



# ADVANCING OPPORTUNITY, INNOVATION & QUALITY IN EDUCATION



2017 ANNUAL REPORT



## A MESSAGE FROM OUR CHAIRMAN

Welcome to those who are learning about our Foundation for the first time, and thank you to those who have been with us from the beginning.

Since ExcelinEd's inception 10 years ago, we have been a national leader in advocating for innovative, student-centered education reforms. The progress made during this time has been substantial. Consider a few highlights:

- ★ More than 3.5 million students are going to the public or private schools of their parents' choosing—more than double the number of students in 2007.
- ★ Nearly 90 percent of all states plus the District of Columbia now allow charter schools, with Kentucky joining the ranks last year.
- ★ More than half of all states and the District of Columbia offer at least one private school choice program as well, with Illinois introducing a new tax-credit scholarship program this year.
- ★ More than two-thirds of states have adopted laws or policies to promote early literacy, better ensuring that students are proficient readers by that critical fourth-grade year. Any child who still struggles to read by then faces serious obstacles to succeeding in school and life.
- ★ More than a dozen states now grade schools on a scale of A through F. This transparency holds schools accountable to parents by giving them an easily understood measure of school quality.
- ★ Several states have adopted funding strategies to create incentives for student success. We need to get away from the mindset of merely funding education and transition to the idea of investing in education—and students—by directing our dollars where they will yield the most results.



On behalf of the millions of families that are benefiting from these reforms, I would like to thank the state leaders, the educators, the policy experts, our advocacy partners and the parents who work with such passion at the grassroots level for helping make them possible. In states across the nation, year after year, these reforms are raising student achievement—the only true measure of their efficacy and value.

Unfortunately, we still have so far to go.

The global economy is evolving at warp speed, and the rapid pace of change is far outpacing the adoption and implementation of education reform. The gap between the skills required by employers and skills possessed by workers is growing exponentially, and the economy isn't waiting for our education system to catch up.

Every state is empowered to solve this crisis. But it requires leaders who are relentless, who have the courage to advance bold and transformational reforms and, most importantly, who are ready to act now.

We believe 2018 is a year of urgency for education, a year we can't afford to let the status quo again prevail.

Please take the time to read this report, and if so moved, join us in a mission that is necessary for the success of our children and our nation.

Onward,

A handwritten signature of Jeb Bush in black ink, written in a cursive style.

JEB BUSH  
Chairman, ExcelinEd



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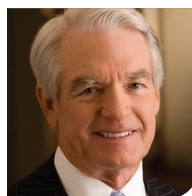
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ExcelinEd in Action is the 501(c)(4) sister organization to the Foundation for Excellence in Education. ExcelinEd in Action works with state lawmakers and partner organizations to pass legislation that empowers families with educational choice, prepares students for college and career, prioritizes early literacy, expands innovation and strengthens school performance.

ExcelinEd in Action's Board of Directors is an accomplished and diverse group of business, education and policy leaders, chaired by Governor Jeb Bush with members Eric Cantor, F. Philip Handy, Dee Bagwell Haslam, William Oberndorf, William S. Simon and Dr. Zachariah P. Zachariah.



Every child's future is full of potential, driven by his or her natural curiosity and readiness to absorb knowledge. Education nurtures that potential, strengthening individual talents, interests and abilities so children can maximize their learning and have successful, productive futures.

Ensuring this opportunity for each and every child is our mission at the Foundation for Excellence in Education.

It's been a full decade since *ExcelinEd*'s mission was put into action. We started with a slate of fundamental issues—accountability, early literacy and school choice—to help states address challenges that were undeniable obstacles to student achievement. Over time, we expanded our work, though never our laser-focus on children, by adding policies and tools to support state leaders in transforming their education systems with a student-centered focus.

In the process, we are continually reminded that reform is never a static exercise. The world is changing at such a rapid pace that new challenges and opportunities continually emerge on the education landscape. To remain successful, we strive for flexibility in our approach, from identifying research priorities, responding with thoughtful policies, collaborating tirelessly and, most important, customizing our work to fit individual state context.

For 10 years and counting, *ExcelinEd*'s primary focus is on the states—the nation's 50 laboratories of democracy—where new education policies germinate, grow and, when successful, spread across state borders. Our commitment to customized policy solutions is driven by the firm belief that each state is unique and its reform journey different.

*ExcelinEd*'s work in 2017 reflected that. With the help of many valued partners, we supported policymakers in dozens of states in advancing education reform policies. As a result, an additional 1.3 million children are eligible for private and public school choice programs, and there is \$251 million in additional funding for charter schools. What's more, close to a half-million students have expanded access to online courses, and an additional \$11.5 million is being invested in college and career incentive programs across three states. We also saw six states strengthen their early literacy or accountability programs and another two adopt personalized learning pilots.

Those are just a few of the year's highlights. *ExcelinEd*'s slate is always full, and the expectations we set for ourselves are always high. We are blessed with a staff that takes our mission to heart and understands its urgency.

In every community in America, the success of children depends on the actions of adults. I hope this report inspires you to think and to act on their behalf.

We had an amazing year in 2017, and we look forward to continued progress on behalf of students in the years ahead.



Thank you, and God bless,

A handwritten signature in black ink that reads "Patricia Levesque". The script is elegant and cursive.

PATRICIA LEVESQUE  
CEO, *ExcelinEd*

### OUR CHALLENGE

Organized around the needs of adults and shaped during the Industrial Age, America's education system is failing many of today's students, leaving them unprepared for college or a career in a 21st-century knowledge economy.

**35th**

*Where U.S. students rank internationally in math. They also rank 18th in science and 15th in reading.<sup>1</sup>*

**60%**

*The percentage of fourth graders that are not performing on grade level in math or reading.<sup>2</sup>*

**1.7M**

*The number of first-year college students needing remedial help.<sup>3</sup>*

**50%**

*The percentage of U.S. Millennials that are unable to effectively apply literacy or math skills in the workplace.<sup>4</sup>*



We've worked hard to improve our educational standards and accountability systems. Implementing student-centered policies that improve student outcomes has been the hallmark of our relationship with ExcelinEd.

