrooms and districts barely differ from classrooms and districts of the 1930's. They're stuck in the past with predictable results. For every 100 students entering regular high schools, only 67 graduate. 38 of these begin college, but only 18 get a degree. That's a failure rate of 82%. These numbers drop off even further with students from lower socioeconomic levels, which is why the achievement gap between minorities and whites, rich and poor, urban and suburban, is so wide, and growing ever wider.

This crisis was dramatized in 1980 when *A Nation At Risk* (published by American President Ronald Reagan's National Commission on Excellence in Education, 1983) made its scary points. Education experts launched a full-court press to develop academic standards and tests to measure student progress. Billions and billions were spent to meet lofty goals by the year 2000. (Not a single one of these goals was met.)

"Big Picture Learning is a perfect example of a heavyweight team that has redefined—indeed, revolutionized—schooling. By bringing students and their interests to the forefront, Big Picture Learning is a model of student-centered learning, which is key to intrinsically motivating students to provide them with the education they deserve." *Clayton M. Christensen, Harvard Business School professor and author of* Disrupting Class.

Pick a table. Any table. Can't you almost hear the opinions, the banter, the sheer engagement of these kids? One speaking his piece, the others, sandwiches poised mid-bite, eyes and ears riveted, just itching to join the fray. It's a typical lunch at The Met. And the odds are five-to-one they're dicussing Pick-Me-Up (our way to jump-start each day... pricking student's interest in culture or current events).

Birth of an Entrepreneur Daryl Hall is the student in this photo, but nobody calls him 'Daryl'. He is 'DJ', and here's his story. DJ's is a familiar tale bedeviling lots of kids in middle school. Monumentally bored and totally unconnected to curriculum or faculty, DJ's quandary was two-sided: He toyed with becoming a drop-out, yet yearned to go to college. Then, one fine day, kicked out of class once again, a fellow student tipped him off to The Met, a Big Picture Learning school where 'you study what you want to study'. From the day DJ entered The Met, things started looking up. He was enthralled with computers, but that love died when he got his first internship: Creating street murals and doing silk screening. That's when he discovered his flair for business. Galvanized, he jumped into The Met's entrepreneurial program, E360, run by a local business dynamo. He soaked up everything the program offered, and did extra research on his own. DJ's work was so impressive that he was asked to become CEO of a new product launch—Big Picture Soda. Bristling with ideas, he and a classmate drew up a business plan, then hired students to

But what about No Child Left Behind? That attractively-named but same-old-thing policy that has driven public education even further into the past. Far from improving teaching and learning, it is obsessed with standardized testing, which stifles individuality, flexibility and creativity. America still longs for new schools to excite and inspire its children to thrive and bloom in this new century. Big Picture Learning satisfies this longing.

The Innovation Imperative Compared to the conventional thinking of regular schools, Big Picture Learning seems radical. But these examples show how our schools motivate and transform students, educators, families and communities. Our schools have a powerful appeal called common sense. We allow the curriculum to rise from the student and make it real, out in the real world. This is the 'disruptive innovation' we delight in bringing to public education.

Our students form small groups of only 15–18, with a teacher (called an Advisor) who guides the same group all through high school. Each student also has an adult Mentor outside of school. The parent or adult advocate of each student is also actively enlisted as still another resource for the school community.

All students help create their own curriculum, a personal one that reflects and expands their own interests and aspirations. These school days include an off-campus internship generated from each student's interest; real life training in real-world work. It could be in a law office, design studio, research lab, bank, hospital...it could be anywhere. Big Picture Learning students also tackle college courses. Every quarter they exhibit their work to their advisor, peers, parents, mentors and the community.

fill sales and marketing slots. After working out the kinks with their E360 mentor, they presented their plan to local investors and businessmen. Bingo! They raised $10,000 to launch Big Picture Soda, and in six short months, landed Whole Foods and 20 other Rhode Island stores to distribute the new drink. Their growing profits support The Met's Dollars-for-Scholars project, including $2000 for the scholarship program. PS: After DJ and other Hurricane Katrina volunteers were asked by HBC (Historic Black Colleges) to visit their campuses, DJ fell in love with Howard University, was accepted, and is entering his sophomore year, majoring in (what else?) Business Management.

