

# TODAY'S SCHOOLS ARE SHAPING TOMORROW'S WORK FORCE

Our 16th annual Education Quotient compares 2,819 school districts nationwide to provide you with a means to compare the type of manufacturing work force you're likely to encounter in communities throughout the U.S.

BY BILL KING,  
CHIEF EDITOR and

MICHAEL KEATING,  
SENIOR RESEARCH  
EDITOR

**W**HEN THE SUBJECT OF BUSINESS, EDUCATION AND WORK FORCE COMES UP, most of us have a tendency to focus on colleges and universities. That's because the fastest-growing sectors of our economy revolve around new and emerging technologies, like healthcare, biotechnology, life sciences, artificial intelligence and nanotechnology, to name just a few.

Those are all "hot" technology sectors that promise, and usually deliver, huge rewards to both owners and workers alike. For companies in these areas, the starting point for prospective employees usually begins with a college degree and quickly escalates from there.

According to most estimates, roughly 28 percent of all U.S. adults over the age of 25 now possess at least a bachelor's degree, and it is from this pool of workers that most knowledge-based companies draw the bulk of their employees. That means about 72 percent of U.S. adults do not have a college diploma.

Since the nationwide unemployment rate these days is less than 5 percent,

simple math tells us that the vast majority of U.S. workers still come from the ranks of high school graduates. In other words, it represents the most significant sector of the labor pool, particularly for manufacturers.

For the past 16 years, *Expansion Management's Education Quotient*<sup>TM</sup> (EQ) has compared public school districts throughout the country. Many people — primarily journalists and educators — constantly ask why a business magazine like ours would rate high school districts and, on the surface, it seems like a reasonable question.

The reason we do it is to provide our readers, the majority of whom are CEOs of small to mid-sized manufacturing companies, with a basis for comparing the education level of the work force they are likely to encounter in various communities throughout the U.S.

Many of these same business executives are actively engaged in the process of comparing locations around the country in order to determine the best location for a future manufacturing (or distribution center, call center, back office, etc.) facility, and these ratings provide them with an important tool to evaluate the high school graduate work force in those prospective communities.

## HOW WE CALCULATED THE RANKINGS

**T**HIS YEAR'S EQ, LIKE THE PAST FEW years, includes all public secondary school districts in the United States with an enrollment of at least 3,300 students. In all, we evaluated 2,819 districts nationwide that, together, have a combined enrollment of more than 35 million students. Because we began our data collection effort in the spring of this year (prior to the end of the 2005-2006 academic year), we used the 2004-2005 school year as the base year for our study.

As in years past, a district's EQ rating is a weighted average of three major categories.

The **Graduate Outcome Index** (GO), the most important component

## WHAT THE RATINGS MEAN

	SCORE	NATIONAL RANKING
Gold	83-99	Top 17%
Blue	67-82	Top 33%
Green	26-66	The Great Middle
Yellow	11-25	Bottom 25%
Red	1-10	Bottom 10 %

of the EQ, attempts to measure the results of the district's educational efforts in comparison with other districts nationwide. The GO consists of the district's average college board score — ACT or SAT — and its graduation rate.

The ultimate objective of our schools is to educate our children, and college board scores are one way of comparing how much students in a particular district learned. While there may very well be other, better tests taken by high school students, those tests are generally limited to a particular state or states and, consequently, are not comparable nationwide. The reason we use college board test scores is because they are still the only common test that high school students around the country take.

The GO also includes the district's graduation rate. Because there are literally dozens of ways to calculate a district's graduation rate — most districts, not surprisingly, use whatever looks the best — it was necessary for us to establish our own definition in order to ensure comparability when we looked at districts nationwide. Therefore, we compared a district's 11th grade students in the fall semester of 2003 with the number of students who graduated in the spring semester of 2005.

The U.S. Armed Forces have long used graduation from high school as a predictor of future success, not because it means that high school graduates are rocket scientists, but rather because it demonstrates that they finish what they start. This is a highly valued

characteristic among employers, particularly as unemployment rates decline and the labor market tightens.

The second category is the **Resource Index** (RI), which attempts to measure a community's financial commitment to public education. It includes such things as per-pupil expenditures and student-teacher ratio, and the beginning and average salaries for teachers.

