

MINORITIES &

SUCCESS

A woman with short dark hair, wearing a black business suit with a white collar, is talking on a black telephone. She is standing in an office environment with a white wall and a computer monitor visible in the background.

How to Protect Your business Ideas

10 routines to Improve Your Productivity

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How to Protect Your Small Business Ideas With Business Structures

By Rhett Kniep

If you have the ingenuity to come up with a stellar idea, develop it into a business, and generate profits with it, you will likely have the foresight to protect that valuable entity. Here, we talk about how you can protect your small business ideas by keeping them behind the business castle wall: your business structure.

Business structures, or entities, are generally classified into one of these categories:

1. sole proprietorship
2. partnership
3. limited liability company
4. corporation

Each type has pros and cons. Here, we will consider some of those.

The **sole proprietorship** is an unincorporated business run by one person, and is by far the simplest form of business to operate. The reasons are straightforward:

- It doesn't require much, if any, registering or paperwork
- It is very easy to start, change, or close down
- The value of the business (viewed by both buyers and the IRS) is based upon the skills and assets of the owner, not stock

The sole proprietorship may be a simple

form, and is often best when there is limited capital and personnel, but there are distinct disadvantages:

- The capital is limited to the owner's capital or what he/she can generate
- The owner cannot be an employee of the business for tax purposes
- *There is unlimited liability for the actions and debts of the business*

Liability is an issue in running any business, and increasingly so with the litigious society in which we operate. Liability is the ever-present dinosaur in the cave, ready to break out at

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anytime. You can't know when or why or how it may burst upon the scene of your business, but history has proven (as recent as yesterday, or any day) that IT DOES HAPPEN.

Simple can be good, but it can also be dangerous. When a sole proprietor operates, his capital, assets, and skills are what make up the business, and these assets become his payment in the event of a lawsuit. A court can freeze assets, force the sale of a residence, attach bank accounts and many other financial nightmares that you can imagine.

Fortunately, there are other business entity structures more geared to protecting your small business ideas and your thriving business.

Another of business is the **partnership**. It is a relationship between 2 or more persons who join together to carry on a trade or business. There are some advantages:

- It involves more than one member, so it has greater potential for capital than a sole proprietorship
 - It combines the management skills of multiple people
 - It has pass through taxation
- The partnership also has some disadvantages:

- The authority for decision making is divided
- Partners cannot be employees for tax purposes
- *Unlimited, joint and several liability among members*

Like the sole proprietor, the partnership members can be held liable for all actions and debts of the business. In addition, there is joint and several liability, which means each partner is responsible for the actions and debts of each other partner.

It doesn't take much thought to see how this can (and frequently does) create issues. Different people have different ideals, different risk tolerances, and different methods. If

one partner decides to act in a way in which another partner believes is risky, the other partners often times have no recourse but to dissolve the partnership. Because of this, many partnerships do not stay intact for long.

The **limited liability company** is a more flexible, and in many ways, more desirable business structure. An LLC may be treated as a sole proprietorship, partnership, or a corporation. A single member defaults to sole-proprietorship, 2 or more members defaults to partnership, and either can elect to be taxed as a corporation or a subchapter S-corporation.

Advantages are:

- Flexibility: members can be individuals, other partnerships, other corporations or even other LLC's.
- Management flexibility and pass through taxation
- *Members have limited*

liability for the actions and debts of

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the LLC

Disadvantages:

- It is governed by the laws of the state
- It is subject to a base annual tax (in some states) which is increased after profits rise to a specified ceiling
- All members must also pay individual earning taxes

Over all, the LLC is a very clever and flexible way to set up a business, but the main advantage is the limited liability to the partners. This is an increasingly valuable quality as revenues and profits increase, because more money means higher chances of being sued. Following the old “risk and reward” equation, as the reward goes up, so does the risk.

Corporations are an advantageous way of establishing a business, but especially so when the profits and scope of operations increase. The law treats a corporation as a legal entity, similar to a person. It has

perpetual life, meaning it does not pass away when the originator passes - the corporation remains a legal entity until such time it is formally dissolved.

Advantages:

- The transfer of ownership is relatively simple
- It is easy to raise capital and expand the business
- All shareholders can be employees of the corporation, *and have limited liability*

Disadvantages:

- Double taxation (C Corp), meaning the corporations profits are taxed and shareholders’ earnings are taxed
- It can be difficult and expensive to organize
- The corporate officers must follow procedures, such as board meetings, corporate minutes, and others

Again, corporations are ideal for any

business that has expanding operations, substantial earnings, or defined liability. Some businesses, by their very nature, encompass more risk, and some businesses are quite complex and require a more centralized structure. For these reasons and more, the corporation can be the best form of business to operate in.