Evidence of Success Big Picture Learning schools consistently outperform regular schools, yet they cost no more, because we achieve our superior performance with no added financial or human resources. But don't take our word for it. Here are comparisons pitting the results of Big Picture Learning schools against regular schools in major cities across the country. In Providence, Rhode Island, fully 10% of all public high school students now go to Big Picture Learning schools. Our first set of small schools, The Met, is ranked Number One on the Rhode Island State Assessment of Learning for school climate, parental involvement, instruction and safe and supportive environments.

The Path Forward is Lit by Endowment Once it's reached, The Big Picture Learning $40 million Endowment will let us recruit and retain the very best educators, boost our growth plans for more schools, support more innovative research, and affect change in education policy. In America, we're planning 170 new schools in the next 10 years, bringing our total to 230. This means we can put 10 of our schools in each of America's 20 largest cities. Another 200 Big Picture Learning schools will be opened internationally by the year 2018. Enormous growth, yes. But we're convinced these numbers are conservative. If education policies change in our favor, we will happily increase our number of new schools. We'll even transform entire school districts by introducing Big Picture Learning techniques and innovations. Unlike most organizations in our field, we constantly research our results to make our schools better and to improve learning.

Our Endowment will support expansion of the landmark Big Picture Learning Longitudinal Study, and the creation of better course materials for quantitative reasoning and mathematics.

We will develop ever more effective performance assessments for our students, educators and schools, to offset America's knee-jerk dependence on standardized testing. On the public policy front, the sustained growth of our schools, in number, quality and influence, is our truest credential. Big Picture Learning works with school districts and other educational programs to spread our practice and to enlist important allies to our cause. Finally, our Endowment will support an expanded program of conferences and symposia to highlight the innovations that spur policy changes. For example, one of these efforts is in redefining Career and Technical Education as an effective post-secondary path to learning and high wage employment.

Big Picture Learning is also launching a new post secondary inititaive, College Unbound, a program that crafts a rigorous, personalized curriculum anchored in live-learning (internships.)

A New Life, Backstage

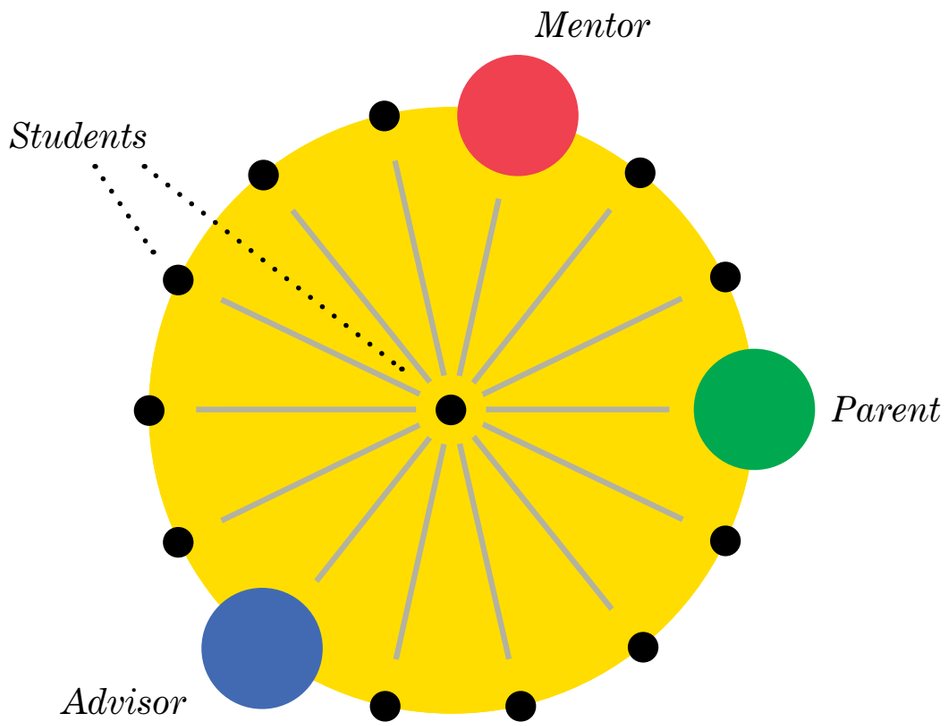
With hip-hop rocking from his earphones, Daniel Ledesma sped on his skateboard to his first day at our Big Picture Learning school in Providence. He brought with him two mind-sets: a) He has an interest in design. b) He has a passion for designing roller coasters. Our extended face-to-face interview with Danny brought out these goals and interests, and he seemed a likely candidate to pursue an opening at a theater. But Danny had a theory that theater design was not for real men. His theory soon was challanged by a local outfit, Rites & Reason Theater. A bit skeptical, but always ready to try something new, Danny jumped into the action feet first. Guided by Alonso Jones, who is the Technical Director at Rites & Reason, and who became his mentor, Danny delighted in learning the use of one power tool after another, and mastering several precise measuring devices. From day-to-day, he absorbed lessons in setting up stage lighting, even running the tricky lighting board during a show. More importantly, Dan learned the value of working with others, and how teamwork can meet and conquer daily problems in design and production. A striking

