

echo horizon school

echo foundation annual report



06

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mission statement

The mission of Echo Horizon School is to educate hearing and hearing-impaired children in an inclusive environment in which independence, self-reliance and mutual respect are valued and encouraged with a curriculum designed to be challenging and developmentally appropriate for each learner.

goals

- Students will develop the academic tools, social skills and moral integrity needed to be successful in their next phase of education.
- Students will integrate themselves successfully, making contributions to a diverse society, while maintaining individuality and respect for others.
- Students will generate a variety of solutions and approaches to situations requiring thoughtful and creative problem solving.
- Students will develop the skills and positive attitude for engaging in learning as a life-long process.



we have **two gifts** to give our children...
one is **roots**, the other, **wings**.



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Norma F. Roberts, Executive Director

kent h. landsberg echo horizon school report



Throughout the past year, I have marveled at how quickly we adapt to change. At the beginning of the school year, we had just gone through a major renovation, adding significant space and reconfiguring our campus. To look at us now, though, it's as if the building has always been like this. For the first few days in September, wide-eyed children and faculty moved through the building, discovering new and larger classrooms, performance space, and resource rooms, filled with upgraded technology. The upper grade students marched upstairs and the Pre-K children made the new play yard their own. Parents found their bearings for drop-off and pick-up, led on tours through the halls by their fearless children. Very quickly, our school community settled in to our upgraded space, establishing a new routine.

Facilities, however, do not build themselves. We all owe a tremendous debt of gratitude to the enthusiastic participation of so many families, faculty & staff, and members of the greater community. We have raised well over half of our Capital Campaign goal from a few years of families, including those who were headed out the door to middle and secondary school tuitions and fundraising campaigns. Our Capital Campaign has now morphed into the Building Fund, which will remain just as compelling and vibrant, raising the necessary completion funds from each new incoming class—whose children will benefit the most from the enhanced facility and programs.

As has been the case for many years, our graduates go out into the world with superior preparation—both academically and socially. A common element that is so often commented on by the schools to which our students matriculate is that Echo Horizon students take

risks and readily challenge themselves. This extends to the higher education experiences our graduates make for themselves. I am so proud of our entire community—parents, teachers, staff, trustees and a chorus of supporters; we cheer on our students as they build their skills, aptitude and character. These will serve them their entire lives.

Change is healthy for an organization, but it can also be poignant. Executive Director Norma Roberts announced last spring that she will retire at the end of December 2007. During her twenty years of dedicated service, she expertly shepherded us through two major building renovations and additions. I will miss Norma and I am grateful to her for establishing a solid financial foundation that will serve us well in the future.

New beginnings are inspirational. As we head into the 2007-2008 school year, I am eager to watch as our students return and new families join our community. Thank you for all that you do—and will continue to do—to help us ensure that Echo Horizon School remains a first-class environment for learning and growing.

A handwritten signature in cursive script that reads "Paula R. Dashiell".

Paula R. Dashiell
Head of School

from the board of trustees



In September 2006, Echo Horizon School opened its doors to a new and improved facility. The major renovation, which spanned much of the previous year, reconfigured 4,000 square feet and added 8,000 new square feet to our building, allowing us to fulfill the goals that we set as part of our 2001 Strategic Plan. The 2006-2007 school year was full of exploration—students feeling out the new space and faculty integrating the new resources into their curriculum.



The school has a new physical footprint, but the real difference is how the various spaces relate to one another. Our faculty now has better tools to reach curricular goals, including high-tech classrooms, an enhanced science lab, an award-winning technology center with an audio/video production studio, Echo Center resource rooms, an expanded Pre-K room and math center, and dedicated performing and visual arts space. Innovative lesson plans extend beyond the walls of the new building into our modern, reconfigured play yards.

The only reason we were able to complete our ambitious “re-imagining” of our space was the tremendous success of the Capital Campaign. Within the course of two years, we raised more than half of our \$3.2 million budget from philanthropic gifts from individuals, foundations and corporations. In addition to the substantial support from enrolled families, the school received a tremendous response from faculty & staff, alumni families, and members of the extended community.

