

tangible
clear concepts *of* compelling design

DESIGN SERVICES BY EMILY YAHN

ABOUT EMILY

With over 10 years experience in creative direction, art direction and design, Emily offers creative and technical strengths which combine conceptual and design skills for digital and print.

At KSA-Plus Communications, she helped clients develop branding, annual reports, websites, corporate identities, and brochures. The firm's focus on non-profit and education has helped Emily develop strong data visualization skills and information-driven designs. She joined KSA-Plus Communications after working at Ketchum Public Relations, where she produced advertising and integrated marketing campaigns for a wide variety of consumer-facing and business-to-business clients. At Ketchum, Emily also directed photoshoots, collaborated on new business pitches, and developed her client facing skills. Prior to Ketchum, Emily was the art director and webmaster for Event Solutions, a monthly trade magazine for event planners. The tight monthly deadlines honed her ability to design quickly while managing production and publication.



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EXPERIENCE

ART DIRECTOR

KSA-Plus Communications
Arlington, VA
November 2009–Present

Branding, print and web design for primarily education-related and non-profit clients. Sample clients: Bill & Melinda Gates Foundation, DC Public Schools and US Department of Education. Duties include art direction and design for brochures, annual reports, identities and related materials, e-newsletters, websites, and videos; supervise production team of three and freelance designers.

SENIOR GRAPHIC DESIGNER

Ketchum Communications
San Francisco, CA
September 2004–November 2009

Print and web design for large, national clients in consumer and business to business channels. Sample clients: Clorox, Kikkoman, Häagen-Dazs, Chase credit cards, Skinny Cow Ice Cream, Ghirardelli, and DIRECTV. Duties include art direction and design for brochures, press kits, mailers, trade show displays, advertising (print and web), sales training presentations, video production and website design through all stages of production. Supervise and direct photoshoots and illustrators. Active member of new business pitching team, helping to win several key accounts.

ART DIRECTOR/ WEBMASTER

Event Publishing
Tempe, AZ
September 2003–May 2004

Design monthly 4-color, 60-page magazine, *Event Solutions*, for 50,000 event-industry professionals. Redesigned magazine at beginning of 2004. As webmaster, update site and create pages as needed. Traffic all advertising for magazine, create ads for clients, design in-house marketing materials.

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TECHNICAL EXPERTISE

Adobe
Creative
Cloud

Microsoft
Office

WordPress

Squarespace

Weebly

HTML, CSS

Photography

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PORTFOLIO

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PRESCHOOL iPad CURRICULUM

CLIENT

Sesame Street

DETAILS

iPad app mock ups for digital preschool curriculum that incorporated daily lesson plans with online tools.



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DIRECTV FOODSERVICE CAMPAIGN

CLIENT

DIRECTV

DETAILS

Ad campaign to market DIRECTV's sports packages to restaurants and bars. Print and web ads developed, as well as direct mail and blow-in cards to coordinate with print placements. Campaign won Silver Addy in San Francisco.



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How to fill your bar
to the brim.

Bars and restaurants with NFL SUNDAY TICKET™
report a 74% increase in traffic during football season.*

A full lineup helps fill your bar—and your cash register. When it comes to sports, DIRECTV delivers what cable can't: exclusive, traffic-building packages like NFL SUNDAY TICKET™, NCAA® MEGA MARCH MADNESS™ and NASCAR HotPass™, plus more sports programming in HD™ than any other cable or satellite provider. Not to mention higher customer satisfaction ratings than cable—seven years running! So go ahead. Check out our great introductory offer, and let it pour.

CALL 1-888-707-9398 or VISIT directv.com/business

Ask about
50% off
NFL SUNDAY
TICKET™

FREE Standard DIRECTV® Receivers - up to 3!
FREE Standard professional commercial installation,
worth up to \$400
That's 50% off for 6 months with an annual
programming commitment. Call for details.

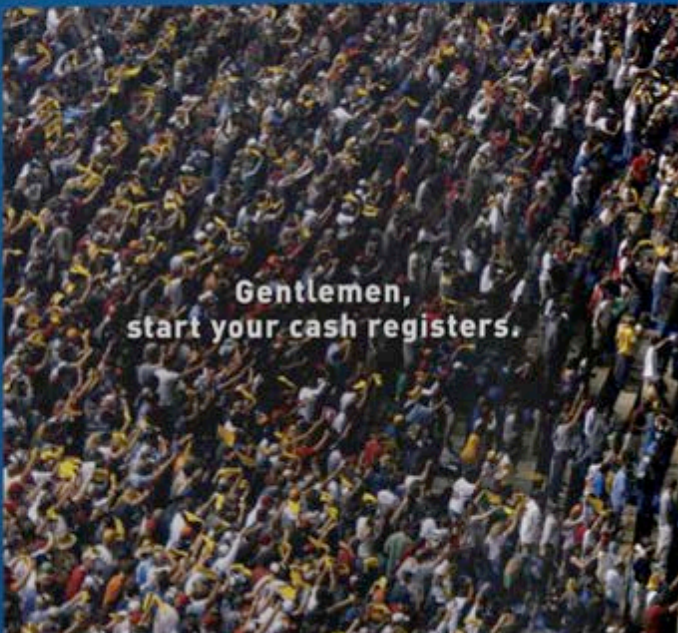
10th and 11th years. New commercial customers only.
Annual programming commitment required. \$15.95
handling and delivery fee applies. Credit card required.



*Based on a 2007 nationwide independent survey of independent management, conducted by Nielsen Consulting Group. **Based on national offering of exclusive sports packages and other major sports programming in HD. ©2007 American Customer Satisfaction Index. Availability of Package Revenues Varies. 100% SATISFACTION GUARANTEE. Some restrictions apply. SAT is more than 800,000,000. Programming commitment, as defined by customer's commercial programming rate card, required. Offer available to new commercial customers in commercial structures to view their directv.com. See how option offer per commercial location. Certain restrictions and limitations of additional services available for a charge. Offer valid while quantities are limited. May not be combined with any other offer.

offer rules: DIRECTV programming, pricing, terms and conditions subject to change at any time. Taxes not included. Receipt of DIRECTV programming subject to terms of DIRECTV Commercial Customer Billing Agreement; receipt provided with new customer information packet. Customers not programming available separately. NFL, the NFL, DIRECTV logo, NFL SUNDAY TICKET and other logos are registered trademarks of NFL and its affiliates. ©2007 DIRECTV, Inc. DIRECTV, the DIRECTV logo, and NCAA MEGA MARCH MADNESS are trademarks of DIRECTV, Inc. All other trademarks and service marks are the property of their respective owners.