*John White, Louisiana State Superintendent of Education*

1 Programme for International Student Assessment

2 National Assessment of Educational Progress

3 National Center for Education Statistics

4 ETS

*ExcelinEd is transforming education to unlock lifelong opportunity and success for each and every child.*

### OUR SOLUTION

To address this education and economic crisis, former Florida Governor Jeb Bush in 2008 launched the Foundation for Excellence in Education (ExcelinEd) to support state leaders in transforming education so that all students are equipped for success.

Focused on educational quality, innovation and opportunity—both within and outside of the traditional system—ExcelinEd advances a broad range of student-centered policy solutions that are increasing student learning, advancing equity and readying graduates for college and career.

### OUR IMPACT

With the support and collaboration of our partners, ExcelinEd's work is making a difference in the lives of students. During a decade of progress:



*725,000 more children have educational choice.*



*Student achievement is rising in states with strong school accountability systems.*



*In states offering incentives, nearly 750,000 students have earned industry credentials or passed Advanced Placement courses in readiness for college and career.*



*Students are outpacing the nation in reading in states with a focus on early literacy.*

## OUR APPROACH

*We believe changing policy, changes lives. To achieve this:*

- ★ We customize policy solutions to fit each state's unique context, needs and means, recognizing that each state can take a different path on a different timeline to achieve a truly student-centered education system.
- ★ We bring deep policy expertise and implementation experience to state leaders, raising student achievement through:
  - ★ We roll up our sleeves and follow through, providing state leaders and partners with policy and advocacy support for the long-term.
  - ★ We collaborate to build capacity, helping policymakers and partners learn and do more than they can on their own.

### QUALITY

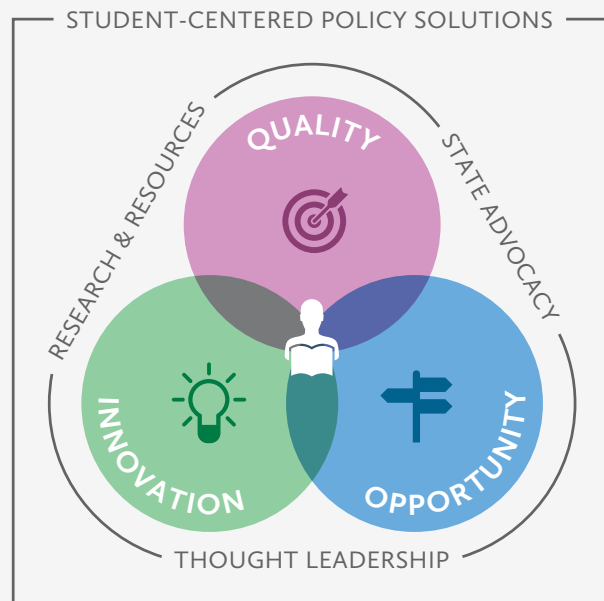
- » School Accountability
- » Early Literacy
- » Education Funding

### INNOVATION

- » College & Career Pathways
- » Course Access
- » Personalized Learning

### OPPORTUNITY

- » Public School Choice
- » Private Education Choice



## NATIONAL SUMMIT ON EDUCATION REFORM

ExcelinEd's annual National Summit on Education Reform convenes more than a thousand state and national leaders, providing an unparalleled forum for exchanging results-based solutions and next-generation strategies that can shape public policy so critical to improving education.

Distinguished speakers at ExcelinEd National Summits have included Dr. Condoleezza Rice, Arthur Brooks, Rahm Emanuel, Sal Khan, Melinda Gates, Rupert Murdoch, John Stossel, former First Lady Barbara Bush and U.S. Secretaries of Education Arne Duncan, William Bennett and Rod Paige.





## QUARTER ONE

### January

#### National School Choice Week

Joined more than 6 million students, parents and advocates at National School Choice Week events in 13 states and Washington, D.C.

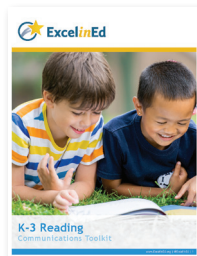


#### Fewer, Better Tests

Published parent and teacher survey results on Fewer, Better Tests policy recommendations to provide parents, teachers and students with greater value from state assessment systems. Florida, Indiana and North Carolina later adopted elements of these recommendations.

#### College & Career Pathways

Georgia and Kentucky launched websites with higher learning and earning information to inform students' coursework and career planning decisions.



#### K-3 Reading Communications

Produced a research-based, customizable English- and Spanish-language communications toolkit around the importance of early literacy in support of effective policy implementation.

### February

#### School Accountability

Hosted a School Accountability workshop with policymakers, state education officials and advocacy organizations from seven states to explore effective policy solutions and strategies.

#### Personalized Learning

Partnered with the National Center for Learning Disabilities on a blog series exploring the alignment of personalized learning goals and policies being fought for by special education advocates.



#### ESSA Playbooks

Published the Every Student Succeeds Act (ESSA) playbook: *Advancing Innovative Policy Solutions* and produced state-specific versions of the ESSA playbook: *Implementing School Interventions* for Georgia, Nevada and Tennessee.

### March

#### Public Charter Schools Victory

Kentucky adopted legislation to become the 44th state to authorize public charter schools.

#### Special Needs Voucher Program

Arkansas expanded opportunities for private school participation in the state's special needs voucher program and increased funding for the program to serve additional students.



#### Case Study

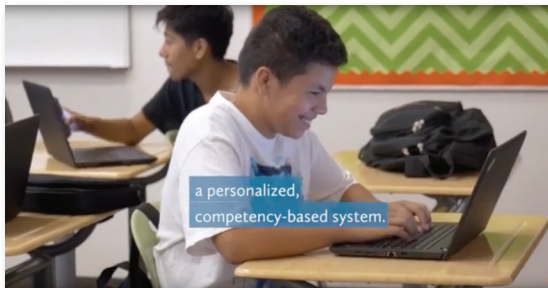
Released *Know Your School Case Study: Developing Online School Report Cards* to help state education agencies identify, gather and maintain the important data parents need to make decisions about their child's education.

## QUARTER TWO

## April

**Personalized Learning Explained**

Released two informational videos featuring students, teachers and school leaders describing the impact of their participation in competency-based education programs.

**Expanded Course Access**

Indiana passed legislation expanding access to online courses to more than 350,000 students.

**Education Opportunity Milestone**

Arizona passed legislation to phase-in universal education scholarship accounts.