The final category is the **Community Index** (CI), which looks at the educational and income levels of the adult population, and the child

## THERE IS A CLEAR AND ESTABLISHED RELATIONSHIP BETWEEN HOW WELL A SCHOOL DISTRICT PERFORMS AND THE INCOME AND EDUCATION LEVELS OF THE PARENTS.

poverty rates. It is primarily used as a benchmark for sociological observations and accounts for only 5 percent of the overall EQ score.

This category includes the percentage of the adult population in the district with at least a high school degree, the percentage of the adult population with at least a college degree, the average household income in the district and the district's childhood poverty level.

In calculating the final *Education Quotient* score, each school district was compared against the other 2,800 districts (i.e., ranked 1 to 2,800) in each of the components (i.e., college board scores, graduation rates, per-pupil expenditures, etc.) in order to come up with a ranking for that component. The components were then grouped to-

*Story continued on page 14...*





CITY	SCHOOL DISTRICT	EQ	GO	RI	CI	RATING	CITY	SCHOOL DISTRICT	EQ	GO	RI	CI	RATING
<b>MONTANA</b>							<b>NEW JERSEY</b>						
Billings	Billings HS	.69	.77	.12	.46	.BLUE	Manchester	Manchester School District	.42	.46	.20	.57	.GREEN
Great Falls	Great Falls HS	.46	.52	.14	.42	.GREEN	Nashua	Nashua School District	.36	.32	.53	.78	.GREEN
Missoula	Missoula HS	.74	.78	.36	.50	.BLUE	<b>NEW JERSEY</b>						
<b>NORTH CAROLINA</b>							Bayonne	Bayonne City	.53	.43	.93	.56	.GREEN
Asheboro	Randolph County Schools	.23	.29	.9	.30	.YELLOW	Bridgewater	Bridgewater-Raritan Reg.	.98	.98	.95	.96	.GOLD
Asheville	Buncombe County Schools	.58	.63	.23	.43	.GREEN	Camden	Camden City	.11	.3	.97	.1	.YELLOW
Beaufort	Carteret County Public Schools	.47	.42	.68	.40	.GREEN	Cherry Hill	Cherry Hill Township	.98	.97	.96	.92	.GOLD
Burlington	Alamance-Burlington Schools	.36	.41	.19	.37	.GREEN	Clifton	Clifton City	.58	.48	.93	.70	.GREEN
Chapel Hill	Chapel Hill-Carrboro Schools	.91	.89	.76	.88	.GOLD	East Brunswick	East Brunswick Township	.99	.98	.95	.95	.GOLD
Charlotte	Charlotte-Mecklenburg Schools	.33	.32	.37	.74	.GREEN	East Orange	East Orange	.11	.2	.99	.19	.YELLOW
Concord	Cabarrus County Schools	.58	.64	.14	.56	.GREEN	Edison	Edison Township	.96	.93	.96	.86	.GOLD
Durham	Durham Public Schools	.39	.33	.69	.67	.GREEN	Elizabeth	Elizabeth City	.37	.29	.97	.12	.GREEN
Eden	Rockingham County Schools	.28	.30	.42	.13	.GREEN	Englishtown	Freehold Regional	.95	.91	.92	.88	.GOLD
Fayetteville	Cumberland County Schools	.15	.19	.21	.33	.YELLOW	Hamilton Square	Hamilton Township	.65	.56	.89	.76	.GREEN