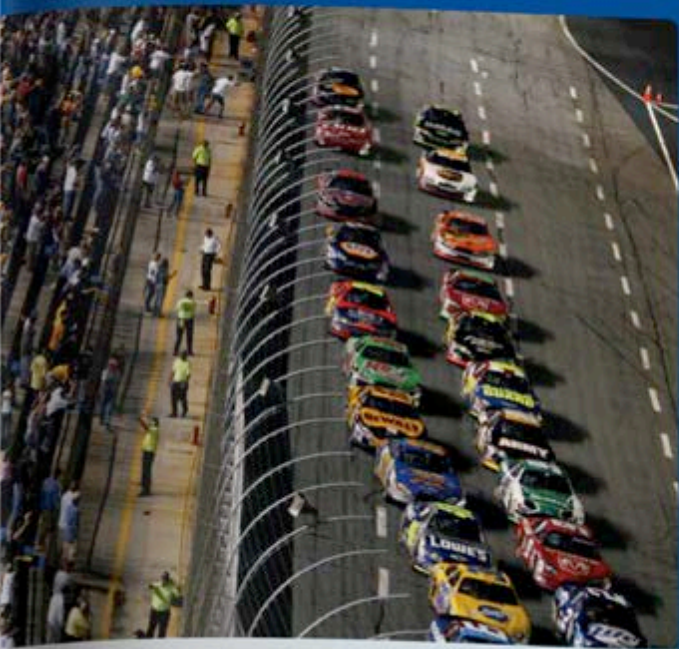
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**Gentlemen,
start your cash registers.**

Want to run laps around your competition? Let your business run on high octane. Our exclusive sports packages offer unrivaled access to the biggest drives in sports. NFL SUNDAY TICKET® brings you every NFL game, every Sunday of the season. Our NCAA® MEDIA MARCH MADNESS™ package broadcasts every tournament moment. And, of course, NASCAR HotPass™ is a surefire way to drive some really heavy traffic. Plus, DIRECTV offers more sports programming in HD* than any other cable or satellite provider. So if you want to bring in more customers, call DIRECTV today. And prepare to accelerate your business.

¹ *Journal of Interpersonal Violence* 2009, 24(10):1267-1282. doi:10.1186/08862605.2009.03222.x



Ask about
50% off
NFL SUNDAY
TICKET™

FREE Standard DIRECTV® Receivers - up to 2!
FREE Standard professional commercial installation.
 Call until
\$400 That's 50% off for 3 months with an annual programming commitment. Call for details.

Offered 12/1/17 New commercial customers only. Initial programming subscription required. \$25.00 handling and delivery fee applies. Credit card required.



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Two things you just don't see
with DIRECTV.

**Bars and restaurants with NFL SUNDAY TICKET™
report a 74% increase in traffic during football season.***

A full lineup helps fill your bar—and your cash register. When it comes to sports, DIRECTV delivers what cable can't: exclusive, traffic-building packages like NFL SUNDAY TICKET™, NCAA® MEGA MARCH MADNESS™ and NASCAR HotPass™, plus more sports programming in HD™ than any other cable or satellite provider. Not to mention higher customer satisfaction ratings than cable—seven years running.† So go ahead. Tap into our great introductory offer, and get ready to go standing-room-only.

CALL 1-888-707-8105 or VISIT directv.com/business

Ask about
50% off
NFL SUNDAY
TICKET™

FREE Standard DIRECTV® Receivers – up to 3†
FREE Standard professional commercial installation.
Save up to
\$400
That's 50% off for 6 months with an annual programming commitment. Call for details.

†Offers end 12/31/07. New commercial customers only. Annual programming commitment required. \$25.95 handling and delivery fee applies. Credit card required.



*Based on a 2007 nationwide independent survey of restaurant management, conducted by Nielsen Consulting Group. †Based on national offering of exclusive sports packages and other sports programming in HD. ††2007 American Customer Satisfaction Index, University of Michigan Business School. (2006-2007, 2005). Some restrictions apply. Call for more details. (2006-2007, 2005). Programming copyrighted, as defined by copyright's definition of programming, not text, musical, other, or available to non-commercial customers at commercial rates. See for details. For the latest offer on commercial service, visit directv.com/business. Subject to restrictions and conditions of additional services available to a design. Offer not available in restricted areas. Offer not to be combined with any other offer.

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Call now to lock in this great, limited-time offer
for your business.

DIRECTV's new **Commerical Xtra Pack** includes:

- Up to two FREE receivers.



How 17 of the top 20
full-service chains
turn up their volume.

Ask about
FREE
HD
RECEIVERS

New Commercial Package
Only \$99.95/mo!

Offers end 12/31/11. Annual programming commitment required. \$24.95 handling and delivery fee applies. Credit card required. See back for details.



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directv.com/business

Service may vary by location. **Based on a 2011 nationwide independent survey of full-service restaurants. Programming commitment, as defined by customer's commercial programming with carry, required. Activation and installation of additional receivers available for a charge. Offer void where prohibited or restricted. All DIRECTV programming subject to terms of DIRECTV Commercial Customer Viewing Agreement. Logo are registered trademarks of NTA and its affiliates. ©2011 DIRECTV, Inc. DIRECTV, the Typoshield logo and the 'D' logo are trademarks of DIRECTV, Inc.

GATES FOUNDATION RESEARCH

CLIENT

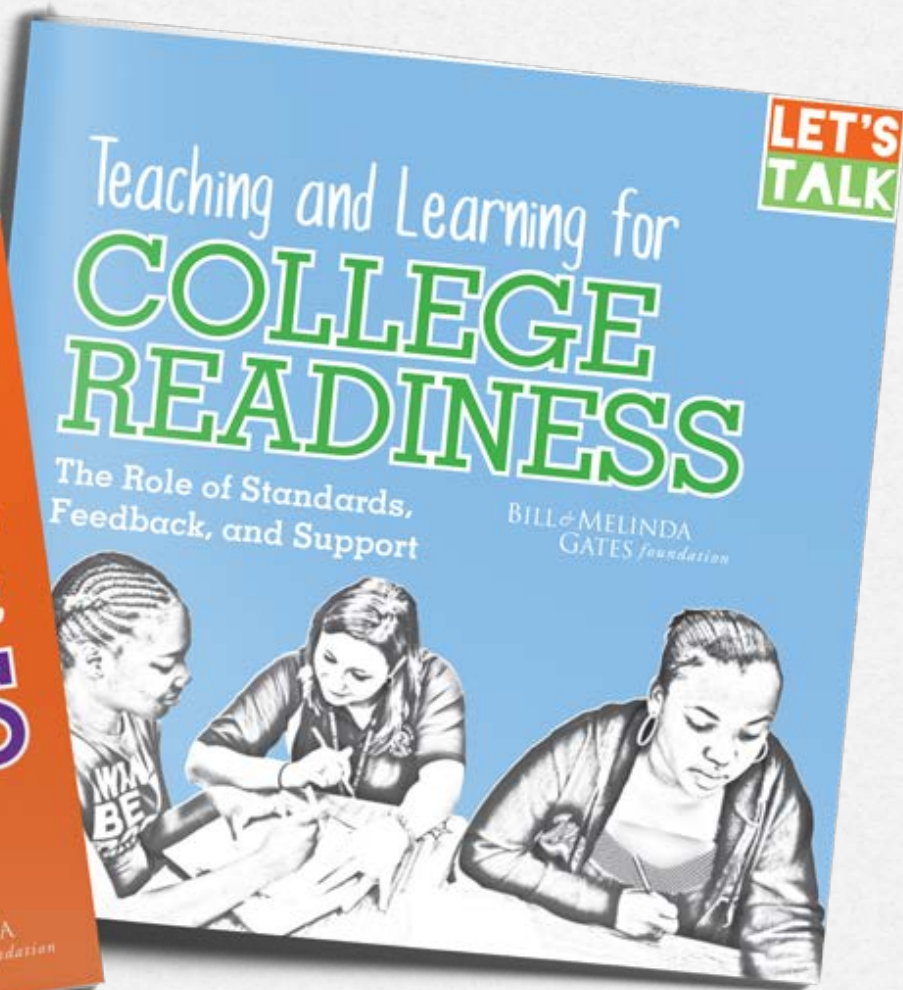
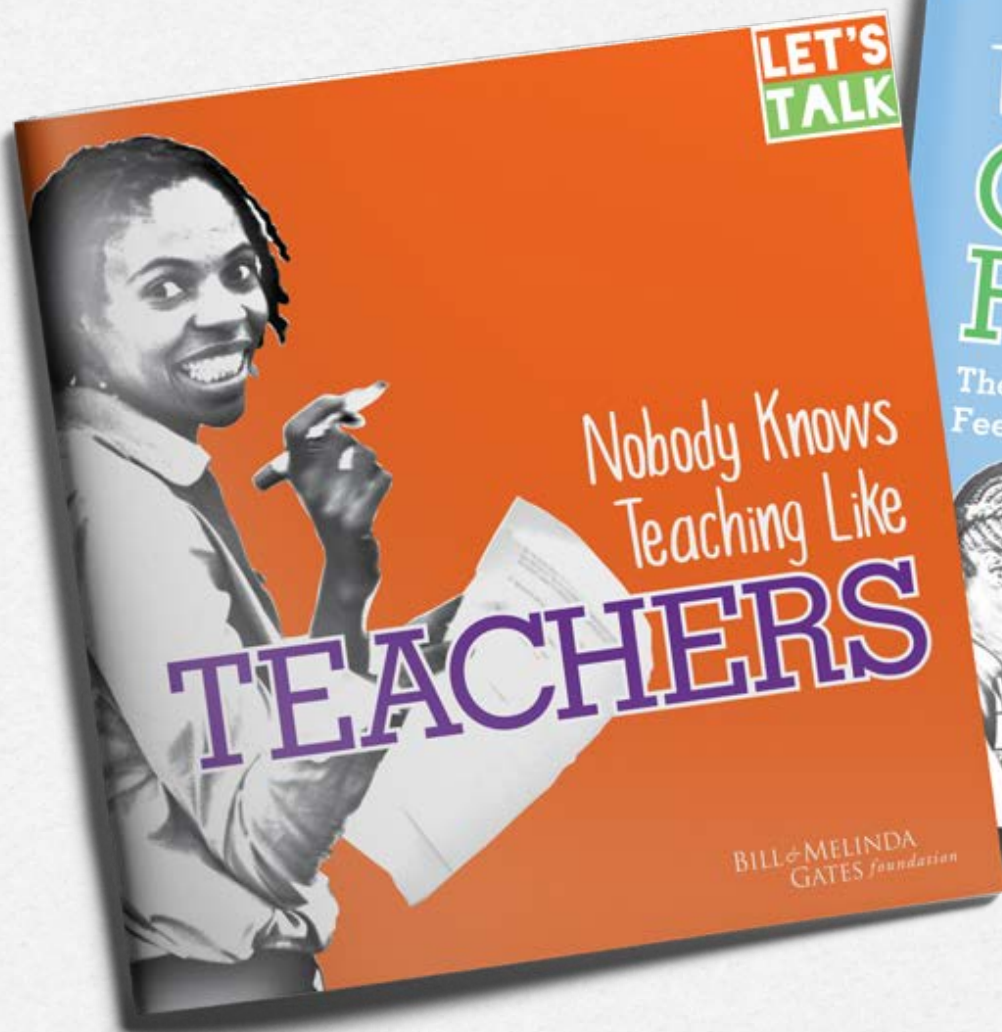
**Bill & Melinda Gates
Foundation**

