



## Views You Can Use

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While the Model Schools Conference offers an extensive menu of models, experts, and best practices to sample, the purpose of our Symposiums is to help school teams create a recipe for a successful improvement effort. In 2007-08, we will conduct two Symposiums. “Supporting Disengaged and Struggling Learners for Academic Success” will take place on Nov. 3-5 in Atlanta. “Managing the Change in Focus from Teaching to Learning” will be held on Feb. 8-10 in San Diego. Schools typically send a core team to the Symposium, where the members work together to define a mission, engage in facilitated discussions, and leave with a plan of action to implement immediately. Preliminary information and registration forms can be found at [www.leadered.com](http://www.leadered.com).

Sincerely,

Bill Daggett

## Economic Trends

### The Full Meaning of “Outsourcing”

The typical Dell laptop or Lenovo-IBM ThinkPad most likely was fully assembled and shipped by a less well-known company in Shanghai. In fact, nine out of 10 laptops and electronic notebooks are built and processed by one of five Chinese companies. Inventec, for instance, turns out more than 30,000 notebook computers per day in its Shanghai factory. The assembly line is altered to accommodate the different brand name operating systems.

“Everyone in America has heard of Dell, Sony, Compaq, HP, Lenovo-IBM ThinkPad, Apple, NEC, Gateway, Toshiba. Almost no one has heard of Quanta, Compal, Inventec, Wistron, Asustek. Yet nearly 90 percent of laptops and notebooks sold under the famous brand names are made by one of these five companies in their factories in mainland China. I have seen a factory with three ‘competing’ brand names coming off the same line,” says James Fallows, writer for *The Atlantic Monthly*.

Source: “China Makes, the World Takes,” *The Atlantic Monthly*, July/August 2007

### A New “Middle Man” Connects China to the Rest of the World

A number of outsourcing companies have cropped up in recent years as a result of China’s global manufacturing industry. Their purpose is to match foreign companies with Chinese suppliers. Liam Casey, who runs PCH China Solutions with 800 employees, connects companies that want to sell products with Chinese subcontractors who can make those products cheaply and efficiently. Companies like Casey’s consider themselves the link to China’s seemingly endless supply chain. They work to find the right raw materials, parts, factory setup, labor cost, quality, and standards. Technology has made these outsource companies all the more attractive. For example, a client company specifies a product it wants to sell, such as a new headset for a mobile phone. Casey then uses his Google Earth-like system to click on the map, which shows the Chinese companies that can produce the necessary components.

Source: "China Makes, the World Takes," *The Atlantic Monthly*, July/August 2007

## **Education Trends**

### **New Perkins Law Means More Rigor and Relevance in CTE programs**

*The Carl D. Perkins Career and Technical Improvement Act of 2006*, which went into effect on July 1, is more than a reauthorization of the 1998 Perkins Act. The expanded law emphasizes the integration of more rigorous and relevant academics with technical instruction. There also is a new focus on applied learning, higher expectations for students, and career and technical education (CTE) program accountability. CTE programs must now develop and enhance information systems to collect and analyze data on secondary and postsecondary academic and employment outcomes. Achievement gaps also must be identified and quantified at the secondary level. In addition, the law requires that CTE programs meet state performance levels, and technical skills must be assessed to all aspects of industry standards.

Sources: [www.perkins4.org](http://www.perkins4.org),  
[www.acteonline.org/policy/legislative\\_issues/upload/Perkins\\_Changes\\_Summary.doc](http://www.acteonline.org/policy/legislative_issues/upload/Perkins_Changes_Summary.doc)

### **Teachers Credited by States for Leadership Roles**

A handful of states have created certified endorsements to their state licensing systems that would formally recognize teachers who have taken on leadership roles outside their own classrooms. In establishing such endorsements, state and district administrators are recognizing the need for shared leadership within a school, education leaders say. The endorsements can serve as a pathway for future school administrative leaders as well as create options for teachers who want to pursue leadership roles but are not interested in becoming administrators. In Louisiana, teacher leaders must complete six hours of graduate coursework in education leadership, which also can be used toward a Master's degree. In Illinois, teachers can earn the endorsement by completing a Master's program in teacher leadership. In Georgia, endorsement programs must address a variety of leadership functions, including how to develop and implement a shared school vision and provide effective instructional programs. Other states, such as Delaware and Kentucky, are considering similar steps. The endorsement in all states are optional and do not guarantee extra pay for teachers.