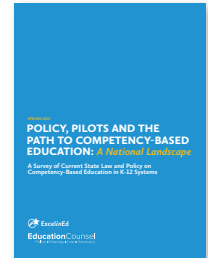
**School Report Card**

Launched KnowYourFloridaSchool.org as a prototype for states seeking to empower and inform parents and communities with transparent, understandable school data.

## May

**Personalized Learning Publications**

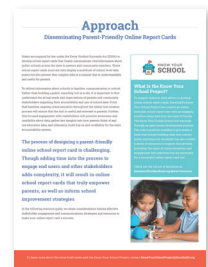
Collaborated with EducationCounsel on *Policy, Pilots and the Path to Personalized Learning: A National Landscape*, examining state legal and policy foundations and published *Competency-Based Education & School Finance* on funding nontraditional personalized learning experiences.

**Funding Equity**

Colorado passed legislation providing funding equity to state-authorized charter schools.

**Next-Generation School Report Card**

Collaborated with partner organizations, including Council of Chief State School Officers and Data Quality Campaign, to produce a 12-month, step-by-step timeline and guide to develop a next-generation school report card: *Know your School Communications and Implementation Resource Guide*.



## June

**ESSA Playbook**

Published *Student-Centered Funding for Districts*, an ESSA playbook describing how state policymakers can ensure equity for students through student-centered funding.

**Empowering Families**

North Carolina became the sixth state to enact education scholarship accounts and Nevada expanded Opportunity Scholarships, giving more families the ability to choose their child's best path to success.

**Early Literacy Toolkits**

Produced customized communications toolkits with digital shorts, graphics and a social media playbook to support K-3 reading programs in Colorado, Nevada, North Carolina and South Carolina.

## QUARTER THREE

### July

#### Charter Schools Analysis

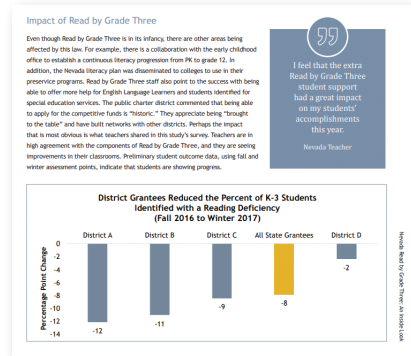
Analyzed Florida data from the Nation's Report Card to demonstrate that public charter school students scored better than the national and district average on all four NAEP assessments.

#### School Accountability Guidance

Posted the last in a series of eight blogs on School Accountability, sharing lessons designed to help states as they finalized their accountability calculations under ESSA.

#### Policy Impact Study

Released the last of four studies on the impact of K-3 Reading policy, including feedback and actionable information to strengthen implementation.



### August

#### Expanding Education Choice

Illinois passed legislation to create tax-credit scholarships, funding the program with up to \$100 million in scholarships annually for low-income students.

#### Thought Leadership

Provided thought leadership and policy expertise in presentations on workforce solutions, personalized learning and ESSA at convenings and webinars hosted by the Philanthropy Roundtable Summit, State Policy Network and PIE Network.

#### #AskExcelinEd

Relaunched the popular #AskExcelinEd series with emails and blog posts focused on Accountability.

### September



#### Collaboration to Advance Innovation

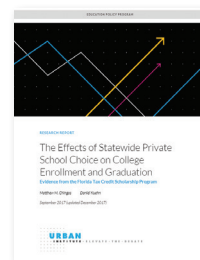
Formed a Network of State Innovation Partners to inform personalized learning policy development and implementation and to explore new funding and accountability proposals.

#### Expert Testimony

Provided thought leadership and policy expertise during charter school testimony in Missouri and at 11 national and state events, including the Utah Competency-Based Learning Gear Up Workshop.

#### Collaboration to Advance Personalized Learning in Florida

Held the first convening of the Florida Network of Pilot Districts, including participants in personalized learning programs in Palm Beach, Pinellas and Seminole counties and P.K. Yonge Developmental Research School.



#### Educational Opportunity Impact

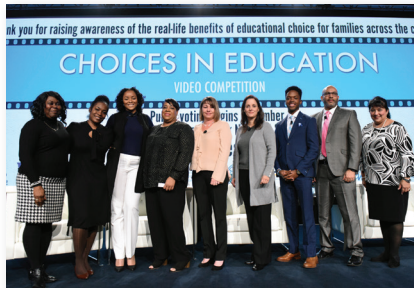
Shared findings of the Urban Institute's report on private school

choice outcomes and the positive effect on enrollment and graduation from Florida colleges.



## QUARTER FOUR

## October

**Impact of Educational Opportunity**

Launched a national “Choices in Education” video contest to share the powerful personal stories of educational opportunity.

**#AskExcellinEd**

Introduced a new topic for #AskExcellinEd with the launch of an email series focused on Innovation policy.

**Personalized Learning Research**

Released the findings of ExcellinEd’s messaging research: *What’s in a Name? Describing Personalized Learning*.

**Personalized Learning State Briefs**

Issued State Briefs: *Key Lessons from the CBE/Mastery-based programs and pilots in Florida, Idaho and Utah*. Each brief outlined the steps to lay the groundwork for policy development, legislation and preparation for effective implementation.

**Collaboration Recognition**

Shared in three PIE Network Eddie! Awards for exemplary achievement in policy and advocacy campaigns, state-specific reforms and efforts by organizations and individuals.

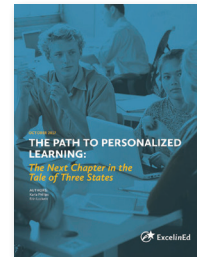
## November

**Education Funding Guide**

Released *Student-Centered State Funding: A How-to Guide for State Policymakers* that lays out a step-by-step process to meaningfully increase the proportion of funding that is student-centered.

**Education Choice Victory**

Pennsylvania put students first, passing legislation to facilitate growth of high-performing charter organizations.

**Personalized Learning Report**

Released *The Path to Personalized Learning: The Next Chapter in the Tale of Three States*. The report tracks the considerable progress Florida, Idaho and Utah have made in designing, planning and implementing their pilots.

## December

**ESSA Analysis**

Completed and released a *50-State ESSA Plan Landscape Analysis* that summarizes components of each state’s submission to the U.S. Department of Education.