DETAILS

Translated cutting-edge research that examined best practices to predict student growth into easy-to-understand reports, summaries, and graphical presentations that engaged educators and opinion leaders.



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FLUCTUATIONS

A former student's father of mine has cancer.
She said that if he passes away soon, she wants me
to walk her down the aisle when she gets married.
Five minutes before this, I broke up a fight in the library.

Brandon White, Middle School English Language Arts Teacher

What We BELIEVE

**At the Bill & Melinda Gates Foundation, we believe
that nobody knows teaching like teachers.**

The most innovative ideas about how to dramatically accelerate student success will come from classroom teachers as they find better ways to give feedback to and get feedback from their students.

We believe that teachers are central to dramatically increasing student learning. There is nothing more powerful in the classroom than the relationship between teachers and students. Research shows it, and each and every one of us knows this from our own experiences as students.

We believe that the most radical shifts in the teaching profession will come from classroom teachers when they are given opportunities to share their stories, collaborate with their colleagues around improving practice, and increasingly hold leadership roles without having to leave the classroom. Research suggests that an increase in teachers' reported sense of professional community is a leading indicator of improved practice and greater student achievement.



What We SUGGEST

Early research and real-world examples from those making progress suggest several strategies worth considering ... and avoiding.

CONSIDER

- **Making sure that the primary goal of feedback and evaluation is to improve instruction.** The MET research found that it is possible to develop a set of objective measures that can identify great teachers whose classroom practices cause their students to learn more. The study identified teachers who produced higher-than-average student achievement gains on state tests compared to other teachers in the same school, grade, and subject. These measures (classroom observations, student surveys, and student test score gains) helped accurately predict teachers' future performance.
- **Using multiple measures to assess instruction, including observations, student surveys, and student achievement growth.** MET also found that a balanced combination of multiple, different measures provides a more reliable and consistent gauge of teaching effectiveness over time than one that is focused primarily on a single measure, such as student achievement gains. Using multiple measures can prevent unintentional distortion that could lead teachers to over-focus on a single area of teaching to the exclusion of others, hoping to improve their scores. Multiple measures also can make it more difficult to manipulate or game the system.
- **Listening to the students.** A well-designed student perception survey can provide cost-effective and reliable information about components of teaching practice that predict student learning, according to MET.
- **Using multiple observers.** Accurate classroom observation ratings for teachers require two or more observations by individuals who are trained and certified, according to MET. Having multiple observers produces more reliable results than having a single observer rate multiple lessons. Although administrators tended to score teachers from their own schools higher, their rankings were similar to the teacher rankings made by evaluators from outside the school.
- **Investing what's necessary.** An evaluation by RAND/ AIR found that the initial costs of establishing a fair and valid teacher evaluation system, based on multiple measures, should be 0.5 percent of a district's annual operating budget (or 1.3 percent of teacher compensation and benefits). For ongoing costs, districts should plan to spend about 0.25 percent of their budget. That's not much compared to the importance of a system's teaching talent.
- **Combining the above with more aggressive efforts to attract and retain teaching talent,** such as hiring early, providing mentors and coaches for new teachers, and matching teachers and schools through a mutual consent process.

AVOID

- ✗ **Using any single measure in isolation.**
- ✗ **Publicly releasing individual teacher value-added data or evaluation results.**
- ✗ **Creating new assessments for non-tested grades and subjects that are not reliable and valid and that cannot strongly inform instructional improvement.**
- ✗ **Assuming that you need to create measures and instruments from scratch or assuming that you can do this without investing resources in building people's understanding and capabilities.** Check out some of the new observation tools and student surveys available, such as those from TNTP, Panorama, Tripod, My Student Survey, and YouthTruth.
- ✗ **Removing human judgment from decision-making processes by over-relying on algorithms or formulas to make determinations about teaching performance.**
- ✗ **Focusing only on teaching effectiveness without also addressing effectiveness at all levels of the school system (i.e., principals, coaches, principal supervisors, human resources, curriculum, etc.).**
- ✗ **Making instructional improvement a priority without establishing plans to measure factors that inform improvement in your system, such as the quality of teacher practices, the rigor of student work, and the effectiveness of professional development and instructional leadership.**

I ask students what they like and don't like about a lesson, what's confusing and what didn't make sense. From there, everything gets tweaked based on their answers. It's my favorite way of thinking about whether something is effective or not.