Greensboro	Guilford County Schools	.36	.34	.48	.63	.GREEN	Jackson	Jackson Township	.60	.51	.88	.78	.GREEN
Greenville	Pitt County Schools	.16	.17	.34	.38	.YELLOW	Jersey City	Jersey City	.30	.20	.98	.42	.GREEN
Jacksonville	Onslow County Schools	.42	.50	.11	.23	.GREEN	Matawan	Old Bridge Township	.73	.65	.91	.84	.BLUE
Lexington	Davidson County Schools	.33	.40	.9	.36	.GREEN	Middletown	Middletown Township	.85	.77	.96	.91	.GOLD
Monroe	Union County Public Schools	.59	.65	.11	.53	.GREEN	Monmouth Junction	South Brunswick Township	.92	.86	.94	.94	.GOLD
Newton	Catawba County Schools	.49	.55	.14	.40	.GREEN	Newark	Newark City	.30	.22	.99	.1	.GREEN
Raleigh	Wake County Schools	.83	.86	.38	.80	.GOLD	Passaic	Passaic City	.24	.15	.99	.9	.YELLOW
Salisbury	Rowan-Salisbury Schools	.22	.25	.28	.33	.YELLOW	Paterson	Paterson City	.38	.31	.98	.1	.GREEN
Smithfield	Johnston County Schools	.55	.59	.28	.31	.GREEN	Plainfield	Plainfield City	.31	.21	.98	.34	.GREEN
Wilmington	New Hanover County Schools	.53	.52	.45	.62	.GREEN	Princeton Junction	W Windsor-Plainsboro Reg.	.97	.99	.68	.99	.GOLD
Winston Salem	Forsyth County Schools	.37	.33	.60	.60	.GREEN	Sewell	Washington Township	.87	.80	.94	.87	.GOLD
<b>NORTH DAKOTA</b>							Toms River	Toms River Regional	.80	.74	.86	.70	.BLUE
Bismarck	Bismarck 1	.72	.78	.18	.63	.BLUE	Trenton	Trenton City	.45	.37	.98	.5	.GREEN
Fargo	Fargo 1	.87	.90	.51	.63	.GOLD	Union	Union Township	.58	.47	.94	.78	.GREEN
Grand Forks	Grand Forks 1	.61	.61	.46	.58	.GREEN	Vineland	Vineland City	.47	.38	.97	.20	.GREEN
<b>NEBRASKA</b>							Wayne	Wayne Township	.96	.98	.75	.94	.GOLD
Bellevue	Bellevue Public Schools	.77	.82	.26	.67	.BLUE	<b>NEW MEXICO</b>						
Kearney	Kearney Public Schools	.80	.88	.13	.65	.BLUE	Alamogordo	Alamogordo Public Schools	.38	.47	.4	.12	.GREEN
Lincoln	Lincoln Public Schools	.62	.60	.52	.70	.GREEN	Albuquerque	Albuquerque Public Schools	.56	.62	.4	.56	.GREEN
Omaha	Omaha Public Schools	.41	.41	.46	.36	.GREEN	Gallup	Gallup-Mckinley County School	.12	.21	.3	.4	.YELLOW
Omaha	Millard Public Schools	.86	.93	.19	.87	.GOLD	Las Cruces	Las Cruces Public Schools	.75	.85	.9	.26	.BLUE
Papillion	Papillion-La Vista Public Schools	.71	.73	.30	.82	.BLUE	Los Alamos	Los Alamos Public Schools	.84	.80	.74	.97	.GOLD
<b>NEW HAMPSHIRE</b>							Rio Rancho	Rio Rancho Public Schools	.60	.66	.5	.65	.GREEN
Concord	Concord School District	.83	.81	.69	.70	.GOLD	Santa Fe	Santa Fe Public Schools	.21	.26	.2	.67	.YELLOW
Londonderry	Londonderry School District	.75	.71	.66	.91	.BLUE	<b>NEVADA</b>						
							Carson City	Carson City School District	.37	.43	.11	.38	.GREEN
							Las Vegas	Clark County School District	.24	.31	.2	.35	.YELLOW