memento of his Rites & Reason experience is the 3-Dimensional scale model he created of the set. These days, Daniel Ledesma feels right at home at his Big Picture Learning school. He likes the way it keeps his brain (and hands) busy, and keeps his work ethic as high as his stellar attendance record.

Instead of sitting in classrooms listening to lectures, students will actually be doing. Students will work alongside cutting edge mentors and faculty; individually and on teams to learn, to innovate, and to solve problems. With graduation based on performance, not seat time, College Unbound will ensure that students graduate with both a degree and experience in hand, prepared to participate successfully in our economy and democracy.

Back-to-School. Happily. The hand with the worm, on the left, belongs to Brandon Jantuah, on the right. His double love, music and agriculture, is a recent development, because for years, Brandon totally removed himself from school. Until Big Picture Learning got him hooked, by letting him dig into his own interests. Now Brandon says the relationship he formed with his mentor has reconnected him to his goal of graduating high school.

The Big Picture Learning Method



Here's why it works:

1) **The Advisor** works with the 15 member class to find what interests and motivates each student. 2) **The Mentor**, a lawyer, engineer, merchant, etc., guides each student's internship. 3) **The Parent** is actively enrolled as a resource to the Big Picture Learning community. 4) **The Student** (and his fellow students) interact to reinforce each other's passion for real work in the real world. The result is a self-teaching community of learners where no one feels left-out, and each helps motivate the other.

Public Education Statistics

	1970s	1980s	1990s	2000s
Spending per pupil	$2000	$4000	$6000	$10,000
Number of Teachers (millions)	1.6	2.0	2.4	3.2
Teacher Student Ratio	32:1	24:1	20:1	16:1
Teachers (with Masters)	28%	50%	52%	57%
Reading Test Scores	220	200	185	165
Math Test Scores	220	200	185	165

Since 1990, the nation has embraced the strategy of standards-based accountability as the systemic reform needed to fix our ailing schools and raise student achievement. States rushed to develop standardized tests to measure student progress. Public Education's expenditures rose steadily. An educational summit set lofty goals to be met by the year 2000.