Tina Krekoukis, Middle School Math Teacher, Brooklyn, New York





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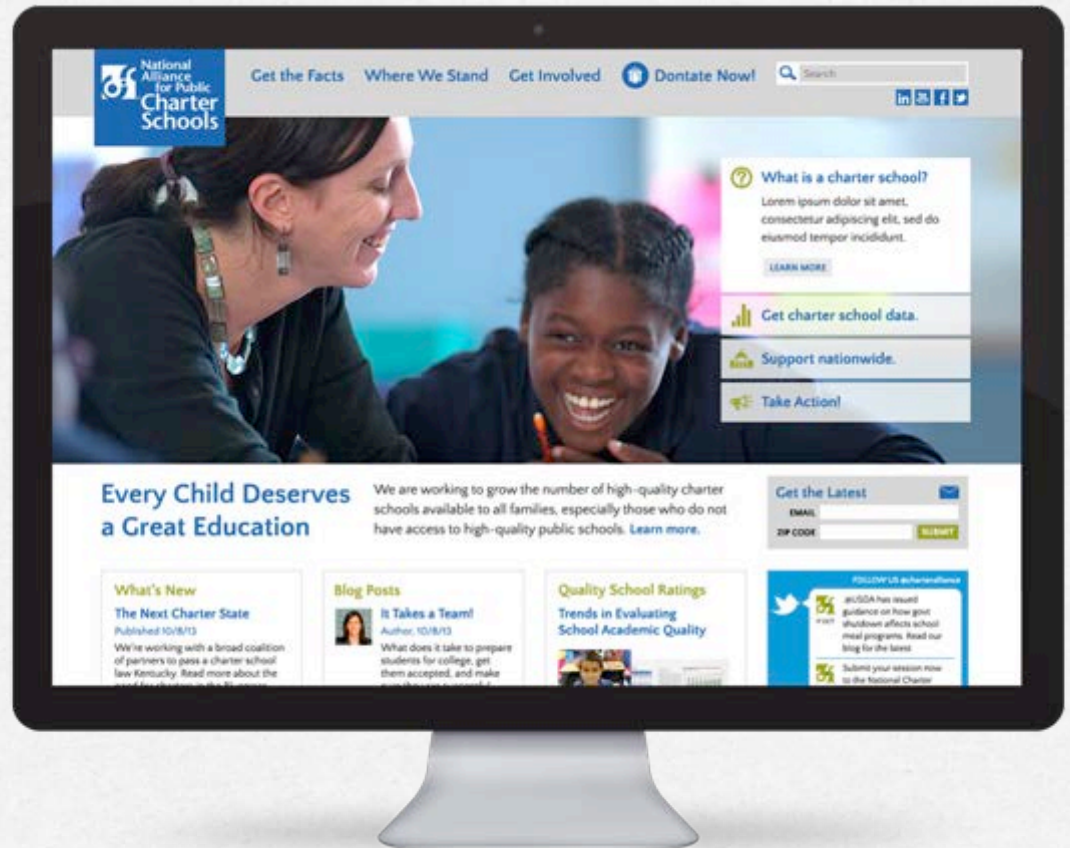
CHARTER SCHOOL WEBSITE

CLIENT

National Alliance for Public Charter Schools

DETAILS

Redesigned website to allow for updated CMS and expanded visual capacity. Model law database and data dashboard redesigned for more robust data visualizations.



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What is a charter school?

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt.

[LEARN MORE](#)[Get charter school data.](#)[Support nationwide.](#)[Take Action!](#)

Every Child Deserves a Great Education

We are working to grow the number of high-quality charter schools available to all families, especially those who do not have access to high-quality public schools. [Learn more.](#)

Get the Latest

[SUBMIT](#)

What's New

The Next Charter State

Published 10/8/13

We're working with a broad coalition of partners to pass a charter school law Kentucky. Read more about the need for charter in the Bluegrass.

Blog Posts



It Takes a Team!

Author, 10/8/13

What does it take to prepare students for college, get them accepted, and make sure they are successful?

Quality School Ratings

Trends in Evaluating School Academic Quality



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@USDA has issued guidance on how govt shutdown affects school meal programs. Read our blog for the latest.

Submit your session now to the National Charter



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[National Charter Schools Conference](#)

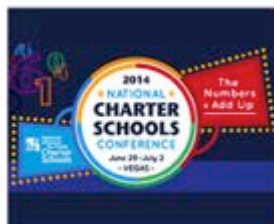
[National Charter Schools Week](#)

[Lawyers Network](#)

[Take Action](#)



Get Involved



NATIONAL
CONFERENCE



NATIONAL CHARTER
SCHOOLS WEEK



CHARTER SCHOOL
LAWYERS NETWORK



TAKE ACTION

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Measuring Up to the Model

To help states create laws that support high-quality public charter schools, the National Alliance has developed a **model state law**. Each year, we rank states based on how well their laws align to this model. We also examine how well states are implementing their laws.

Alignment to Model

☐ By Total Score

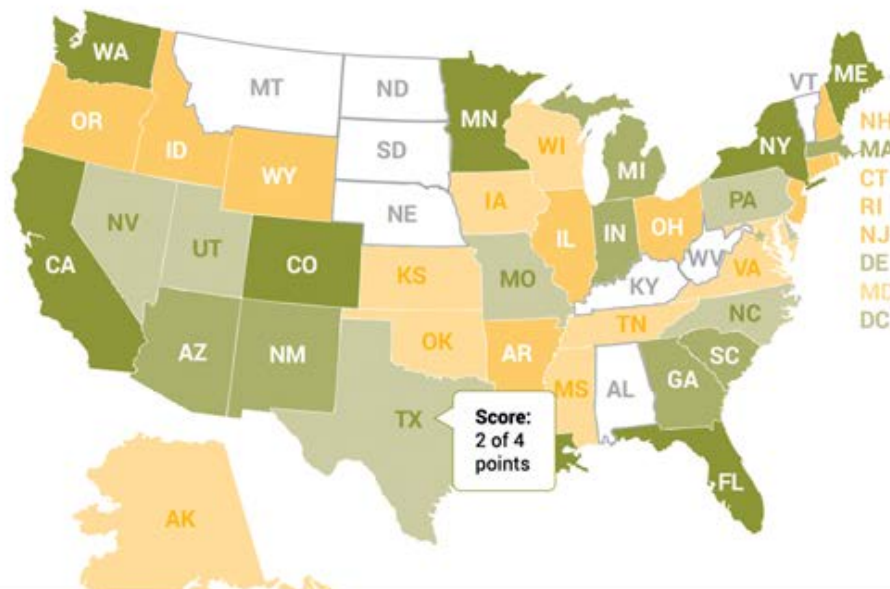
☒ By Component of Law

No Caps

SCORING SCALE

- 4** The state does not have a cap.
- 3** The state has a cap with room for ample growth. OR the state does not have a cap, but allows districts to restrict growth.
- 2** The state has a cap with room for some growth.
- 1** The state has a cap with room for limited growth.
- 0** The state has a cap with no room for growth.
- ☐ Not scored for this component