Corporations were designed to encourage business. The corporate veil is a strong one and protects people from losing their personal assets in a business catastrophe such as a lawsuit, and empowers them to grow and expand without fear. However, the veil can be pierced, but essentially only one way: fraud. Fraudulent activity among officers of a corporation can pull back the protection and expose them. Understanding the different types of business structures is an important part of protecting your small business ideas. Talking to your [CPA](#) or tax attorney is the best initial step to take, for they know your business and will know the most effective form for your situation.

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How to Use Accountability to Build Business Success

By Anne Bachrach

Learning how to use accountability to build success for your business is an effective way to build a better business. What exactly is accountability in business? Accountability is taking full responsibility for your actions or non-actions in life and in business. Regardless of the money invested or personal passion for the business, if you don't hold yourself accountable for the success of your business, there's only a slim chance you will ever reach the level of success you have in mind.

While there are several components

to building a successful business, many entrepreneurs fail to realize that accountability is the driving force behind success or failure. It is essentially a "no-excuses" approach to everything business. Ask any successful business owner and they'll confirm the only reason things happened was because they understand they were the only person who could make or break the business.

How does accountability make a positive impact on the success of your business? Take a look at the four top distinguishing factors of business owners who use accountability to get

results.

Top Distinguishing Factors of Business Owners Who Use Accountability

1. Taking full responsibility for action and non-action
2. Organized, productive and efficient in time management and task completion
3. Accept full responsibility for their actions or non-actions in life and in business
4. They understand that nothing

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comes without discipline and diligence - they never quit.

Highly motivated.

Procrastination is at fault for many business failures, and guess who's responsible for procrastination? Yep, you guessed it, you and only you. Understand how to use accountability to build success by taking full accountability for your action and non-action.

Learn what drives your motivation to succeed and exploit it. Maybe you want to retire by age 50, pay for your children's education without going into debt, or pay off your mortgage so you can put more money toward your retirement fund. Whatever the reasons are that drive your motivation, stay connected to them so you can leverage that motivation to avoid procrastination, and keep going until you succeed.

Organized, productive and efficient.

Every successful entrepreneur understands that organized and efficient productivity is an essential part of leveraging time and energy. You cannot build a business wasting time or spinning your wheels. You have to learn how to do the most in the least amount of time - and with the least amount of energy. When you integrate accountability into everything you do, there is no finger to point at anyone, but yourself. Taking that responsibility will naturally drive you to put your best efforts forward and keep you organized, productive and efficient.

If you're truly a procrastinator at heart, you may have to bribe yourself with a reward to get things done. For example, don't allow yourself to go to lunch until you complete three of the five tasks on your To-Do List. Another example may be to allow yourself to

take a three day weekend if you met your goal(s) for the month.

Alternatively, you may have to implement "retraining" yourself for unproductive behavior. For example, say you procrastinated or wasted time and didn't accomplish your goals for the day, week, or month. To retrain your mind to think in an efficient manner, create a competition with yourself to accomplish a task faster than you have in the past. Use a stopwatch or timer to keep track of your time. The next time you have to do that task, try to beat your old record. Do that each time until you refine the process enough to become highly efficient. Don't sacrifice quality for doing it faster. You can become quicker and still maintain quality.

Accept full responsibility.

Accountability and wealth go hand-

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in-hand! When you learn how to use accountability to build success, you'll begin to see just how much power you have in creating your own reality. Set a bit more than realistic goals, yet you want to stretch yourself a little. Say you need to net \$4,000 each month for personal expenses and an additional \$3,000 for business overhead? If you need to net a total of \$7,000 per month, stretch yourself and shoot for a minimum of \$10,000 in sales each month.

Throughout the workday, remind yourself that you are the only one responsible for your reality and take full responsibility for your action or non-action. If you do not meet your goals for the month, don't beat yourself up. Make a list of the actions you took or didn't take and identify where you can make improvements. Use the experience to learn how to refine your actions for better results next time, and use it to set new goals.

Discipline and diligence.

Accountability is a major key to improving discipline and diligence and with that comes improved results. When you understand that the "buck stops here," accountability suddenly provides a very clear picture that discipline and diligence will produce results. Never, ever quit until you succeed.

