



September 29, 2008

Ms. Greta Tessman  
Danya International  
8737 Colesville Road, Suite 1100  
Silver Spring, MD 20910

Dear Greta,

I'm writing to respond to your question about pilot site recruitment: specifically, whether schools will participate in pilot initiatives out of interest and a sense of civic responsibility, or whether incentives are required to ensure their participation.

We have been involved in community/school engagement for several years, including helping firms (including Danya) to recruit schools for pilot testing initiatives. Based on my conversations with teachers and principals, and my general understanding of the K-12 education market, I believe that the only way to attract reasonable participation among educators for experimental tests such as these, whether in a test or control capacity, is by offering financial incentives.

Teachers and principals carry just as much a sense of civic duty as the rest of us, and I'm sure they would want to support experimental efforts if they were in a position to do so. However, they are confronted with very high demands that have very real stakes: they are being asked to successfully teach a great deal of content each year in each grade, and if they fail to do so (as measured by state assessments) they can face serious penalties. For them to agree to interrupt classroom instruction with materials that carry no proof of effectiveness, we must be able to provide them with incentives for the extra work and the extra risk that we are asking them to undertake.

I would be happy to discuss this issue further with you or with anyone attached to the project; please call (704-940-3201) or email ([brett@dehavillandassociates.com](mailto:brett@dehavillandassociates.com)) at your convenience.

Best,

A handwritten signature in black ink, appearing to read "Brett G. Pawlowski". The signature is fluid and cursive, with a large initial "B" and "P".

Brett Pawlowski  
President