Implementation



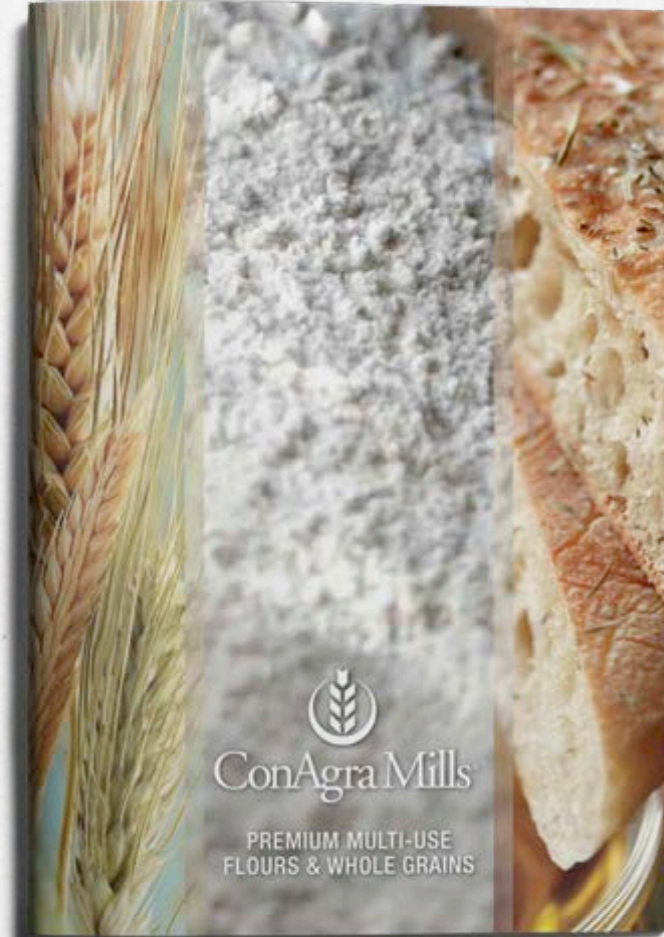
CONAGRA MILLS BROCHURE

CLIENT

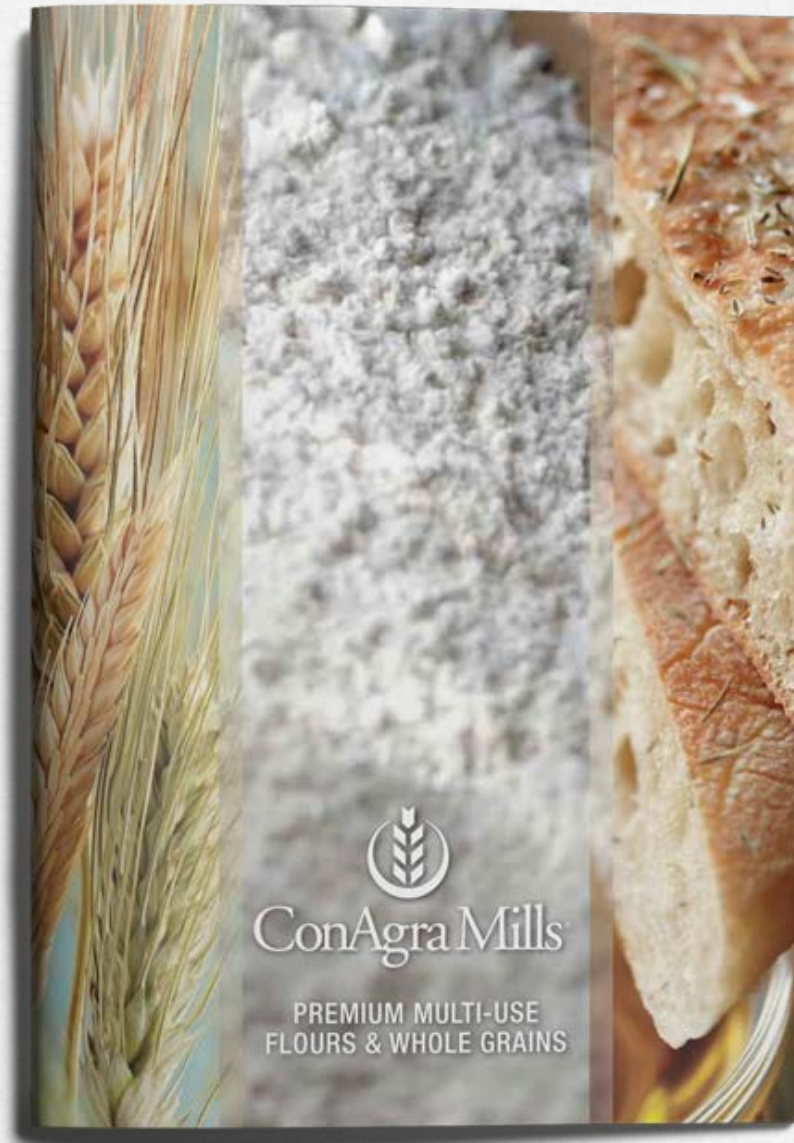
ConAgra Mills

DETAILS

Rebranding and launching new product lines for ingredient manufacturer. Art directed photoshoot and designed brochure.



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Innovation Milled Here.

As the industry's leading flour supplier and innovator, we offer our customers more than high-quality ingredients. We offer the most comprehensive selection of premium multi-use flours, whole grain ingredients and customized multigrain blends, all with the promise of reliability, consistency and support.

We keep our customers at the forefront of trends and consumer demand with pioneering whole grain products like Ultragrain® whole wheat flour, Sustagrains® ultra-high fiber barley and Ancient Grains—proprietary ingredients that drive industry growth in a limitless variety of applications.

If your product demands it, we can mill it.

MALIBU DUSTED WITH ANCIENT GRAINS QUINUA FLAVOR AND COARSE & SOFT & SEED BLEND

SELECTION IS JUST THE START

At ConAgra Mills, we pride ourselves on being your single point of contact throughout the product development cycle—from concept through formulation and testing to product launch and beyond.

As your supplier and partner, we give you access to our valuable functional resources. Culinary, technical, regulatory, nutrition, consumer insight and risk management experts are just some of the team members available to support your growth:

- **Culinary support**—Our chefs are passionate about creative commercial food products. They support your new product development process with artistic and thoughtful concepts that tap into culinary, demographic and lifestyle trends.
- **Food safety and packaging expertise**—Our food safety, engineering and packaging experts understand how raw materials behave in prepared-food systems. Let them field your questions about flour selection, packaging choices and anything in between.
- **On-site technical assistance**—Technical specialists located strategically across the country stand ready to provide on-site, timely formulation and production solutions.
- **Assistance with developing great-tasting, "better for you" products**—An in-depth understanding of labeling and regulatory matters, coupled with our catalog of healthful whole grain ingredients, lets us suggest applications and formulations that target the nutritional benefits you and your customers are seeking.
- **Consumer insights**—Our insights team is on top of emerging trends and changing consumer sentiments, along with the sensory and societal forces that shape purchasing decisions. We're committed to providing actionable insights to our customers.

PARTNERING TO MANAGE RISK

Our customers' risk management goals are as diverse and dynamic as the market, which is why we collaborate with our customers to actively manage market exposure. Our goal is to help you achieve your desired results, balancing risk with reward.

By capitalizing on our knowledge, size and position in the grain market, we pass on actionable information to our customers, large and small. It's all part of how we keep your long-term success top of mind.

- **World-class commodities specialists**—We stay ahead of developments that impact grain markets, including energy, weather, transportation and world events.
- **Futures expertise**—Hedging strategies let our customers lock in predictable commodity prices for long-term business success.
- **Risk management services**—We offer a full portfolio of risk management strategies with options tailored to your specific needs and objectives. From economic research and analysis to risk solution execution, we've got you covered.
- **Constant market intelligence**—Our sales and commodities staff monitor the continuous fluctuations in the cost and availability of wheat along with those of other commodities.