**WELCOME TO SAN ANTONIO. HEADS OF OUR WINNING TEAM!**

2009-2010 San Antonio Spurs season. The Spurs won the NBA championship in 2005 and 2007. The team is known for its "The Big Three" of Tim Duncan, Manu Ginobili, and Tony Parker. The Spurs are a franchise that has consistently performed well in the NBA.

San Antonio Spurs  
 100 N. San Antonio Ave.  
 San Antonio, TX 78205  
 Phone: 214.548.1234  
 Website: www.sps.com

*Spurs*

CITY	SCHOOL DISTRICT	EQ	GO	RI	CI	RATING	CITY	SCHOOL DISTRICT	EQ	GO	RI	CI	RATING
Reno	Washoe County School District	.47	.54	.4	.47	.GREEN	Centerville	Centerville City School District	.93	.95	.59	.93	.GOLD
<b>NEW YORK</b>							Cincinnati	Cincinnati City School District	.15	.6	.88	.40	.YELLOW
Albany	Albany City School District	.34	.25	.89	.42	.GREEN	Cincinnati	Oak Hills Local School District	.64	.64	.42	.83	.GREEN
Bohemia	Connetquot CSD	.74	.65	.91	.80	.BLUE	Cleveland	Cleveland Municipal School District	.5	.1	.76	.3	.RED
Brooklyn	New York City Public Schools	.11	.3	.79	.55	.YELLOW	Columbus	Columbus City School District	.10	.6	.70	.31	.RED
Buffalo	Buffalo City School District	.8	.2	.79	.20	.RED	Dayton	Dayton City School District	.18	.14	.73	.10	.YELLOW
Centereach	Middle Country CSD	.44	.39	.59	.73	.GREEN	Dublin	Dublin City School District	.92	.90	.83	.96	.GOLD
Central Valley	Monroe-Woodbury CSD	.76	.72	.69	.84	.BLUE	Elyria	Elyria City School District	.43	.38	.72	.33	.GREEN
Chappaqua	Chappaqua CSD	.98	.97	.97	.98	.GOLD	Lewis Center	Olentangy Local School District	.90	.90	.62	.92	.GOLD
East Amherst	Williamsville CSD	.88	.84	.74	.94	.GOLD	Lorain	Lorain City School District	.10	.3	.88	.8	.RED
East Northport	Commack UFSD	.91	.87	.84	.92	.GOLD	Mason	Mason City School District	.84	.83	.59	.93	.GOLD
East Setauket	Three Village CSD	.96	.95	.89	.97	.GOLD	Medina	Medina City School District	.90	.89	.66	.83	.GOLD
Elmira	Elmira City School District	.34	.27	.80	.41	.GREEN	Mentor	Mentor Ex VIII School District	.73	.71	.60	.78	.BLUE
Fairport	Fairport CSD	.93	.95	.55	.94	.GOLD	Parma	Parma City School District	.49	.42	.71	.58	.GREEN
Hempstead	Hempstead UFSD	.73	.68	.89	.25	.BLUE	Pickerington	Pickerington Local School District	.84	.84	.51	.90	.GOLD
Ithaca	Ithaca City School District	.94	.93	.80	.79	.GOLD	Strongsville	Strongsville City School District	.93	.93	.68	.90	.GOLD
Jamestown	Jamestown City School District	.55	.52	.72	.23	.GREEN	Sylvania	Sylvania City School District	.91	.92	.64	.89	.GOLD
Kingston	Kingston City School District	.63	.57	.84	.52	.GREEN	Toledo	Toledo City School District	.7	.3	.72	.15	.RED
Levittown	Levittown UFSD	.79	.70	.94	.86	.BLUE	Toledo	Washington Local School District	.56	.51	.71	.51	.GREEN
Massapequa	Massapequa UFSD	.89	.82	.92	.92	.GOLD	University Heights	Cleveland Hts.-University Hts. City	.44	.34	.84	.85	.GREEN
Mastic Beach	William Floyd UFSD	.28	.24	.69	.35	.GREEN	Westerville	Westerville City School District	.85	.85	.58	.87	.GOLD
New City	Clarkstown CSD	.94	.92	.82	.96	.GOLD	Willoughby	Willoughby-Eastlake City School District	.67	.63	.68	.66	.BLUE
New Rochelle	New Rochelle City School District	.60	.51	.89	.73	.GREEN	Worthington	Worthington City School District	.92	.87	.86	.95	.GOLD
Newburgh	Newburgh City School District	.29	.22	.84	.39	.GREEN	Youngstown	Youngstown City School District	.20	.15	.76	.8	.YELLOW
Niagara Falls	Niagara Falls City School District	.15	.11	.64	.23	.YELLOW	<b>OKLAHOMA</b>						
North Syracuse	North Syracuse CSD	.50	.47	.58	.62	.GREEN	Bartlesville	Bartlesville	.62	.71	.2	.64	.GREEN
Patchogue	Patchogue-Medford UFSD	.65	.61	.70	.64	.GREEN	Broken Arrow	Broken Arrow	.57	.64	.1	.68	.GREEN
Poughkeepsie	Arlington CSD	.85	.86	.51	.83	.GOLD	Edmond	Edmond	.85	.95	.1	.85	.GOLD
Rochester	Rochester City School District	.15	.10	.68	.23	.YELLOW	Lawton	Lawton	.26	.34	.4	.24	.GREEN
Rochester	Greece CSD	.75	.71	.70	.62	.BLUE	Midwest City	Mwc/Del City	.51	.61	.2	.25	.GREEN
Saratoga Springs	Saratoga Springs City School District	.87	.84	.74	.80	.GOLD	Moore	Moore	.35	.42	.1	.50	.GREEN
Schenectady	Schenectady City School District	.13	.6	.72	.41	.YELLOW	Norman	Norman	.78	.88	.1	.61	.BLUE
Smithtown	Smithtown CSD	.94	.91	.87	.93	.GOLD	Oklahoma City	Oklahoma City	.1	.4	.2	.14	.RED
Syracuse	Syracuse City School District	.15	.9	.75	.26	.YELLOW	Tulsa	Union	.60	.67	.1	.66	.GREEN
Utica	Utica City School District	.10	.16	.17	.12	.RED	<b>OREGON</b>						
Webster	Webster CSD	.80	.76	.72	.89	.BLUE	Beaverton	Beaverton School District 48J	.84	.92	.11	.75	.GOLD
West Seneca	West Seneca CSD	.61	.58	.59	.66	.GREEN	Bend	Bend Admin. School District 1	.80	.90	.10	.61	.BLUE
Westbury	East Meadow UFSD	.67	.57	.95	.87	.BLUE	Eugene	Eugene School District 04J	.87	.94	.25	.59	.GOLD
Yonkers	Yonkers City School District	.14	.5	.89	.42	.YELLOW	Medford	Medford School District 549	.49	.56	.14	.28	.GREEN
<b>OHIO</b>							Milwaukie	North Clackamas School District 012	.42	.47	.13	.50	.GREEN
Akron	Akron City School District	.43	.36	.85	.37	.GREEN	Portland	Portland School District 1J	.72	.72	.48	.70	.BLUE
Canton	Canton City School District	.35	.30	.81	.8	.GREEN	Salem	Salem/Keizer School District 24J	.75	.82	.24	.41	.BLUE