The year was one of thorough self-examination in terms of our ongoing diversity initiatives. Our process was aided, in large part, by the Assessment of Inclusivity and Multiculturalism (AIM) program designed by the National Association of Independent Schools. Faculty & staff, trust-

ees and parents worked in committees focused on school governance, teaching and learning, student life and family involvement. We conducted an online “climate survey,” which yielded valuable feedback from faculty & staff, school trustees, parents and students. We are proud of our unique and diverse school community and we have many opportunities ahead. As we move into the next school year, we will continue to extend awareness and sensitivity throughout our curriculum and focus on providing an inclusive community for all.

As has been the case for a number of years, trustees and school leadership have been active participants in the annual California Association of Independent Schools Trustee/School Head Conference. At this year’s meeting in Los Angeles, Paula Dashiell and trustee and parent Ivonne Silver led a very well-received session on inclusion, focusing on our experience with integrating deaf and hard of hearing children into every aspect of the school program. Participating in this conference has allowed us to share information about EHS with a large audience of interested educators and trustees.

In 2007-2008, the Board will initiate a new Strategic Planning process that will help to shape future initiatives. Our school has benefited tremendously from the implementation of recommendations of the 2001 Strategic Plan and we look to the future with excitement for the work ahead.

As we embark on a new era for the school, we want to pay particular tribute to a school leader who has faithfully guided the evolution of Echo Horizon School for two decades. In December of 2007, Norma Roberts, who has served as Executive Director since 1987, will retire. The Board is profoundly grateful to Norma for

her immeasurable contributions to who we are today. Her skill, diligence and passionate commitment to our mission have been critical to EHS's growth from a fledgling school with an uncertain future to a strong, innovative leader in elementary education. Norma's humor and tenacity will be missed. Our students—and our entire community—will benefit from all that she has done for years to come.

Thank you to all who have supported EHS with your time, ideas and financial support. The Board takes very seriously its obligation to steward the school's resources and to fulfill our mission to serve all of our students--hearing, deaf and hard of hearing--in an inclusive, developmentally appropriate environment.



Dave Rosenblum
Chair, Board of Trustees
Parent of Eric (Alum '99) and Lauren (Alum '01)



Tom Collier
President, Board of Trustees
Parent of Rachel (Alum '05) and John (5th Grade)



carol l. proctor echo center report



Echo Center was founded on the conviction that an auditory-oral option for deaf and hard of hearing children in a mainstream setting is an ideal environment for learning to communicate via listening and spoken language. With the help of the Board, faculty & staff, parents and donors, we have developed a strong program that is a model for schools and organizations across the country.

We are unique by design. Approximately 10% of Echo Horizon School's students are deaf or hard of hearing. Instead of being separated from the hearing students as they are in most public school programs, they are fully-integrated into general education classes. The diverse make-up of our entire student population brings lessons of inclusion for all.

Every year, we welcome a wide range of visitors from across the country and abroad to observe our program. This includes leaders from public and private schools, representatives from agencies serving people with hearing loss, undergraduate and graduate students in education and, of course, prospective parents of children who might benefit directly from our program. Thankfully, our visibility has led to many mutually beneficial exchanges with people outside our immediate school community.

This year, Echo Horizon School/Echo Center received the prestigious Leading Edge award for demographic sustainability from the National Association of Independent Schools (NAIS), based in Washington, D.C. According to the NAIS, the designation is "designed to encourage, stimulate, and recognize schools that exercise their creativity and take calculated risks to improve education for all children."

Our teachers regularly share their expertise in teaching strategy, language and technology with colleagues through presentations at local and international conferences. We also offer training and transition resources to the middle schools our Echo Center students attend after they graduate.

As hearing technology advances and our student population shifts, we adapt our curriculum and approach. We have seen many students go on to great success and we look forward to continuing our program and extending our reach to benefit the education of deaf and hard of hearing students in our region and beyond.

A handwritten signature in black ink, appearing to read "Vicki C. Ishida".

Vicki C. Ishida
Director, Echo Center

from the executive director of the echo foundation



As I sit down to write my last report as Executive Director, memories of twenty years at Echo Horizon School come rushing back.