**Career & Technical Ed Playbook**

Published *Putting Career and Technical Education to Work for Students: A Playbook for State Policymakers*. The playbook outlines essential elements of a successful CTE program and shares what states are doing to prepare students for the workplace.

**School Report Card Win**

North Carolina redesigned the state’s School Report Card to improve accountability and transparency.

**1,000 Education Leaders**

Hosted the 10th Annual National Summit on Education Reform in Nashville, Tennessee. The event drew 1,091 national and state education leaders and reform organizations, policymakers and private foundations from 49 states and Washington, D.C.



## PUBLIC CHARTER SCHOOLS

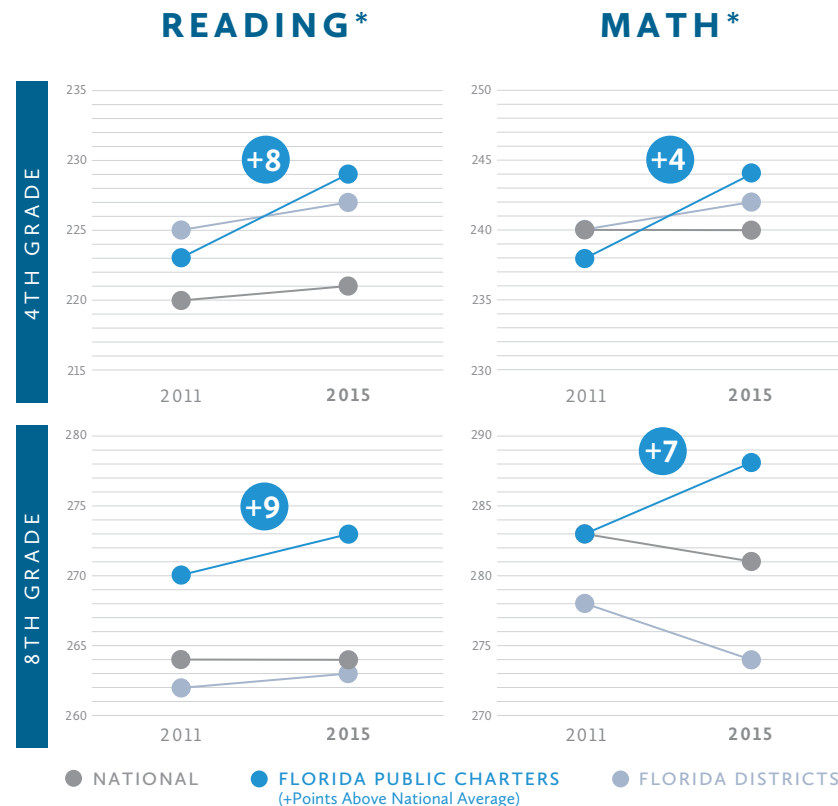
### High-Quality Public School Options for Students

*Meeting the unique needs of individual students, families and communities through public charter schools.*

Charter schools are tuition-free public schools that have the freedom to meet the unique needs of their students. Instead of being run directly by a school district, they operate under a performance contract with a district, state or other approved entity. Charter schools are able to have a specific focus—such as STEM education, the arts or language immersion—as well as a unique teaching style—such as project-based learning, classical education or blended learning. Charter schools create a path for communities to solve local problems and provide families with high-quality public school alternatives.

### PUBLIC CHARTER SCHOOLS ARE ACCELERATING STUDENT PERFORMANCE

Students in Florida's public charter schools are outpacing Florida's district schools—and the national average—in reading and math.



\*Average scores in 2011 and 2015.

Source: National Assessment of Educational Progress (NAEP)

### SUPPORTING PUBLIC CHARTER GROWTH INTO NEW REGIONS

ExcelinEd promotes the expansion of high-quality public charter schools in states to provide parents with effective public school options that best meet the needs of their child. Policies and incentives that attract high-performing charter management organizations to new regions include\*:



Demand



Authorization & Governance



Human Capital



Resources & Facilities



Fair Funding



Autonomy

*\*How to Recruit High-Performing Charter Management Organizations to a New Region. Results from the 2015 CMO Survey conducted by ExcelinEd, National Alliance for Public Charter School, Ampersand Education*

For more information and downloadable resources, visit [excelined.org/opportunity/charter-schools](http://excelined.org/opportunity/charter-schools).

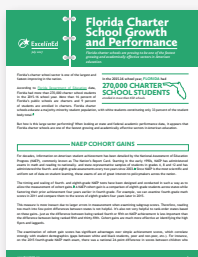
## RESEARCH & RESOURCES

### Sharing Expertise with Policymakers and Partners

During National Charter Schools Week, a series of ExcelinEd blogs highlighted public charter school growth, increasing the quantity and quality of public charter schools and the positive progress in student performance.

### State-Focused Research Tracks Success of Public Charter Schools

ExcelinEd assessed the impact of Florida's public charter schools in Florida Charter School Growth and Performance. Based on state and federal academic performance data, Florida charter schools are one of the fastest growing and academically effective sectors in American education.



## THOUGHT LEADERSHIP

### 2017 PIE Network Eddie! Award

The Kentucky Charter School Project, Best Ensemble Cast



### Turning the Tide: Tools to Promote Charter School Growth




2017 National Summit Strategy Session with Colorado Senator Angela Williams, EdChoice's Michael McShane, Center on Reinventing Public Education's Robin Lake, Florida Speaker of the House Richard Corcoran and Hastings Fund's Neerav Kingsland.