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The Latest Wave

To Hit
Whole
Grain
Innovation
Is Ancient



We're witnessing a renaissance in consumer interest in Ancient Grains, and ConAgra Mills has led the effort to revitalize these heirloom "superfoods." Since the dawn of history, amaranth, millet, quinoa, sorghum and teff have served civilizations as staple grains. Now, in their quest for health and variety, American consumers are discovering the natural nutrition, exciting textures and unique flavors of these grains. By sourcing reliable supplies and milling these grains into functional forms like single-grain flours and multigrain blends, we've added the quality and scale that will support the industry's 21st-century introduction of Ancient Grains. With functionality across a wide range of applications—from pizza crusts to breakfast cereals and bars—it's no wonder these Ancient Grains are making waves all over again. Many of our Ancient Grains products are also naturally gluten-free, offering a new world of flavor and nutrition for your gluten-free applications.



AMARANTH



- Very small, light-colored grain with an appealing mild flavor
- Native to the Americas and prized by the Aztec civilization, it was a dietary staple and a revered symbol of the culture
- Amaranth flour works well in a variety of applications, such as baked goods, pasta and RTE cereals
- Amaranth protein quality is among the highest relative to other grains. It also has comparatively more calcium and iron
- Naturally gluten-free

MILLET



- Small, pale, round yellow grains with a mild flavor that's ideal for blending with the flours of other grains
- A staple in India and common in Africa, millet was domesticated more than 4,000 years ago from a wild West African grass
- Whole grain millet flour works well in applications including pasta and flatbreads
- Millet nutrients include the B vitamins—thiamin, riboflavin, niacin, pantothenic acid, B₆ and folic acid—along with a number of other important nutrients
- Naturally gluten-free

QUINOA



- Small, light-colored round grain with an unmistakably nutty, earthy flavor
- Indigenous to South America, where the Incas praised it as the "mother of all grains"
- Lively flavor complements breakfast cereals, pizza, artisan-style breads and more
- Higher protein quality compared with that of many other grains; a powerful source of minerals, including calcium, magnesium, potassium and iron
- Naturally gluten-free

SORGHUM



- Medium-sized round grain with a mild, lightly sweet taste that melds well with other flavors
- Originated in Africa; today, it's the fifth most important cereal crop in the world
- Highly versatile—sorghum can be used in extruded snacks and flaked cereals, formulated into baked goods and even brewed into beer
- Naturally gluten-free

TEFF



- Tiny, dark or ivory-colored grain whose lightly sweet, molasses-like flavor is compatible with other grain flours
- This grain is a principal source of nutrition in the Ethiopian diet.
- Ideal for use in flatbreads, waffle and pancake mixes, breads, cookies and other applications
- Notable source of calcium and magnesium
- Naturally gluten-free

CONAGRA MILLS ANCIENT GRAIN FLOURS BRING 21ST-CENTURY FUNCTIONALITY TO MILLENNIA OF TRADITION:

- A selection of high-quality Ancient Grain flours, multigrain blends and inclusions from one of the industry's most trusted sources
- Functionality across a wide range of applications
- Distinctive flavor profiles for inspiring the next generation of whole grain product development
- An impressive nutritional portfolio, including protein, fiber, vitamins, minerals and antioxidants
- Custom multigrain blends and blends with chia available



ARTISAN BREAD MADE WITH 9-GRAIN WHOLE GRAIN FLOUR & WHOLE MILLET FLOURS

POTATO BROCHURE

CLIENT

United States Potato
Board

DETAILS

Recipe brochure for school foodservice operators to encourage incorporating potatoes in healthy recipes beyond fries and tater tots. Art directed recipe photoshoot.



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Potato power!

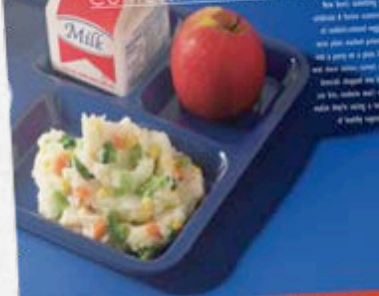
Kid-Tested
Healthful
Recipes and
Tips with
America's
Favorite
Vegetable

Potato & Smoked Turkey Pita



Start by boiling the potatoes until tender. Drain and mash. Add the turkey, potatoes, and vegetables. Mix well. Fill the pita bread with the mixture. Top with cheese and serve.

Confetti Mashed Potatoes



Boil the potatoes until tender. Drain and mash. Add the milk and seasonings. Mix well. Top with the confetti of vegetables. Serve hot.

Taco Spud



Bake the potato until tender. Drain and mash. Add the taco meat, cheese, and vegetables. Mix well. Top with cheese and serve.

Naturally Nutritious

See how many grams of fiber and potassium are in each potato.

Amount	Fiber (g)	Potassium (mg)
1 medium potato	3	600
1 large potato	5	1000

Healthful potato facts

- 100 calories
- 3 grams of fiber
- 600 milligrams of potassium
- 1 gram of fiber
- 100 milligrams of potassium

Smoked Turkey Pita

Start by boiling the potatoes until tender. Drain and mash. Add the turkey, potatoes, and vegetables. Mix well. Fill the pita bread with the mixture. Top with cheese and serve.

Potatoes

Boil the potatoes until tender. Drain and mash. Add the milk and seasonings. Mix well. Top with the confetti of vegetables. Serve hot.

Taco Spud

Bake the potato until tender. Drain and mash. Add the taco meat, cheese, and vegetables. Mix well. Top with cheese and serve.

FOODCAST NEWSLETTER

CLIENT

**ConAgra Food
Ingredients**

DETAILS

Quarterly newsletter for food industry developers, which also promoted client's spice products, to help developers stay on trend. Designed all materials, including packaging, and art directed recipe photoshoots for each issue.



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COLLEGE COMPLETION REPORTS

CLIENT

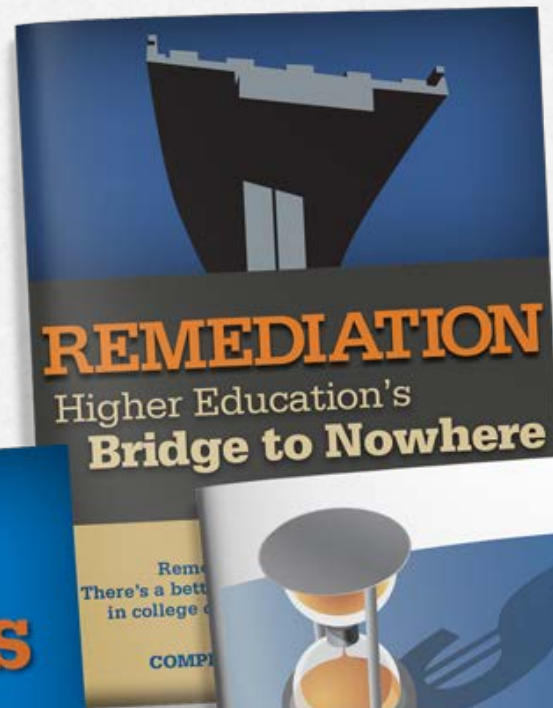
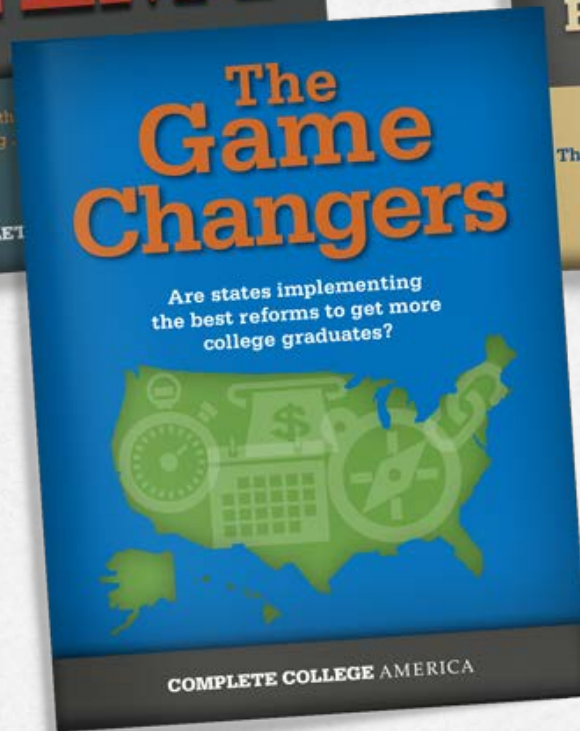
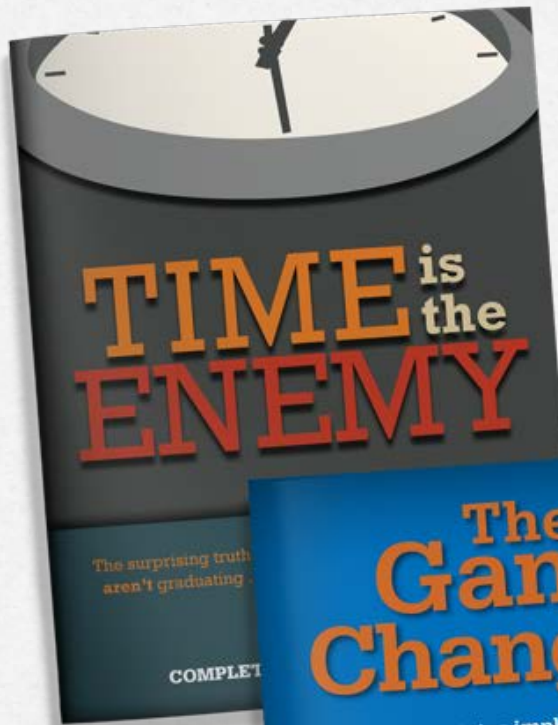
**Complete College
America**