From an operational standpoint, 2006-2007 has been one of our best. We have fully settled into our “new and improved” facility, which is allowing our programs to evolve beyond our previous potential. We have had an incredibly successful year and I know that the school is poised for future success.

I leave with confidence and contentment, knowing that the school is in the most capable hands possible--academically, financially and operationally. I feel fortunate to have contributed towards the development of such a unique and highly respected institution and I am blessed to have worked with Paula Dashiell and Vicki Ishida.

I will miss the many wonderful families, colleagues and friends who have made this school such a wonderful, fulfilling and meaningful place to work these many years. At the same time, I am elated by the prospect of spending more time with my family.

It has been extremely rewarding getting to know and love so many wonderful people—trustees, faculty & staff, and families. It has been a privilege for me to have shared in the successes we have experienced together. Thank you.

Norma

Norma Roberts
Executive Director



Norma and her six grandchildren.

financial report 2006-2007



Fundraising success and prudent control of expenses resulted in another financially healthy year for Echo Horizon School in 2006-2007.

Through parent efforts and the Annual Giving campaign, the school raised nearly \$360,000. We also received an additional \$264,000 in gifts to our Capital Campaign/Building Fund. We are fortunate to have such a committed family of parents and friends.

Enrollment was at full capacity, financial aid was increased and our salary benefits package continued to grow, helping us to recruit and retain excellent employees. We have been able to closely monitor expenses and keep our overhead low.



At the beginning of the fiscal year, we completed our building renovation—on time and within budget. When the project began, the school secured a bank loan to begin construction. As of June 30, 2007, the Capital Campaign/Building Fund had raised over \$1.9 million of our \$3.2 million goal. We retired our bank loan with an internal loan for the remainder, which will be repaid by contributions to our Building Fund over the next several years.

Your ongoing support will help us maintain the school's fiscal well-being. For your past and future support, we are very grateful.

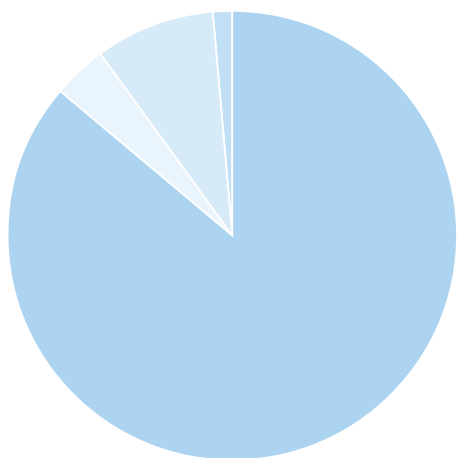
A handwritten signature in cursive script that reads "Masako Carpenter".

Masako Carpenter
Board Treasurer
Parent of Elina (Alum '01)

A handwritten signature in cursive script that reads "Norma F. Roberts".

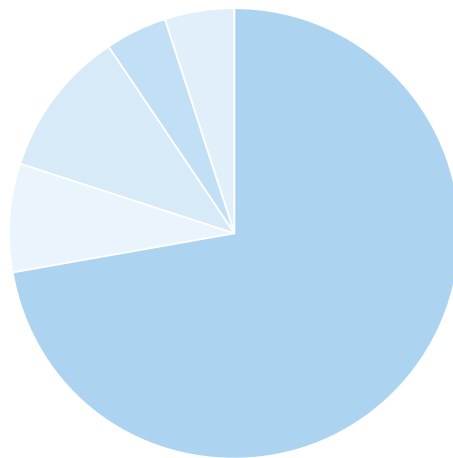
Norma Roberts
Executive Director

financial picture 2006-2007



income

Tuition	86.3%
Fundraising	8.7%
Fees & Programs	3.8%
Investment Income	1.2%



expense

Salary & Benefits	72.4%
Financial Aid	10.4%
Plant Operation	7.8%
Instructional Materials	4.8%
Administration	4.6%

summary of fund development

Annual Giving.....	\$ 359,804
Capital Campaign/Building Fund*	\$ 264,000
Parent Association Activities	\$ 153,118
Special Funds	\$ 28,034
Grants.....	\$ 9,195

*Capital Campaign/Building Fund contributions are not included in the income in the income pie chart.

parent association report



Our Parent Association is a rich blend of dedicated volunteers who generously commit their time and talents to support their children and school. It was a pleasure this past year to undertake this journey with such an impassioned group of caring parents. They enthusiastically carried out our wonderful traditions and events that distinguish the unique community that is Echo Horizon School.