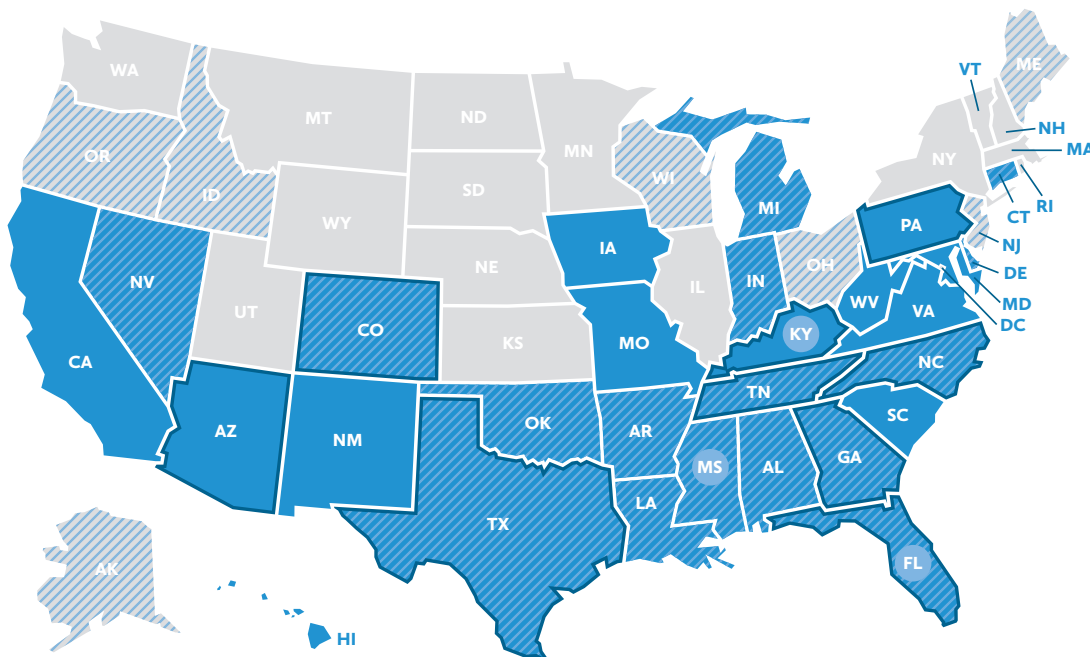
### National Charter Schools Week

Posted a series of blogs on public charter school growth, increasing the quantity and quality of public charter schools and the good news on student performance.

## STATE ADVOCACY AND POLICY ENGAGEMENT

ExcelinEd engaged in **28 states** on Public Charter Schools in 2017

-  Existing Policy
-  Policy Engagement
-  Policy Passed or Improved
-  Policy Implementation



**Existing Policy:** Reflects states with Public Charter School policies where ExcelinEd provided technical support or engagement through 2016.

**Policy Engagement:** Reflects states where ExcelinEd engaged in policy development, adoption or implementation in 2017.

**Policy Passed or Improved:** Reflects states where ExcelinEd in Action helped pass or improve Public Charter School policies in 2017.

**Policy Implementation:** Reflects states where ExcelinEd provided technical assistance and policy expertise to support Public Charter School policy and program implementation in 2017.





## PRIVATE EDUCATION CHOICE

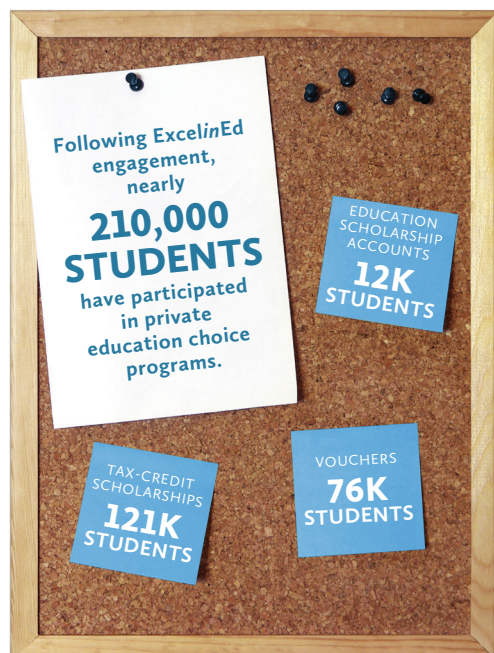
### Empowering Families with the Freedom to Pursue the Education Options Best Suited to Their Individual Needs and Aspirations

*Educational choice policies that provide families with access to the right school or learning environment.*

Far too many children are assigned to schools that don't fit their unique needs and learning styles. Private education choice provides an alternative to one-size-fits-all schooling and can support students in realizing their full potential. From education scholarship accounts to traditional private school scholarships, states across the country have adopted a suite of education choice programs to empower parents with options and improve student achievement both inside and outside of the traditional education system. More than two dozen states offer students a private alternative to a neighborhood school, with many policies and programs designed to serve students with special needs and to help low-income families access high-quality education options.

A growing body of research shows that education choice programs are effective at boosting the academic results of participating students as well as students who remain in public schools. Further, these programs save money for state and local taxpayers and provide participating students with long-term benefits such as increased college attendance.

## EMPOWERING FAMILIES WITH EDUCATION CHOICE



In 2017, ESA programs in Arizona, Florida, Mississippi and Tennessee served **15,260 STUDENTS** putting more than **\$150 MILLION** in the hands of parents.



### CUSTOMIZED EDUCATIONAL CHOICE

Since the first education scholarship account (ESA) program was introduced in 2011, this policy has been revolutionizing educational choice. Under a robust system of accountability (monitoring and auditing), parents can direct funds in an ESA to any combination of state-approved educational uses to customize their child's learning, including:



Tutoring



Exam Fees



Online Programs & Courses



Savings for Future College Costs



Contract Public School Courses



Private School Tuition



Therapy for Special Needs Students



Instructional Materials & Curriculum

For more information and downloadable resources, visit [excelined.org/opportunity/private-education-choice](http://excelined.org/opportunity/private-education-choice).

## RESEARCH & RESOURCES

### *Education Savings Accounts:*

#### *The New Frontier in School Choice*

Leading legal experts, education scholars and advocates tackled the emerging topic of K–12 Education Savings Accounts in *Education Savings Accounts: The New Frontier in School Choice* (Rowman & Littlefield, 2017), a joint project between the American Enterprise Institute and ExcelinEd. The collection of nine essays, edited by AEI’s Nat Malkus and Gerard Robinson and ExcelinEd’s Adam Peshek, along with a foreword from AEI Director of Education Policy Studies Frederick M. Hess, provides a thorough overview of K–12 ESAs.



## THOUGHT LEADERSHIP

### *2017 PIE Network Eddie! Award*

Tax-Credit Scholarship Program, Game Changer of the Year

### *The Search for*

#### *Opportunity:*

#### *Real Faces of Education Choice*

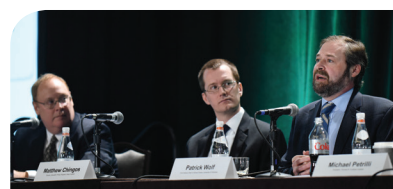
2017 National Summit General Session featuring the very real side of education choice and the lives impacted.