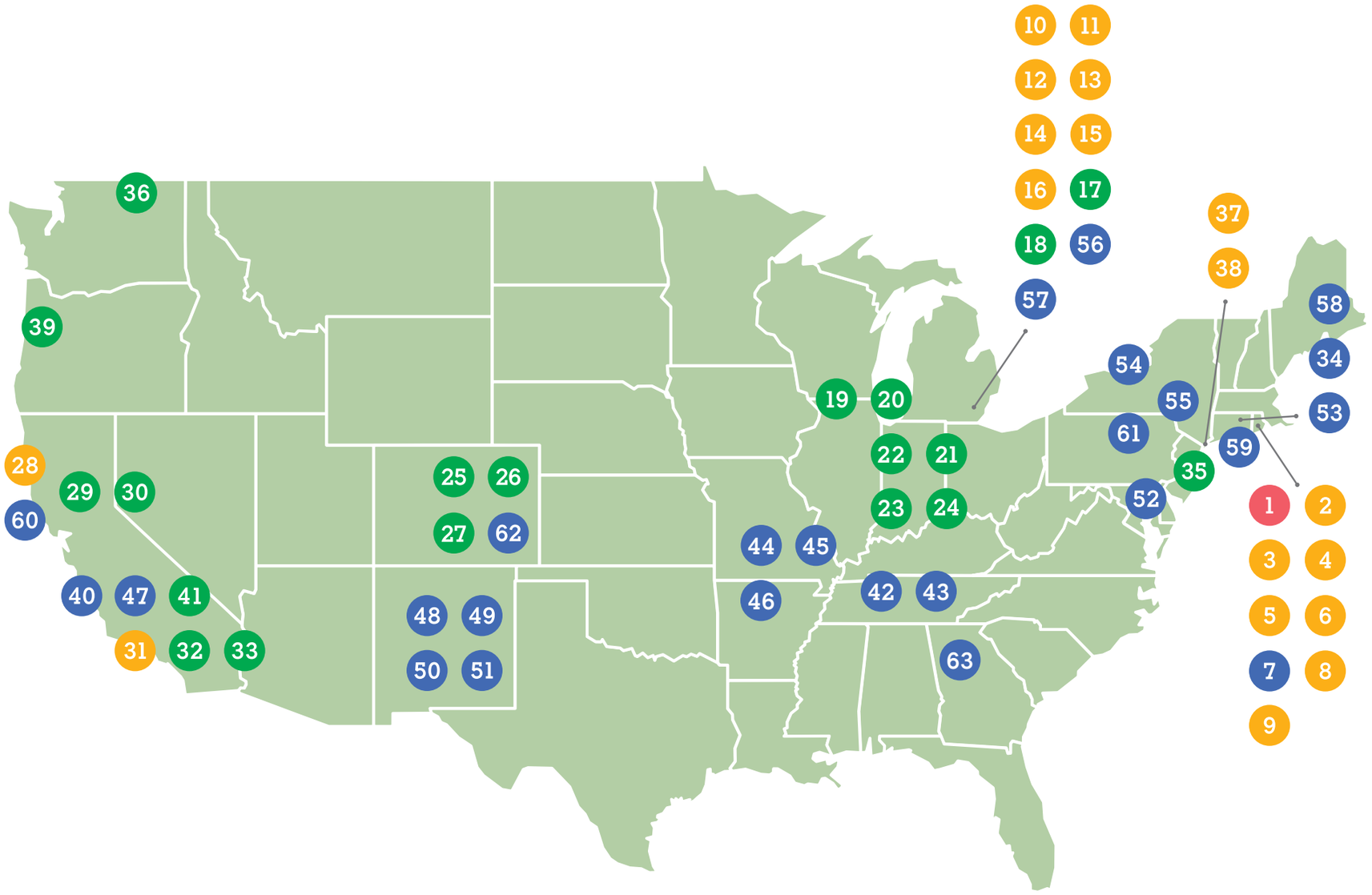
Not one of these goals was met.