It's up to you to take the actions required to achieve your goals. Successful business owners are disciplined for a reason - it's because their diligence produces results. You must consistently become your own motivator and cheerleader, although it can be challenging at times to be so.

The truth is for most, when left to our own devices we let too many distractions keep us from the activities we know we need to do and yet don't do them for whatever it is that's stopping us. These groups (or coaching) will provide you with support when you need to push through fear or doubt and take action to get the results you desire.

Joining a mastermind or accountability group (or coaching) is vital to your success. As a member of one of a mastermind or accountability group (or coaching client) you will be surrounded by like-minded individual(s) who can hold you accountable for your actions or non-actions. To help you with guidelines of various groups, go to my website and review some ideas to help you get started. You will always need help in evolving and improving your life and business, and accountability is the only way to achieve your goals.

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10 Routines to Improve Your Productivity

By Kevin Dee

We all have routines in our lives, and they are a great way to be efficient... and even to complete the most mundane of tasks.

For example, I have an evening routine (apologies for being boring) but:

1. I put my apartment key in the drawer by the door. I then always know where it is, rather than searching pockets.
2. I empty all of my pockets into one place in my drawer. This way I know that when I am heading out of the door the next day I am not going to forget something.

3. I then take yesterday's suit off the pant presser (yeah I know) and hang it up.

4. I then put today's suit on the pant presser. So it will look in decent shape when I next wear it.

It is a simple little routine that saves me time and means I am less likely to leave home without something important.

William Blake had a routine, "*Think in the morning. Act in the noon. Eat in the evening. Sleep in the night.*"

We can use this same technique in our work lives to be efficient. Here are 10 little routines you could easily build into your routine.

1. **The daily check.** Did you get everything done (yesterday or today, based on when you do this review)? Make sure unfinished items are carried over to the next "To Do" list. Capture any notes you might have missed during the day. Identify any emails/tasks that still need to be actioned.

2. **The end of week check.** Update "To Do" lists. Send "thank you" notes. List people who you are due to follow up with. Add to the reading pile (interesting articles, reports that have come in).

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3. **The quarterly check.** Review annual goals and progress against them. Adjust plans accordingly.

4. **The monthly contact update.** Add to your “mailer lists”, “Holiday card list” etc. anyone new that you met this month.

5. **The monthly health check.** Review exercise program and weight against targets. Adjust plan as necessary.

6. **The weekly calendar review.** Ensure all important meetings are scheduled in. Look out for several weeks to ensure you are ready for upcoming meetings, travel etc. (take advantage of advanced travel pricing). Take advantage of any spare time in calendar.

7. **The annual goal**

setting. Review results from last year against goals. Set new targets for this year. Adjust plan based on lessons learned.

8. **The special events review (monthly perhaps).** Ensure you are aware of upcoming birthdays, anniversaries, special days, for people in your life. Family, friends, colleagues, clients etc.

9. **The training review (twice yearly?).** What training have you done? What do you need/want? What is available in the coming months? What do you need to do to get on the training?

10. **The Report Cycle.** If you do a weekly/monthly/quarterly report for your boss then you want to build that into your routine.
How Do You Use This?

1. Decide which routines work for you, maybe some or all of those I

listed. Maybe some of your own.

2. Create a calendar entry for each of them. Identify how long you will need. For example you might need 15 minutes for the daily check. Create a 15 minute meeting with yourself every workday (morning or evening to suit you.) Set the reminder feature to remind you 10 minutes ahead of time. Do the same thing for each of your routines throughout the year.

3. Now remember that each of those meetings is important. You MUST have them, although it is OK to reschedule them when you need to.

You now have a system that will help you to be efficient. Work with it, add to it, adjust it to meet your own needs and enjoy the positive benefits of building conscious routines!

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What Transparency Really Means to You As a Leader

By Kevin Eikenberry

It is one of those buzzwords, created by and repeated by consultants and “experts”.

They pick a word or phrase and use it so much it gets a life of its own. And whatever relevance it had to begin with is lost in the faint nodding of heads (because everyone is supposed to agree) or the rolling of the eyes (because people are tired of that buzzword).

The buzzword of the day is transparency.

While some buzz words are manufactured, transparency is a real word with a real meaning. Unfortunately, due to its over-use, the

relevance of that real meaning has been largely lost because it has become consultant-speak and corporate-speak.

Today I am going to demystify and deconstruct the word so we can all get back to what it really means and how that meaning can inform our work as a leader.