Well before the students arrived, the school was abuzz with activity as parents organized numerous committees and events including the Pre-K/K picnic, Welcome Coffees and the Volunteer and Working Parent Database. Hospitality officially kicked things off providing a delicious dinner for two Back-to-School nights and our new and airy sunlit library provided the perfect setting for a wonderfully successful Book Fair.

Fall continued to keep the Parent Association extremely active. The Hot Lunch Committee organized a variety of meals and countless volunteers to provide healthy lunches for our children and the faculty & staff. Big smiles were in attendance on Picture Day and the highly anticipated Halloween Carnival--hosted by parent and volunteer witches, fairies, clowns and pirates - was a treat for all. The Community Service skillfully coordinated outreach in our neighborhood with the Ballona Creek Clean-up, Thanksgiving in a Box, the Family-to-Family Project and Big Sunday. All were met with generosity and good spirit. The Open House Committee proudly orchestrated and conducted school tours for hundreds of prospective families and on Thanksgiving Eve, our school came alive with excitement as Grandparents & Special Friends Day welcomed over 300 guests. Feelings of warmth, enthusiasm and pride filled the halls while the special guests enjoyed brunch with our children and "sneaked a peak" into their daily school lives.

The Emergency Phone Tree was successfully implemented and the Caring Community committee thoughtfully reached out to our families in good and not-so-good times. We initiated "Morning Coffee & Conversation" on the first Monday of each month. These were well attended and proved to be good community builders. The end of the school year was capped by a heartfelt and well-deserved Teacher and Staff Appreciation Luncheon. Alumni Day was a great success, as well, welcoming back graduates and providing all the opportunity to visit and catch up.

Among the Parent Association's many important contributions to Echo Horizon School were our annual fundraising efforts which resulted in over \$153,000 in revenue. Readathon raised special funds for the school library and spurred our students to voraciously read over 3,500 books! T-shirt sales were brisk and filled the hallways with Echo Horizon attire, buoying our school spirit. We recruited parents to sign up for eScrip with their local supermarkets, yielding for the school a percentage of their grocery receipts. In April, many families toasted the school's success at the "East Meets West" themed fundraiser at the Skirball Cultural Center. What a "Zensational" evening of socializing, sumptuous dining and energetic auction bidding!

I am grateful for this opportunity to say, "Thank you" to our warm and wonderful parent body. It was fun and truly an honor and a privilege to serve with you. As we approach the 25th anniversary of Echo Horizon School, we are, indeed, blessed to be surrounded by such dedicated families who give so much time, talent and energy to enrich the educational experience of our children.

Robin Jameson

Parent Association President 2006-2007

Parent of Riley (5th Grade) and Devin (Alum '06)

parent association report



annual giving report



Once again, philanthropic giving to Echo Horizon School has had a tangible impact on the quality education our students receive. Thanks to everyone who stretched to make the 2005-2006 Annual Giving campaign the most successful in the history of the school!

In our type of institution, tuition does not fully cover the expense of the excellent primary education the students receive. We pride ourselves on recruiting and maintaining an excellent faculty & staff and we do this with competitive salaries and attractive benefits packages. We have built a generous scholarship program, as well, so that a family's resources should not be a deciding factor when they enroll. This is all made possible through annual giving.

Your gift supports something less tangible, but equally important. Precisely articulating our school's unique culture can be difficult—but it has an unmistakable effect on our children. They receive an excellent education in an inclusive setting, which supports their personal growth and fosters respect for others—all this in an amazingly unpretentious package. Maintaining this magical combination costs money.

We raised nearly \$360,000 this year from our community, with over 97% of our enrolled families, Board and faculty & staff contributing!

We sincerely thank our fellow parents, dedicated faculty, tireless staff, committed Board members, generous grandparents and devoted alumni for your support. Thanks again to our phone-a-thon volunteers and our entire annual giving committee—your collaborative efforts made this year's campaign an overwhelming success. And again, thanks to everyone whose generous giving helped make our school a safe, fun place for our children to learn and grow.