**WHY DO BUSINESSES GET GREAT MILEAGE IN KANSAS?**

For more information on the many advantages of doing business in Kansas, visit us at [www.kansas.com](http://www.kansas.com) or call 1-800-442-2222. There's nothing else out there like this.

**KANSAS**

From the heart of America, we help you get there. Visit us at [www.kansas.com](http://www.kansas.com) or call 1-800-442-2222. There's nothing else out there like this.

Positive public image is public health.



Continued from page 6...

gether in their appropriate category — **Graduate Outcome**, **Resource Index** and **Community Index** — and compared against the other 2,800 districts in order to come up with an overall ranking.

**THE VAST MAJORITY OF U.S. WORKERS STILL COME FROM THE RANKS OF HIGH SCHOOL GRADUATES. IT REPRESENTS THE MOST SIGNIFICANT SECTOR OF THE LABOR POOL, PARTICULARLY FOR MANUFACTURERS.**

These rankings were then converted into percentile rankings — 99 being the highest, 1 being the lowest — to show how that district compares with other districts nationwide within that category. These percentile numbers are shown for each district in the charts accompanying this article (*beginning on page 7*).

Finally, for ease of comparison, the districts are divided into five groups according to their final EQ score. School districts ranking in the upper 17 percent were awarded Gold Medals, while districts ranking in the upper one-third were awarded Blue Ribbons. These are the most outstanding school districts in the United States.

On the opposite end of the scale, school districts that ranked in the bottom 25 percent were given a Yellow Light, while districts in the bottom 10 percent received a Red Light designation.

The remaining school districts — accounting for 42 percent of all districts surveyed — were given a Green Light designation. These districts can be considered average.

**A FEW LAST WORDS**

**T**HE MOST IMPORTANT THING TO UNDERSTAND ABOUT ANY RANKING is that, despite the underpinning of large volumes of data, it is still somewhat subjective in the sense that the people who design the study get to decide what factors are important, as well as the relative weight of those factors.