Big Picture Learning vs. Local Schools

		Big Picture Learning Enrollment %	Local School District Enrollment %
Detroit	Graduation rate	95.5%	25%
	College acceptance rate	100%	27%
	Passing state-mandated English language achievement test	81.2%	46.9%
	Passing state-mandated Math achievement test	54.7%	39.1%
Los Angeles	Graduation rate	96%	45.3%
	College acceptance rate	100%	34%
	Passing state-mandated English language achievement test	85%	28%
	Passing state-mandated Math achievement test	80%	24%
Oakland	Graduation rate	95%	45.6%
	College acceptance rate	100%	34%
	Passing state-mandated English language achievement test	93%	30%
	Passing state-mandated Math achievement test	81%	32%
Providence	Graduation rate	95%	55%
	College acceptance rate	98%	38%
	Passing state-mandated English language achievement test	79%	69.2%
	Passing state-mandated Math achievement test	68%	57.6%
San Diego	Graduation rate	100%	61.6%
	College acceptance rate	100%	38%
	Passing state-mandated English language achievement test	100%	34%
	Passing state-mandated Math achievement test	100%	36%

Gratifying Growth

1995–1998 1999–2002 2003–2005 2006–2008



1	The Met Center; Providence, RI
2	The Met–Peace; Providence, RI
3	The Met–Equality; Providence, RI
4	The Met–Justice; Providence, RI
5	The Met–Liberty; Providence, RI
6	The Met–Unity; Providence, RI
7	East Bay Met; Newport, RI
8	CVS Highlander Charter School–Elementary; Providence, RI
9	CVS Highlander Charter School–Middle; Providence, RI
10, 11	University Preparatory High School–Green& Yellow; Detroit, MI
12, 13	University Preparatory High School–Blue & Purple; Detroit, MI
14, 15, 16	University Preparatory Academy–Middle Schools; Detroit, MI
17, 18	University Preparatory Academy–Elementary Schools; Detroit, MI
19	The Big Picture High School @ Williams; Chicago, IL
20	The Big Picture High School @ Back of the Yards; Chicago, IL
21–24	Indianapolis Metropolitan High Schools 1–4; Indianapolis, IN
25	Skyland Community High School; Denver, CO
26, 27	Mapleton Early College High School; Mapleton, CO
28	MetWest; Oakland, CA
29, 30	Met Sacramento; Sacramento, CA
31	Shenandoah High School; El Dorado, CA
32, 33	San Diego Met; San Diego, CA
34	The Big Picture High School; Bloomfield, CT
35	MetEast High School; Camden, NJ
36	Highline Big Picture High School; SeaTac, WA
37, 38	The Bronx Guild High School; Bronx, NY
39	Terra Nova High School; Beaverton, OR
40	Animo Film and Theater Arts Charter High School; Los Angeles, CA
41	Frida Kahlo/Jefferson Continuation High School; Los Angeles, CA
42, 43	Nashville Big Picture High School; Nashville, TN
44	Des Peres Elementary School; St. Louis, MO
45	Turner Middle School; St. Louis, MO
46	Kottmeyer High School; St. Louis, MO
47	Webster Middle School; Los Angeles, CA
48	El Camino Real Academy Elementary; Albuquerque, NM
49	El Camino Real Academy Middle School; Albuquerque, NM
50, 51	El Camino Real Academy High School 1&2; Albuquerque, NM
52	D. C. Youth Engagement Academy; Washington D.C.
53	E.O. Smith High School at the Depot Campus; Storrs, CT
54	Elm Street Academy; Cuba, NY
55	LaFayette Big Picture; LaFayette, NY
56–57	University Preparatory Science and Math Middle School I&II; Detroit, MI
58	Community Connections High School; Lisbon, CT
59	Frances Perkins Academy; Brooklyn, NY (Opening 2009)
60	Fresno Big Picture High School; Fresno, CA (Opening 2009)
61	Eastern University Academy; Philadelphia, PA (Opening 2009)
62	Durango Big Picture High School; Durango, CO (Opening 2009)
63	MetSouth High School; Atlanta, GA (Opening 2009)

If You're Involved in Education, Read How Big Picture Learning is Innovating

As Big Picture Learning transforms high-schools nationwide (remember our 92% graduation rate compared to 42% for regular high-schools), we're not surprised when other educators ask us how we do it. We always share our hard-earned experience with other insistently practical educators as they start up high-quality schools. Since we stay in close touch with all our schools from Opening Day, we notice the different ways different faculties apply our basic principles. We welcome these changes (when they work), using them to improve our design. Our improved designs are always available to you.