Upon a Google search of the definition of the word transparent, I found the first two definitions to be very insightful.

trans•par•ent, \tran(t)s-Èper-Ynt\
adjective

1. (of a material or article) allowing light to pass through so that objects behind can be distinctly seen.

“transparent blue water”

Synonyms include clear, crystal clear, see-through, translucent.

2. easy to perceive or detect.

“the residents will see through any transparent attempt to buy their votes”

Synonyms include: obvious, evident, self-evident, undisguised, unconcealed, conspicuous, patent, clear, crystal clear, plain, (as) plain as the nose on your face, apparent, unmistakable, unambiguous.

Let’s take each of those descriptions and apply them to our work as leaders.

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Transparency is Making Things Clear

When we translate the first definition to our role as a leader, it encourages us to think about what we let people see or know about. When politicians talk about making government more transparent, this is what they are talking about - giving people the chance to see everything that is happening. What does this mean to us as leaders?

- Share as much information as you can, as soon as you can. People want to know what is going on. And when you are the leader, they assume you know more than they do. You know that sometimes that is true, and sometimes it isn't. When it is, let people know what you know. Pull back the curtain. Doing this reduces their anxiety, gives them better information, and reduces the amount of gossip in your organization (and heaven knows, less gossip is a good thing!)
- Err on the side of sharing. If you aren't sure if you should share, start by assuming you should and convince yourself not to, not the other way around.
- Encourage questions, and answer them. Sometimes leaders share information in a meeting, and don't really ask for questions. Intentionally or not, this can lead to people thinking you are being selective in what you share. When you invite questions and answer them, you are going "off script" and you are being seen as more transparent and open.
- Show people what you see. Your perspective as a leader is different than that of your team. Share your insight and help them see the bigger picture. The more they see, the more they will understand what you are sharing in the proper context.

• Timing matters. Yes, as a leader there are things you can't share - judgement, legality, or other reasons prevent that. Guess what? People understand that. If you are doing the first four things on this list, no one will begrudge the fact that there are some things you can't share, or you can't share yet.

Transparency is Being Clear

The second definition relates to the need for us to be more personally transparent. That may be a scary thought to you, especially if you are a more private person. Scary perhaps, but maybe not quite as scary once we unpack what it really means:

- Be consistent. At some level, people want to know what they are getting with you. When they do, trust levels will grow as you become a more known quantity.
- Lead from your values. What are the values that you hold most highly? If you are clear on them and lead from them, you will be more persuasive, more consistent (because you know why are you are doing what you are doing), and more transparent too.
- Share more about yourself. Do people know about your hobbies, idiosyncrasies and your background? Do they know what you care about and are passionate about?

You don't have to share everything, but when you share more, people will reciprocate and you will build better working relationships and higher levels of trust. Scary perhaps, but completely worth it!

- Be real. Be yourself. Warts and all. Notice one of the synonyms above - "unconcealed." You don't have to share your deepest darkest secrets, but you don't have to try to be perfect either. News flash - people know you aren't perfect. Bigger news flash - they don't want you to be. Yes, you can continue to try to improve, yes, you can try to be the best version of yourself, but people want to follow someone human and real, flaws and all.
- Don't shrug your shoulders and cross your arms the next time the buzzword transparent is used at work. Rather think about what it really means, and how you can achieve it as a leader.

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New Models Of Teaching And Learning

By Megan Wilson

While parents and communities stress the importance of students having access to technology, it is a mistake to focus primarily on students. For the educational enterprise to adapt appropriately to our new world, we must invest in training teachers to integrate technology into the curriculum. School districts frequently use staff development opportunities to train their teachers to incorporate new technologies; this is a complex process. Traditional staff development training in technology involves a day's instruction, including hands-on experience with the software. Most of this training ignores the developmental process of

adults—the need to understand relationships, to reinforce concepts with frequent use, to explore and be challenged, and to conceptualize an entirely different teaching methodology. Districts rarely have support staff available to help the teachers work through these innovations. The combination of reticence, frustration, and inadequate training threatens to sabotage the opportunities for technology to enhance classroom learning.

Overcoming technical, economic and psychological barriers requires leadership, vision and commitment. It can take five years for teachers to thoroughly integrate technology into their teaching. Researchers have

estimated that the cost of training teachers may be far greater than the cost of hardware and software. The commitment to this training must be jointly shared by the teacher and the school district. It is an investment of several thousand of dollars per teacher. The initial outlay of time, energy and money is frightening to a school system already strapped for resources, but the return on investment will be well worth the price.