DETAILS

Creative direction and design for national reports with complex infographics to highlight client's key findings and recommendations. Reports were featured in numerous media outlets and brought new work to the firm due to its revolutionary method of story telling.



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WHERE WE STAND

The National Picture

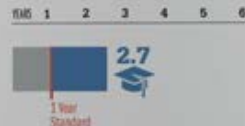
Most full-time students don't graduate on time.



Many graduates earn excess credits.



And graduates take far too long to finish, costing missed opportunities and money.



COST OF EACH ADDITIONAL YEAR

\$15,933 in cost of attendance*

+\$35,000 in lost wages

\$50,933 total for each student seeking associate degree



COST OF EACH ADDITIONAL YEAR

\$22,826 in cost of attendance*

+\$45,327 in lost wages

\$68,153 total for each student seeking bachelor's degree



KNOW THIS: The best strategy for reducing the cost of college is to ensure that **more students graduate on time.**

Data for students who began college going full-time.
*Includes tuition and fees, room and board, books and supplies, transportation, and other expenses.
For source information, see state profiles.

WHERE WE NEED TO BE

Guided Pathways to Success (GPS) at a Glance

Most American college students do not graduate on time. Using GPS, students make choices of "packaged deal" majors, not random courses. Then they are required to proceed on highly structured degree maps, geared for on-time completion. GPS leads to more graduates overall and makes college more affordable.

INFORMED CHOICE AND "META MAJORS"

"Undeclared" students enter college and select among a set of initial broad clusters of majors. As students progress, these meta majors narrow into more specific areas of study.

MATH ALIGNED TO MAJORS

College algebra has only one purpose: preparation for calculus, which most non-STEM majors don't need. Students are far more likely to succeed when mathematics are relevant and aligned to their majors. For many programs of study, rigorous statistics and quantitative reasoning courses are more appropriate.

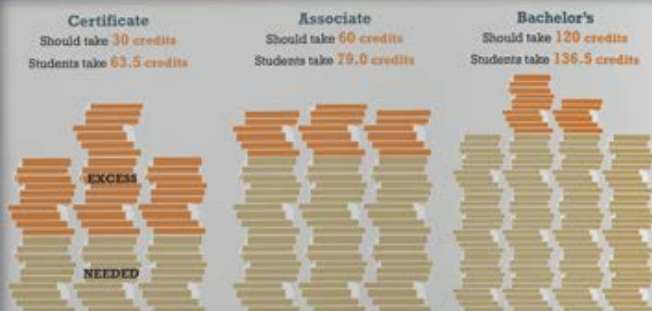
ACADEMIC MAPS

Students choose coherent programs, not random, individual courses. After students make the "big choices" of meta majors and academic majors, all the other choices of necessary credits and course sequences are laid out for them.



Detailed GPS on pages 14-15.

FINDING 4 Students are wasting time on excess credits ...



... and taking too much time to earn a degree.



Staying in school longer doesn't significantly increase students' chances of graduating.

For instance, giving full-time community college students **one extra year** to earn an associate degree and giving full-time college students **two extra years** to earn a bachelor's degree **only increases graduation rates by 4.9 percent** — for both groups.

We must help them complete faster.

ACTION It's time to give students more efficient pathways to success.

What do we do about it?

Colleges need to recognize that time is the enemy. With today's student population, **more time and more choices often add up to less success.** Being able to engage in an extended period of self-discovery or sample multiple courses out of catalogues the size of phone books might work for students who have the luxury of unlimited time and money. But this approach doesn't work for the nearly 50 percent of students who work more than 20 hours a week or for the 25 percent of community college students who work more than 35 hours a week.

Colleges should:

1. Require formal, on-time completion plans for every student, updated annually.
2. Enact caps of 120 credit hours for a bachelor's degree and 60 credit hours for an associate degree.
3. Create a common general education core program to ensure consistency.
4. Require full transferability of common core courses.
5. Adopt alternative pathways to help students earn college credits, such as through Advanced Placement, online learning, and accelerated competency-based courses.

PROGRESS: Some states are boosting productivity

Connecticut: Full-time enrollment in community colleges increased dramatically when colleges began using full-time enrollment status as the default when processing student financial aid applications. The strategy shows students that attending college full-time is often more affordable than they expect.

Texas: To reduce the likelihood that students will earn unnecessary and excessive credits, colleges and universities lose their state subsidy for students who exceed a certain credit-hour threshold. Additionally, students are charged out-of-state tuition if they exceed limits for repeating courses or if they take classes that have content essentially identical to ones they have already completed.

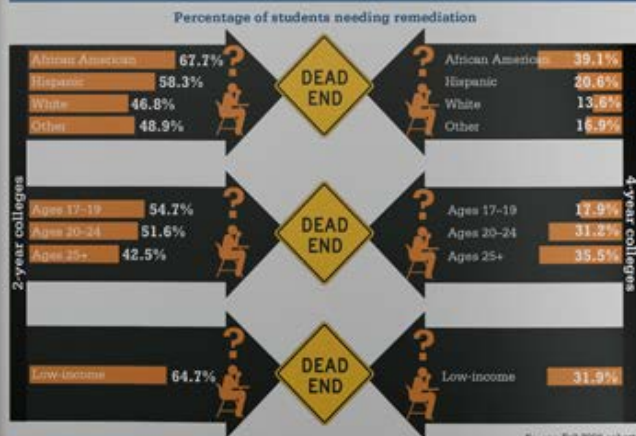
Florida: The state is using comprehensive degree acceleration strategies such as dual enrollment (allowing students to earn college credit while in high school), early admission, credit by examination, and Advanced Placement/International Baccalaureate credit. These strategies are made possible through a common course-numbering system that allows credits from two-year colleges to be easily transferred to four-year institutions.

KNOW THIS

Too many entering freshmen need remediation.