**City of Hospoda**

Think outside the basin...  
Think Hospoda

City of Hospoda  
2100 W. 1st St. #100  
Hospoda, ND 58841  
Phone: 701.785.1111  
Fax: 701.785.1112  
www.hospoda.org

Headquarters and the primary  
PTP are 2100 W. 1st Street  
The Hospital Services Room  
PO 11001 58841

www.eminfo.org/911.ad

**The Final Rankings**

EQ scores are based upon a district's relative ranking in the following major categories:

- EQ — **Education Quotient**: Overall score as a percentile
- GO — **Graduate Outcome**: What students learned and did they graduate
- RI — **Resource Index**: Community's financial commitment to education
- CI — **Community Index**: Affluence and education level of the adult community

In the *Education Quotient*, we long ago decided to put the most weight on the outcome. In other words, what did the students learn and did they graduate?

That's not to say that we didn't look at other factors, like teacher salaries, class size and per-pupil spending. We did, but we look at those as simply part of the means to the end, and not the end itself.

Finally, there is a natural tendency for people to look at school districts that fared poorly in these ratings and blame the teachers. We would suggest, instead, that they first look in the mirror if they really want to solve the problem of underperforming schools. The real solution rests with the parents and how much interest they take in their children's education.

During the past 16 years of doing this study, there is a clear and established relationship between how well a school district performs and the income and education level of the parents. This correlation is strong, despite the fact that these highly successful suburban school districts generally spend less per pupil than do the worst-performing school districts.



The only exception to this trend can be found in the "Farm Belt" communities of the Upper Midwest, where there is a dramatically higher percentage of Gold Medal and Blue Ribbon school districts, despite the fact that adult income and adult education levels are below the national norm.

Raising and educating children is by far the most difficult task any of us will ever undertake, and it requires constant effort and attention.

Kids are kids, and their natural tendency is to blow off homework, goof off in school, and spend their lives eating junk food, hanging around with their friends, and trying to break the *Guinness Book of Records* for most sleep in a 24-hour period.

That's why they have parents. Remember, teachers only have our kids seven hours a day, five days a week. We have them the rest of the time

and it's our job, as parents and as adults, to send them to school ready and eager to learn.

Their future, as well as the future of our country, depends upon how well we accomplish this seemingly simple task.

**FOR MORE DEMOGRAPHIC ANALYSIS AND TRENDS FROM THE EQ, VISIT OUR WEB SITE, WWW.EXPANSIONMANAGEMENT.COM, AND LOOK FOR THE 2007 EDUCATION QUOTIENT™ UNDER RESEARCH STUDIES.**



*Bill King is the chief editor of Expansion Management and can be reached at [BillKing@penton.com](mailto:BillKing@penton.com).*



*Michael Keating is the senior research editor of Expansion Management and can be reached at [MKeating@penton.com](mailto:MKeating@penton.com).*

**FOR MORE INFORMATION**

City of Hesperia  
[www.eminfo.org/911.ad](http://www.eminfo.org/911.ad)  
[slanisberger@cityofhesperia.us](mailto:slanisberger@cityofhesperia.us)

Iron Range Resource  
[www.eminfo.org/1560.ad](http://www.eminfo.org/1560.ad)  
[alison.perry@ironrangeresources.org](mailto:alison.perry@ironrangeresources.org)

Kansas Dept. of Commerce  
[www.eminfo.org/740.ad](http://www.eminfo.org/740.ad)  
[bthompson@kansascommerce.com](mailto:bthompson@kansascommerce.com)

Nashville Area COC  
[www.eminfo.org/112.ad](http://www.eminfo.org/112.ad)  
[jmiller@nashvillechamber.com](mailto:jmiller@nashvillechamber.com)

Piedmont Triad Partnership  
[www.eminfo.org/12.ad](http://www.eminfo.org/12.ad)  
[gbrownstein@piedmonttriadnc.com](mailto:gbrownstein@piedmonttriadnc.com)

San Antonio EDF  
[www.eminfo.org/52.ad](http://www.eminfo.org/52.ad)  
[marioh@sanantonioedf.com](mailto:marioh@sanantonioedf.com)

Santee Cooper Power  
[www.eminfo.org/1339.ad](http://www.eminfo.org/1339.ad)  
[ghhaygoo@santecooper.com](mailto:ghhaygoo@santecooper.com)

**NASHVILLE IS SMART**

**Smart City**

**Smart City**  
Quality of Life  
Economic Growth  
Community  
Innovation

**NASHVILLE** Must start the beginning.

[www.eminfo.org/112.ad](http://www.eminfo.org/112.ad)