While incorporating technology in the learning process is becoming more and more essential, access to the requisite equipment is limited. Most schools do not fully utilize modern technology.

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Although at least three-quarters of schools report having sufficient computers and televisions, they do not have the system or building infrastructure to maximize the potential benefit of this equipment. Furthermore, not all students have equal access to educational resources. Overall, schools in central cities and schools with a 50 percent or higher minority population are more likely to have insufficient technological resources and a greater number of unsatisfactory environmental conditions—particularly lighting and physical security—than other schools.

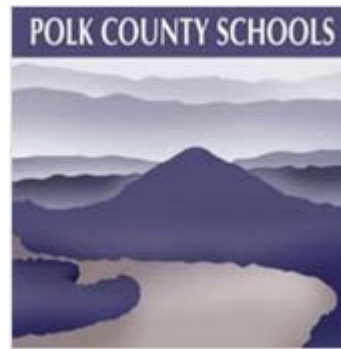
This evidence of inadequate infrastructure, technical support systems and teacher preparation demonstrates that our schools have a long way to go to meet the needs of students in the 21st century. The new schools would likely have:

- flexible learning spaces, including space for small- and large-group instruction;
- facilities for teaching laboratory science, including demonstration and student storage space for chemicals and other supplies;
- a media center/library with multiple, networked computers to access information in outside libraries and information sources;
- high-quality computers and networks for instructional use;

The students can directly access the latest information from the most sophisticated scientific satellites and participate in interactive “classes” with scientists via interactive, multimedia networks. Students can talk to these scientists while observing them on their screens during class, allowing them to go on “virtual” field trips worldwide. One can only imagine the societal impact if this quality of educational experience were available to every student seeking the opportunity.

Another door that technology opens for students is the opportunity to explore real-life situations. Teachers know how to utilize this technology to enhance student understanding of physics, chemistry, biology, earth science and mathematics. Through the manipulation of a series of digital images students learn to use their own judgment and to follow intuitions and ideas; as a result, they find multiple solutions to actual problems. Technology can be used as a tool to maintain student interest, simulate real-life situations and develop student skills in math, science, writing, oral communication, teamwork and critical thinking. Student interest remains focused as they use scanners, video cameras, the Internet, and digital cameras as technological tools, enabling them to work on complex projects and learn important concepts.

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New Educational Opportunities For Our Children

By Jeff C. Palmer

Growing awareness that the current U.S. K-12 education system is producing woeful results and that incrementalist strategies for reforming it (smaller classes, added graduation requirements, etc.) haven't made much difference. Bolder alternatives - including some that overturn yesterday's axioms and power relationships - are now thinkable. Widening recognition that "one size fits all" education does not work very well in our pluralistic democracy. As people have demanded additional options, new types of schools have come into existence along with new ways of enabling families to choose among them. Not only do some of those

novel schools better suit America's varied educational needs, but the marketplace of parental choice also helps to hold them accountable for student achievement. Such reasoning, of course, is familiar from the old voucher debate, but it's no longer just the stuff of argument.

People who want to leave the decaying and crowded public-school continent to better their lives and children's prospects on the newer islands are less willing to be told they must stay put. Polls show growing support for school choice. More Americans now favor than oppose allowing parents to send their school-age children to any public, private, or church-related school they

choose at government expense. As many as three-fifths of public-school parents say they would change their child's school if they could afford to. With some 56 million youngsters currently enrolled in U.S. public schools, that means tens of millions of families are potential candidates for choice programs.

Seismic shifts can be seen in the organizational arrangements of public and private enterprises of all kinds, shifts designed to make them more productive and efficient. On the public side, this is sometimes called "reinventing government". It includes outsourcing, decentralizing and new incentives and accountability arrangements. In both sectors, the goal

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is to achieve better outcomes (satisfied customers, greater output, higher achievement, etc.) with fewer wasted resources. Though this organizational revolution is only slowly penetrating K-12 education, it is clearly starting to do so. These developments create a healthy environment for different kinds of schools to arise and for people to demand the freedom - and wherewithal - to avail themselves of new educational opportunities for their children. By our count, today's education map contains - in addition to traditional public and private institutions - a dozen other forms of schools and schooling.