Nancy and Yaron Rabinowitz
*Parents of Alec (2nd Grade)
and Leah (Alum '06)*

annual giving

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Jeff Tremblay
Tracey Tremblay
Sheryl Udell
Maria Vargas
Marci Vogel
Cathleen Wolff
Elaine Wrenn
Kim Wynn
Marissa Young

special funds

These gifts were made to memorialize, honor or thank cherished members of our Echo Horizon community.

ENID WIZIG SCHOLARSHIP FUND

Established by Enid and Bernard Wizig to provide financial assistance to our deaf and hard of hearing students and their families.

Anonymous
Enid & Bernard Wizig

DORENE TAWA MEMORIAL FUND

Established by the Board of Trustees in memory of Mrs. Tawa. Donations made to this fund were used to create a memorial tribute garden at the school.

Anonymous
Tami Rubin

SAMANTHA NICOLE SACKS OUTDOOR EDUCATION FUND

Established by the Board of Trustees in memory of Samantha. The earnings from this fund provide opportunities for students to participate in the school's outdoor programs.

Sherri & Eric Sloane
Tami Rubin

JUDITH KATES MEMORIAL FUND

Established by her family and the Board of Trustees in memory of Mrs. Kates. The earnings from this fund will be used to provide financial assistance to the children of Echo Center.

Anonymous
Tami Rubin
Enid Wizig

GRADUATES' TEACHER EDUCATION FUND

Established by the Class of 2003 to provide faculty & staff with special educational opportunities.

Linda & Steve Brown
Karen & Rick Wolfen



building on success - building fund/capital campaign report



We celebrate the resounding achievement of our *Building on Success* Building Fund/Capital Campaign, which continues with remarkable participation from our community. We now fully enjoy the significant enhancements made to our facility, including our performing arts space and enlarged visual arts studio, new science center, expanded library, Echo Center resource rooms, expanded Pre-K room and math center, and newly designed outdoor play areas as well as our improved, award-winning technology center.

By supporting our project, our community has embraced what is unique and precious in our school: A passion for excellence, faculty and staff who approach their work with boundless enthusiasm and, of course, our children.

Thanks to each member of the Echo Horizon community for the part you have played in creating an environment that allows our children and future generations to come to be the best they can be.



Mary and Tom

Mary & Tom Collier
Co-Chairs, *Building on Success*

BUILDING FUND PLEDGES/GIFTS (as of June 30, 2007)

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(Gifts of \$100,000 or more)

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Carol Proctor Landsberg

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(Gifts of \$50,000 to \$99,999)

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(Gifts of \$5,000 to \$9,999)

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building fund

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Andrew Kallman
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(Gifts of up to \$4,999)

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Phyllis & Marty Shephard
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Ivonne & Patrick Silver

library fund

Established to provide for the dedication of a new book in our library in the name of a friend, relative, teacher or other special person.



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Claudette Brown
Denise DiNovi
Alec Evans
Alison Feinswog
The Freedman Family
Andrew and Jonathan Friedman
Michael Harshberger

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Judy Price
The Reifkind Family
Jerry Segal
Alisa Taylor
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Tena Yatroussis
The Yellen Family



Class of 2007

It is a tradition at Echo Horizon School for each graduating class to present the school with a gift. The class of 2007 has chosen to donate benches for the seating area in the hallway outside of the Performing Arts room.

In closing, we would like to use this opportunity to thank our Board of Trustees and our Parent Association for a job well-done in 2006-2007 and to introduce our Board of Trustees and Parent Association Officers for 2007-2008.

All listings in this report reflect contributions received as of June 30, 2007. The Annual Giving Committee wishes to thank the parents, grandparents, alumni, friends, faculty and staff who contributed their money, time and effort to Echo Horizon School during 2006-2007. We have made every effort to list all contributions accurately. If an error has been made, please accept our apologies and notify us of the mistake.

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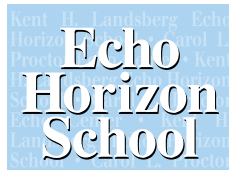
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