### *Myth vs. Fact: The Truth About Private School Choice*

2017 National Summit Strategy Session with

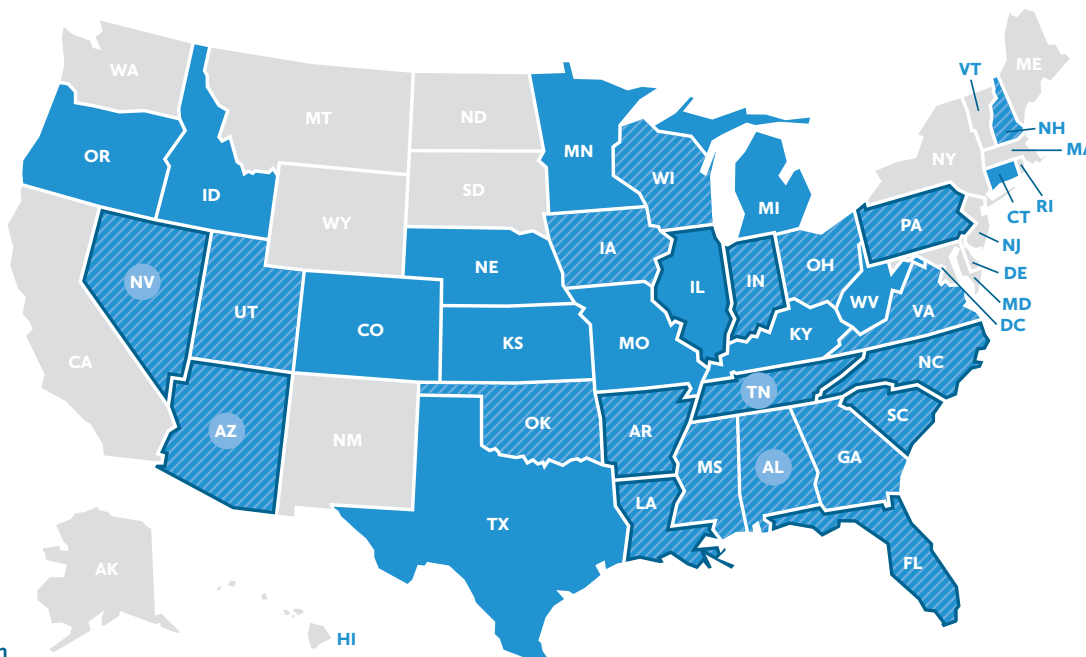
Fordham’s Michael Petrilli, Urban Institute’s Matthew Chingos, Kennesaw State University’s Benjamin Scafidi, Patten University’s Thomas Stewart and University of Arkansas’ Patrick Wolf.



## STATE ADVOCACY AND POLICY ENGAGEMENT

ExcelinEd engaged in **33 states** on Private Education Choice in 2017

- Existing Policy
- Policy Engagement
- Policy Passed or Improved
- Policy Implementation



**Existing Policy:** Reflects states with ESA, Tax-Credit Scholarship or Vouchers policies where ExcelinEd provided technical support or engagement through 2016.

**Policy Engagement:** Reflects states where ExcelinEd engaged in policy development, adoption or implementation in 2017.

**Policy Passed or Improved:** Reflects states where ExcelinEd in Action helped pass or improve ESA, Tax-Credit Scholarship or Vouchers policies in 2017.

**Policy Implementation:** Reflects states where ExcelinEd provided technical assistance and policy expertise to support ESA, Tax-Credit Scholarship or Vouchers policy and program implementation in 2017.



## COLLEGE & CAREER PATHWAYS

### Preparing Students for Success in the 21st Century

*Policies that provide information, incentives and access to advanced courses and certifications to prepare students for higher education and the workforce.*

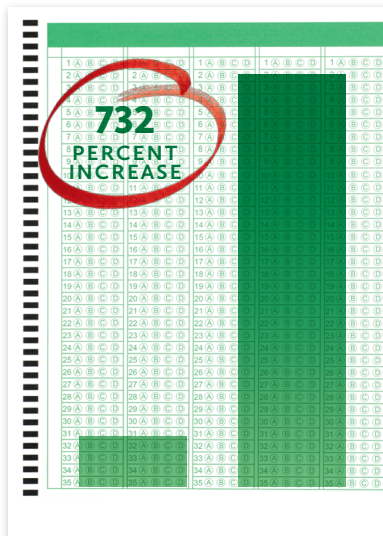
Too many of our nation's students are unprepared for the challenges they will face after high school. As a result, students are spending more on college for remedial courses, they are unprepared for careers so jobs are left unfilled, and states—and our nation—are experiencing unrealized economic growth.

College and career pathway policies can bring purpose to learning by allowing students to earn authenticated skill sets informed by labor market demand and ensuring more rigorous courses are available and incentivized for all students.

### INCENTIVE POLICIES PREPARE STUDENTS FOR COLLEGE & CAREER SUCCESS

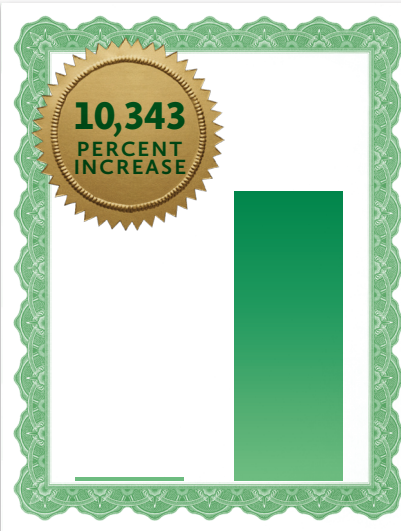
750,000 STUDENTS ARE BETTER PREPARED FOR COLLEGE & CAREER WITH INCENTIVE POLICIES

GRADUATES PASSING AT LEAST ONE  
ADVANCED PLACEMENT EXAM\*



**52,932** **440,435**  
YEAR PRIOR TO  
ENGAGEMENT BY 2016

STUDENTS EARNING  
INDUSTRY CERTIFICATION\*\*



**2,960** **309,100**  
YEAR PRIOR TO  
ENGAGEMENT BY 2016

\* Graduates from Florida, North Carolina, Utah and New Mexico

\*\*Students from Florida, Kansas and Wisconsin

Source: College Board, Florida Department of Education, Kansas Department of Education and Wisconsin Department of Public Instruction