If you're African American, Hispanic, or a low-income student, you're more likely to be headed toward the remediation dead end.



Strengthen high school so that students are actually prepared for college.

DO THIS!

Fully prepare students for college.

Students should be college-ready upon graduating high school. However, colleges and universities have a responsibility to fix the broken remedial system that stops so many from succeeding.

Adopt and implement the new Common Core State Standards in reading, writing, and math. These voluntary standards, currently supported by more than 40 states, offer multiple opportunities for states and sectors to work together to:

- Align high school curriculum to first-year college courses;
- Develop bridge courses; and
- Create support programs to help students make a smooth transition to college.

Align requirements for entry-level college courses with requirements for high school diplomas. Academic requirements for a high school diploma should be the floor for entry into postsecondary education. K-12 and higher education course-taking requirements should be aligned. Provide 12th grade courses designed to prepare students for college-level math and English.

Administer college-ready anchor assessments in high school. These tests give students, teachers, and parents a clear understanding about whether a student is on track for college. Giving these assessments as early as 10th grade enables juniors and seniors to address academic deficiencies before college.

Use these on-track assessments to develop targeted interventions.

K-12 systems and local community colleges or universities can develop programs that guarantee that successful students are truly college ready and exempt from remedial education as freshmen.

Use multiple measures of student readiness for college.

- Recognize that current college placement assessments are not predictive and should be supplemented with high school transcripts to make recommendations for appropriate first-year courses.
- Have all students taking placement exams receive a testing guide and practice test and time to brush up on their skills before testing.

DONE THIS: Some states are ensuring that more entering freshmen are prepared.

California: The California State University (CSU) system added a series of college readiness questions to the state's 11th grade exam. After students take the test, they are told whether they are on track for college-level classes in the CSU system. Plus, CSU is helping high school teachers work with unprepared students and is developing a 12th grade transitional curriculum.

Indiana: Since 2005, Core 40 graduation requirements have been the required high school curriculum and the minimum admissions requirement for the state's four-year public universities. Developed jointly by the K-12 and higher education systems, they ensure that high school graduates are prepared for college and careers.

Virginia: This is one of several states (including Texas, Florida, and Kentucky) creating 12th grade transitional courses and end-of-course tests based on college readiness standards and first-year courses. Students who earn high enough scores can bypass additional placement tests and proceed directly into full-credit college courses.

K MAGAZINE

CLIENT

Kikkoman

DETAILS

Quarterly magazine for consumers, featured food trends and original recipes that highlight Kikkoman products. Launched after company redesigned logo, so design was bold and modern to convey new brand position. Art directed recipe photoshoots.



EMILY S. YAHN



EMILY S. YAHN

saucier and side dishes, in the same way that tomatoes, onions and garlic are blackened on a cornucopia in Mexican cooking.

The umami factor

What makes Asian grilling truly different from western grilling is its flavors—and in particular, its nearly universal use of ingredients rich in umami—the meaty, savory or brothy taste found in food like Parmesan cheese, sautéed mushrooms and naturally brewed soy sauce.

These ingredients come into play in marinades and wet rubs (most notably in the form of soy sauce in Japan, China and Korea, and fish sauce in Southeast Asia), in basting sauces and glazes, and in table sauces.

And all of this added umami helps give those modest portions of meat a bigger "presence" in the meal. (We're so excited about the umami power of Kikkoman Soy Sauce and other products, we'll be devoting our fall issue to this timeless—and timely—culinary topic.)



Manage the heat

Asian rubs, marinades and basting glazes often include sugar and other ingredients that burn easily, start with a two-level fire, with a pile of hot coals on one side of the grill and lower embers on the other. This allows you to find the right spot for cooking the food thoroughly without burning the exterior.

Grill with a light hand—Skewered items and thinly sliced meat can easily overcook, so remove them from the grill when heat has barely reached the center but the outside is crisp, or food is "just done" and still moist.

Slash first—Slash the skin of poultry and fish to allow more marinade to penetrate and help retain shape as the skin shrinks.

Layer flavor—For best flavor, marinate—even for just a few minutes—with a high-umami product such as Kikkoman Soy Sauce or Teriyaki Sauce, then grill and use a thicker sauce such as Kikkoman Teriyaki Glaze or Yakimori Collection Sauce for basting—or simply as a glaze, brushed onto the food right after it comes off the grill.

Try a cleaner fuel—Japanese chefs use *bincho*, a type of oak charcoal that burns extremely hot and does not produce smoke or ash, if you can't find *bincho*, use hardwood charcoal like mesquite, not briquettes, which can impart an off odor.

Mesh for success—Use a fine mesh basket or screen placed over the grill for smaller items like mushrooms.

ASIAN GRILLING A COOK'S TOUR

Here's a quick run-down of some Asian grilling culinary inspirations.

japan



- **Yakitori**—small pieces of chicken, including skin, gizzards, hearts or livers, threaded on bamboo skewers. The skewers are dipped in a mixture of soy sauce, honey, sake, mirin and sugar and grilled over charcoal.
- **Shi-yaki** (sushi grilling)—a popular way to prepare fish, especially richer fish like mackerel. The fish is salted liberally before grilling or broiling, and served with grated daikon and a squeeze of lemon to cut the oiliness.
- **Yakimono** ("grilled meat")—bite-size pieces of meat and vegetables cooked over charcoal or a gas or electric grill. (In restaurants these grills are built into the table.) The cooked foods are dipped in sauces known as *tare* before being eaten. A typical sauce consists of soy sauce, sake, mirin, sugar, garlic and sesame. Meat-based dips are also popular, and sometimes yakimono is seasoned simply with salt.

thailand

- **Hum maku** (seasoned grilled eggplant satay)—long Asian egg plant, grilled whole alongside shallots, garlic and fresh chiles, marinated in mortar and seasoned with cilantro, lime juice, mint, fish sauce and sesame seeds.
- **Gai yang**, *yang gai* (grilled chicken with hot and sweet dipping sauce)—a street food specialty. Butterflied chicken breasts and legs marinated in cilantro root, black pepper and garlic and served with a dipping sauce of vinegar, sugar, garlic and pepper flakes.

ADAM GRILLING
A COOK'S TOUR

Indonesia

Steak, when cooked simply in butter or olive oil, is a staple of many Southeast Asian cuisines—Indonesia, Malaysia, Singapore, the Philippines, and Thailand. Chunks of steak of beef, chicken, pork, lamb, or duck are threaded onto bamboo skewers, then grilled and served with various spicy sauces. Meat for the grill is sometimes marinated with lemongrass, which gives a citrusy taste. The skewers are served and, depending on the recipe, are eaten alone, doused in sauce and vegetables, or as a salad.

Vietnam

Thin slices of ground pork patties—A kitchen of ground pork, onion, fish sauce, salt and pepper. After grilling, they are rolled in softened rice paper wrappers with herbs and bean sprouts, then served for dipping.

There are not too many Vietnam-style grilled steaks. This is marinated in fish sauce, sugar, garlic, and onions and grilled, layered on French bread with pickled carrots and daikon, cucumbers, cilantro, a few dashes of soy sauce, and a bit of mayonnaise, butter or pork.



Korea

Bulgog (literally "fire beef")—A popular Korean beef dish served both at homes and restaurants. The meat is marinated in soy sauce, sesame oil, scallions, chilies and garlic. The grilled meat is served with rice, spicy condiments like fermented soybean paste (doenjang) and hot red pepper paste (gochujang), and lettuce leaves to wrap it all up in.

After the grill is done, you can still use the grill for other things like grilling vegetables or grilling the meat for the grill.

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THANK YOU

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