1. Magnet schools. Usually district-based, these are purposefully created specialty schools with particular themes or emphases: music and art, science and technology, Hispanic cultures, etc. The first magnets were mainly intended to integrate schools

by attracting youngsters to distant classrooms without compulsory busing. But magnets now serve multiple purposes. Indeed, a few communities have turned all their schools into magnet schools, thus backing into comprehensive public-school choice programs.

2. Alternative schools: Developed primarily for hard-to-educate and misbehaving youngsters, these are not so much schools that parents select as schools that the district chooses for children who are problems in "regular" classrooms. Most often they are secondary schools with low pupil-teacher ratios, modified curricula and flexible schedules.

3. Charter schools: Ranging from back-to-basics to Montessori methods to schools for disabled kids, with a hundred other models in between, charter schools are a fascinating hybrid: public schools with some features of private schools.

As public institutions, they're open to all who wish to attend, paid for with tax dollars, and accountable to public authorities for their performance (especially student achievement) and decent behavior (e.g. non-discrimination). Today, charters are on the borderline between being a marginal option for a relative handful of disgruntled families and turning into a major source of educational alternatives for millions of kids.

4. Home schooling. Historically, home-schoolers were religious families dissatisfied with the public-school curriculum and not comfortable with (or unable to afford) private schools. Lately, more parents cite reasons such as mediocrity in the public-school system. An intriguing variant involves youngsters who attend school part-time and are taught at home part-time.

5. Schools-within-schools: There is no reason why a single school building

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must contain only one education program. Fitting more than one program into the same building makes it easier to offer instructional alternatives without worrying about bricks and mortar. It also cuts the risk; if the new program doesn't work, students can be re-absorbed into regular classrooms.

6. Mini-schools. Schools with some of the freedoms of charter schools but also with distinctive curricular themes and the intimate scale so acutely absent from the City's regular public high schools.

7. Tech-prep schools. The concept is especially well-suited to young people more interested in jobs than academics.

8. After-school schools: Partly because of changing family patterns and work schedules, and partly because of dissatisfaction with regular schools, more and more families (and churches, community organizations, etc.) are supplementing children's schooling with a wide array of programs and offerings. Some resemble the "juku" - cram schools - of Japan. Many are non-profit, but some of the fastest-growing are owned by commercial firms.

9. "Proprietary" schools. Today, we are seeing the emergence of whole chains of for-profit schools, complete with shareholders and corporate managers.

10. Design-based schools: Alternatives are popping up to the familiar 19th Century school model. Bridging the gap between an R & D project and systemic reform have created and are now marketing distinctive designs for innovative schools.

11. Virtual schools. Using the Internet and e-mail, they can interact with their teachers (and with lesson plans, homework assignments, etc.) without leaving home. In the old days, families living in the mountains or posted to distant lands could obtain mail-order curricula for their children. Today, technology makes possible "classrooms" that are open 24 hours a day and online access to teachers.

12. Privately managed public schools: Close to a dozen firms are in the "school-management" business in the United States, undertaking - via charter or management contracts with the district - to run public schools and make a profit along the way. Though it remains to be seen whether investor profits will follow, it's apparent that public education in the United States is becoming amenable to "outsourcing".

It's no longer odd to send your child to a school you chose rather than one that the superintendent's office assigned him to. Many sidestep political controversy because they result from the state or district deciding for itself that it cannot serve certain children in its public schools - but must see that they

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obtain an education. This practice is well-established in the world of “special education”, where youngsters with severe or esoteric disabilities (or litigious parents) can invoke federal and state laws and district policies to gain access to private schools at public expense. But disability is no longer the only grounds for such arrangements.

Districts also engage private providers for specialized educational services such as the supplementary instruction for disadvantaged youngsters provided under the federal Title I program. Although many districts have long outsourced bus transportation, building maintenance and cafeteria operations (and buy everything from chalk to computers from private vendors), what’s new is allowing private firms to provide actual instruction - and to operate entire schools.

The political heat and noise levels begin to rise as we turn from state-selected private schooling to the parent-chosen kind. Yet a number of jurisdictions routinely subsidize the peripheral costs of private schooling. Rather than funding private schools directly, some jurisdictions deploy their tax codes to help parents with tuition, fees and other out-of-pocket expenses. In several celebrated - and controversial - instances, the state or district actually pays private-school tuition.

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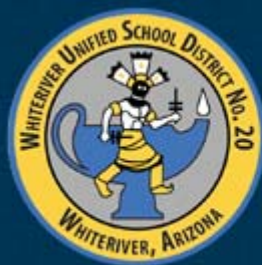
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