### READYING OUR FUTURE WORKFORCE FOR SUCCESS

ExcelinEd promotes proven policies that best equip students for the rigors of the college classroom and align career training and credentials to workforce need. Core policies include:



Industry  
Certification  
Incentive



Pathway  
Identification &  
Alignment



Pathway Data  
Transparency



AP/IB Course  
Access & Success



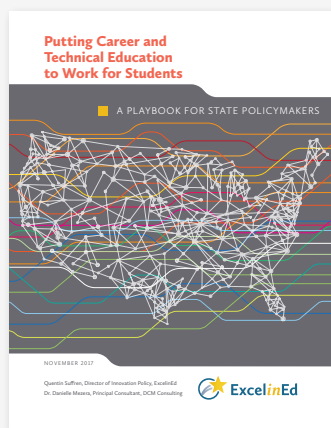
College & Career  
School Models



For more information and downloadable resources, visit [excelined.org/innovation/college-career-pathways](http://excelined.org/innovation/college-career-pathways).

## RESEARCH & RESOURCES

ExcelinEd published *Putting Career and Technical Education to Work for Students: A Playbook for State Policymakers*. This first in a series of college and career pathway playbooks outlines what constitutes a successful Career & Technical Education program and shares what states are doing to prepare students for the workplace.



## THOUGHT LEADERSHIP

### IT + CS Business Advisory Council

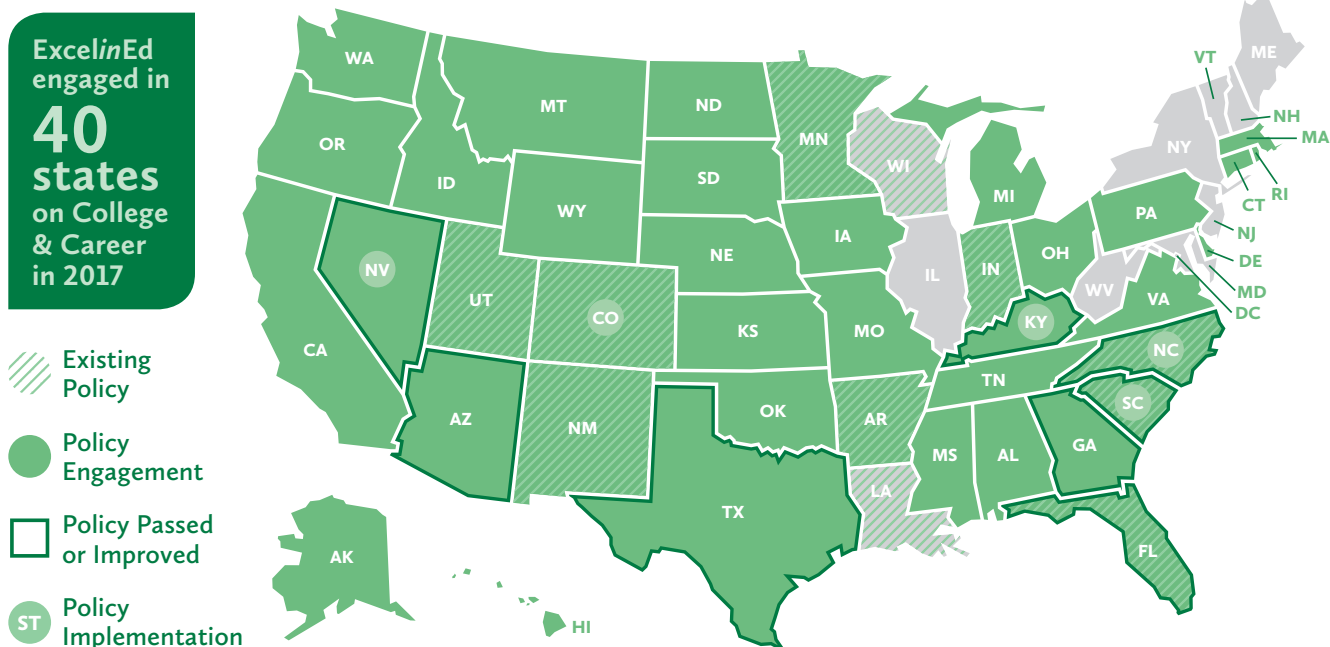
ExcelinEd and Code.org have partnered to address the computer science and coding skills gap by establishing an IT + CS Business Advisory Council, comprised of businesses that need—and organizations that support the need for—a highly computer-science literate workforce.

### Supercharging Student Success Through Career Pathways

2017 National Summit Strategy Session with America Achieves' Jon Schnur, Amazon's Juan Garcia, Burning Glass Technologies' Matthew Sigelman, DCM's Danielle Mezera and Advance CTE's Kate Kreamer.



## STATE ADVOCACY AND POLICY ENGAGEMENT



**Existing Policy:** Reflects states with College & Career Pathways policies where ExcelinEd provided technical support or engagement through 2016.

**Policy Engagement:** Reflects states where ExcelinEd engaged in policy development, adoption or implementation in 2017.

**Policy Passed or Improved:** Reflects states where ExcelinEd in Action helped pass or improve College & Career Pathways policies in 2017.

**Policy Implementation:** Reflects states where ExcelinEd provided technical assistance and policy expertise to support College & Career Pathways policy and program implementation in 2017.