Our advisors already work with school development groups and non-profits, sharing targets of opportunity and our proven programs of study. These groups, like yours, can pick and choose those elements of Big Picture Learning that fit into their own designs Then, together, we'll create national scale-up programs that will spread to other schools throughout the country.

Special Training for Principals and Teachers The swift growth of our Big Picture Learning means we need principals and teachers trained in our practice and learning strategies; especially in mathematics and quantitative reasoning integrated into our project and problem-based assignments. These principals and teachers adapt our techniques to local situations, while adhering to the core tenets of Big Picture Learning.

Our Longitudinal Study We now track the lives of our students from high-school through age 30. Besides seeing how they turned out, we can analyze their steps from college to a successful career, and offer continued support to our alumni. Big Picture Learning uses our Longitudinal Study to check on our mission of reducing social inequality with re-designed schools for underserved youth. Our ambitious purpose is to merge our high-school graduates, the Big Picture Learning staff, and our alumni, in a study to collect significant facts about their lives, helping us get better at what we do.

What About the Next Generation of Learning? Big Picture Learning chairs special symposiums on re-branding career and technical education to think and learn about the next generation of students. These lively talk sessions between our schools, policy members and industries create new ways of thinking about applied learning in real-world contexts (which many believe education should be all about). Along with exploring the use of tools to stimulate, we also examine the words (Heuristics, Student Agency, Tacit Learning, and Invention) that define this new learning; always seeking a balance between text-to-life and life-to-text, exciting students with real-life rigor, and melding learning with work.

The College Transition Network Big Picture Learning's college transition network is essential and has created a college-going culture with programs for students and their families, even while building the capacity of Big Picture Learning high-schools. The College Transition Counselor (CTC) is an expert who gives advice on college and career preparation during and after college. Two-thirds of students in our Longitudinal Survey credit their Counselor as being the most powerful influence on their careers.

Facilities Design We're convinced that the design of a small school always shapes the reform and learning efforts going on within that school. So Big Picture Learning considers environment, technology, and location, weighing how each enhances learning. Our buildings are home base for the students we are immersing in the real world. That's why we make them quiet havens of comfort, conversation, and reflection.

Quantitative Reasoning It's gratifying when a student who is bored, mystified, or indifferent to math, becomes fascinated when they see how math helps them reach their goal. That's why we made Quantitative Reasoning (QR) a school-wide Learning Goal. While traditional and theoretical math teaching permeates regular high-schools–we always practice problem-based learning. Our students are shown how to think like a mathematician, to make friends with numbers, to grasp the properties of shapes and dimensions. Solving their day-to-day problems with math drives home the lesson of how mathematical skills can suddenly make sense in real-world situations.

College Unbound Extending Big Picture Learning into post-secondary education is a natural progression of the Big Picture philosophy. College Unbound offers a post-secondary education experience, in partnership with an accredited college and/or university, that is grounded in real world work, is contextually rich and deeply academic. College Unbound asks the questions: what are the skills and knowledge required for today's world? What does it mean to be an "educated" person? What is the most engaging and effective way to teach and assess students so they are prepared for life?

EDUCATION The Conventional Method REGULAR SCHOOLS	EDUCATION The Big Picture Learning Method BIG PICTURE LEARNING
Top-Down Teaching	**Student as the Center of Learning**
Huge classes with teacher as center, students as audience	Small classes of 15, run by Advisor-Student-Parent-Mentor teams
Curriculum taught from textbooks	Curriculum always relevant to the real world
Inhibits motivation	Increases motivation
Teaches entire class as a single group	Teaches one student at a time
Many high schools have over 1,000 students	Each high school has only 140 students
Parents only occasionally involved	Parents an intimate part of the teaching
All teaching happens in classroom	Students go into the real world to pursue projects
Works for many	Works for many more
Graduation rate **52%**	Our graduation rate **92%**
College acceptance rate **45%**	Our college acceptance rate **95%**

This is The Met, where Big Picture Learning transformed education, first in Providence, then in Rhode Island, now throughout America and overseas.

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