Source: [www.wallacefoundation.org/ELAN/NewsRoom/news\\_dc\\_5\\_9\\_07.htm](http://www.wallacefoundation.org/ELAN/NewsRoom/news_dc_5_9_07.htm)

## **Biotechnology**

### **Imminent Cardiac Arrest Detected Over the Phone**

A miniature heart monitor that allows doctors to detect imminent cardiac arrest over the phone is available for the first time in the United States. The device is part of a service called EKGGuard that provides clients with the handheld electrocardiogram (EKG) monitor and a 24-hour call center staffed by cardiac specialists. The goal is to drastically reduce the time between the onset of a heart attack and a patient's arrival at the hospital. EKGGuard largely is geared toward victims of earlier heart attacks, those with a family history of heart disease, or people concerned over recent chest pain. The monitor uses three electrodes attached to the body to record two minutes of heartbeats, which are then played back through a phone line to a call center as a series of computer beeps. Software at the other end transforms the beeps into a standard hospital-style cardiograph reading, to be compared with the patient's medical history on file. EKGGuard plans to incorporate Bluetooth capabilities in the device so it can work with a cell phone or

PDA. A similar system in Israel serves about 60,000 patients. Currently, EKGuard is available in New York, Connecticut, and New Jersey.

Source: [www.technologyreview.com//wtr\\_15874,1,p1.html?trk=nl](http://www.technologyreview.com//wtr_15874,1,p1.html?trk=nl)

### **Video Games Improve Surgeon Performance**

Medical students studying to become surgeons should look to video games as part of their coursework, according to a study by researchers at Beth Israel Deaconess Medical Center in Boston. The study showed that, when it comes to skills involving laparoscopic surgery, surgeons who had played video games for more than three hours per week at some point in their lives made 37% fewer errors, were 27% faster, and scored 42% better overall than surgeons who never played video games. The speed and errors were measured during simulation exercises widely used to train surgeons to perform laparoscopic procedures, which are usually less traumatic for patients because the operations are typically done through tiny incisions. Laparoscopy, however, requires skilled dexterity and precise hand-eye coordination as doctors manipulate their instruments while looking at images on a screen.

Source: [www.msnbc.msn.com/id/4685909/](http://www.msnbc.msn.com/id/4685909/)

### **Economics by the Numbers**

To visualize the magnitude and efficiency of China's global manufacturing system, consider:

- The Pearl River Delta of Guangdong province, is the world's largest manufacturing center. Just north of Hong Kong, it is estimated to have a manufacturing workforce larger than the entire manufacturing workforce in the United States.
- Guangdong's population is around 90 million. So, even if one-fifth of its people hold manufacturing jobs (and that number is likely to be much larger), that would be 18 million, versus 14 million in the United States.
- Shenzhen, a city in Guangdong, was a fishing town of 80,000 people 20 years ago. Since then, it has grown 100 fold and is as populous as New York City, with scores of skyscrapers and hundreds of factories.
- A factory owned by the Chinese company Foxconn in Guangdong province occupies roughly as much space as a major airport.
- About 240,000 people work on Foxconn's assembly lines, sleep in its dormitories, and eat in its company cafeterias. Foxconn's caterers prepare 3,000 pigs each day to feed company employees.
- In general, pay at electronics factories is between 900 and 1,200 yuan renminbi (RMB) per month, or about \$115-155 U.S. dollars. In contrast, a Chinese farm family earns a few thousand RMB per year.
- A factory worker's shift usually is 12 hours, with two breaks for meals, six or seven days a week.
- From the major ports serving the area, Hong Kong and Shenzhen harbors, cargo ships left last year carrying the equivalent of more than 40 million of the standard 20-foot-long metal containers that end

up on trucks or railroad cars. That's one per second, 24/7, and it is less than half of China's export total.

- The containers that come back from the United States are the country's two leading ship-borne exports from to China by volume — scrap paper and metal for recycling.

Source: "China Makes, the World Takes," *The Atlantic Monthly*, July/August 2007