



Travelers & Travelers Foundation Future Focus

December 2008

Year In Review

Challenge: Create A Community Relations Program Aligned With Travelers Today

- Determine best practices of Fortune 100 companies
- Continue to be a responsible corporate citizen — offering financial, human and in-kind support — for our community constituents
- Make Community Relations relevant to and rewarding for the business
- Apply analytical approach to funding, producing metrics and reports to understand impact to the community and value to the company
- Extend Travelers brand through community-related work

Future Focus: Executive Summary

In 2009, Travelers and the Travelers Foundation will begin to focus the majority of their grant-making dollars to support public education reform in St. Paul, Minn., and Hartford, Conn.

Specifically, Travelers funding will support programs to **improve academic and career success for underrepresented youth** in these cities. The remainder of our resources will continue to support other targeted local needs in the areas of arts and community development.

This strategic shift is the result of extensive internal review as well as conversations with leaders of community organizations, corporations, the schools, and other funders.

Through these efforts, Travelers will better address the community and corporate needs for a skilled workforce, sustained economies and better quality of life.

State of the Schools in Hartford and St. Paul

St. Paul and Hartford public school systems are in need of systemic change.

St. Paul

- 70% of student population is low income (St. Paul Public Schools)
- Percentage of students who do not meet the College Readiness Benchmark in Reading (59%), Math (68%) and Science (79%) (St. Paul Public Schools 2008 Annual Report)
- The high number of high school dropouts each year is predicted to cost Minnesota more than \$10 billion in lifetime present values (Levin & Belfield, 2007)

Hartford

- Hartford is America's 2nd poorest city per capita in the 2nd wealthiest state
- 90% of public school students live at or below poverty
- Connecticut has the largest achievement gap of any state in the nation
- 33.5% of 3rd graders and only 52.2% of 10th Graders are proficient in Reading
- Only 36% of public school students graduate High School

(MetroHartford Alliance, August 2008 Update on Hartford Education Reform)

State of the Schools in Hartford and St. Paul

Opportunity For Change

- Both Hartford and St. Paul have relatively new, 'reform' superintendents with clear agendas and measurable goals
- During their short tenures, both superintendents have demonstrated improvement
- Opportunity to help develop model programs that can be replicated in other cities and/or school districts
- Other foundations and corporations are focusing their giving on the public schools, thereby providing opportunity for collaboration and leverage
- Opportunity for Travelers to contribute as a funder and collaborator on one of the most important issues in our key communities

Business Case for Future Focus

Aligns Business and Philanthropic Strategies

- Travelers develops products and services that mitigate risk
- Travelers and Travelers Foundation, through support of education reform and programs, will mitigate risk in the communities of St. Paul and Hartford

Narrows the foundation's programmatic focus to increase community impact

- Increased 'return on investment'
- Fewer, larger grants
- Invest in high-visibility programs

Develops model programs that are replicable in other cities and school systems

- Further leverage of initial investment
- National significance, local results

Future Focus

How Will We Approach Our Objective?

Future Focus

Improve Academic and Career Success for Underrepresented Youth in St. Paul and Hartford

Tactics:

1. Support Aggressive Reform Agendas of School Systems in St. Paul and Hartford
2. Invest in Programs Targeting Increased Academic Achievement in Middle and High School Students
3. Provide Opportunities for Students to Transition from High School to Post-Secondary Education and Launch Their Careers
4. Initiate Leadership Development Programs for School Principals

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Tactic 1: Support Aggressive Reform Agendas of School Systems in St. Paul and Hartford

- Support organizations and programs that focus on reform goals and build a sustainable system that can transcend administrations
- Convene community stakeholders, including corporate leaders, in collaborative efforts to leverage investment
- Leverage financial commitment with Travelers human resources
- Measure and evaluate outcomes

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Tactic 2: Invest in Programs Targeting Increased Academic Achievement in Middle and High School Students

- Grades 5th - 8th Post-Secondary Prep Programs
 - > Program in St. Paul: Expansion of AVID (Advancement via Individual Determination) into more schools and younger grades
 - > Program in Hartford: Dwight Elementary School Transition (K-8)
- Grades 9th - 12th College Planning and Prep Programs
 - > Program in St. Paul: Admission Possible
 - > Program in Harford: Lead Participant and Funder for new Insurance & Finance Academy
- Measure and evaluate outcomes

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Tactic 3: Provide Opportunities for Students to Transition from High School to Post-Secondary Education and Launch Their Careers

- Travelers Education Access Initiative (TEAI):
 - > Increase the pipeline of underrepresented students who attend 2 or 4-year college
 - > Provide financial support (scholarships) to students while in college
 - > Build awareness of careers in insurance and financial services
 - > Provide opportunities for students to work at Travelers during school and post-graduation
 - > Measure and evaluate outcomes
- Seek other opportunities to align with and/or expand this program

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Tactic 4: Initiate Leadership Development Programs for School Principals

- Develop and increase leadership skills of current and aspiring school principals
- Provide opportunities for principals to learn best practices and share ideas
- Provide access to Travelers employee expertise (related to management and business skills)
- Measure and evaluate outcomes

Future Focus

Transition Plan and Timeline

- Stage One: Philanthropic Refocusing (November 2007 - October 2008)
 - > Combine operations
 - > Internal meetings
 - > Meetings with community leaders
 - > Research on best practices, corporate philanthropy models
 - > Research on educational issues
- Stage Two: Completing The Model (November - December 2008)
 - > Communicate plans internally and externally
 - > Discussions with key community partners
 - > Design application and reporting process
- Stage Three: Implementation
 - > Implement application and reporting process
 - > Continued communications with community stakeholders and education experts
 - > Ongoing evaluation and measurement



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