## COURSE ACCESS

### Expanding Access and Equity

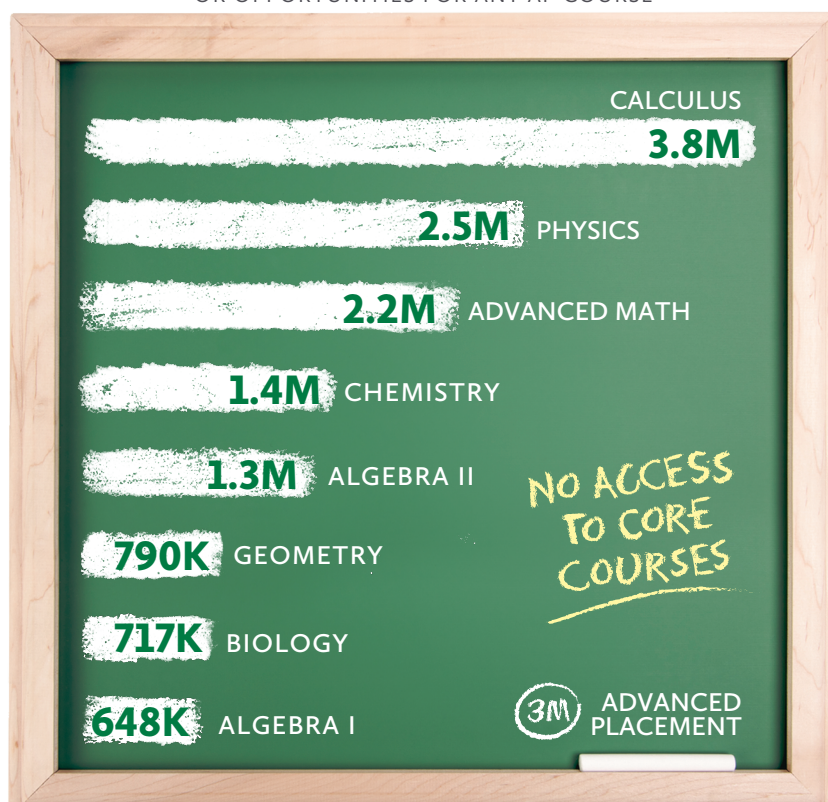
*A state-level policy that provides students with expanded course offerings across learning environments from diverse, accountable providers.*

Learner-centered education requires broad access to high-quality coursework. Yet too many schools and districts are unable to offer critical courses necessary for college and career readiness. For many students, lack of access now to college and career-ready coursework will translate to fewer opportunities for a well-paid job and continued future advancement. Course access helps states to fill those gaps by creating a centralized delivery system for high-need courses from a range of high-quality providers. Schools can engage with students to provide the courses that best meet their needs and pathway goals, without being limited by geography or capacity.

### THE PROVEN NEED FOR COURSE ACCESS

Students across the nation do not have access to the courses they need to be successful in college or career.

NUMBER OF STUDENTS NATIONALLY (GRADES 9–12)  
WITH NO ACCESS TO CORE MATH OR SCIENCE COURSES  
OR OPPORTUNITIES FOR ANY AP COURSE



Source: U.S. Department of Education Office for Civil Rights, 2013-14 Civil Rights Data Collection

### ADDRESSING UNDERSERVED GEOGRAPHIC & ACADEMIC AREAS

ExcelinEd's course access policy addresses college and career-ready coursework gaps through model policy, incentives and guidance, allowing students to access an online marketplace of high-quality courses. Successful policies feature:



Broad Student Eligibility



Course Quality & Variety



Accountability, Monitoring & State Review



Diversity in Course Format



Flexible & Sustainable Funding



State Education System Alignment



District & School Engagement



Parent Communication



For more information and downloadable resources, visit [excelined.org/innovation/course-access](http://excelined.org/innovation/course-access).

## RESEARCH & RESOURCES

In 2017, ExcelinEd refreshed a set of policy tools to help states address the long-term and negative impacts of limited course access for their students. The resources reflect latest advances with course access as an essential delivery system for college & career pathways and innovative learning models. These include:

- Policy Summary
- Fundamental Principles
- Model Policy



## THOUGHT LEADERSHIP

### Advancing Course Access in States

ExcelinEd provided policy expertise and ongoing guidance to Indiana policymakers, contributing to adoption of the state's first course access policy. Senior policy analyst Erin Lockett provided expert testimony during the 2017 session.



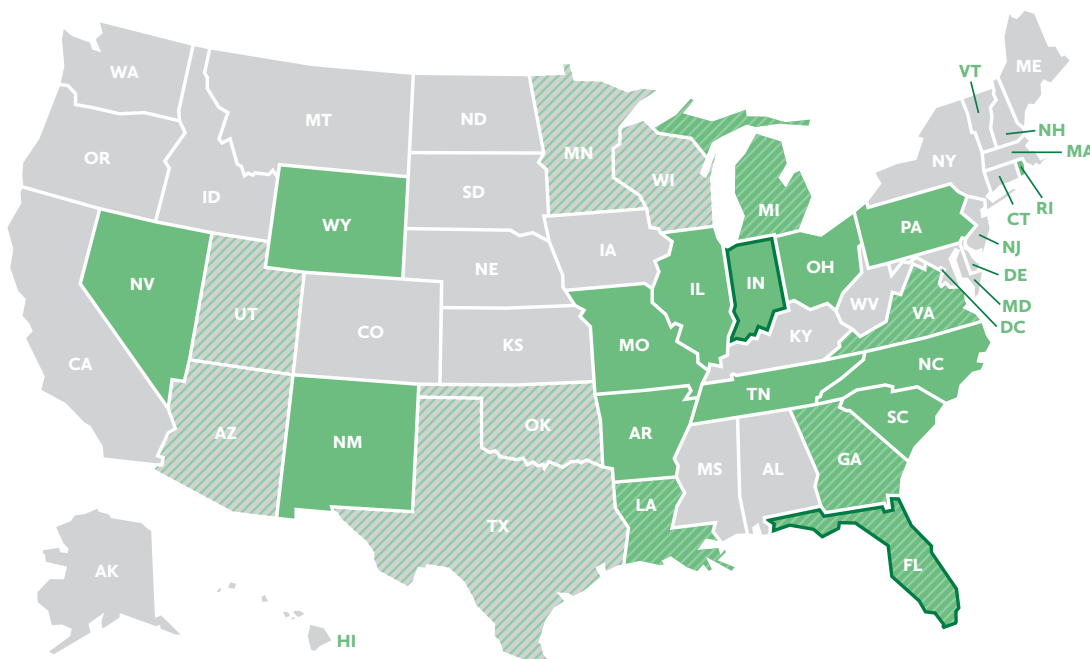
### Increasing Equitable Student Access to High-Quality Coursework

ExcelinEd partnered with iNACOL and the Rhode Island Department of Education for a presentation and panel discussion on solving equity challenges related to course access at iNACOL's Symposium 2017.

## STATE ADVOCACY AND POLICY ENGAGEMENT

ExcelinEd engaged in **18** states on Course Access in 2017

- Existing Policy
- Policy Engagement
- Policy Passed or Improved



**Existing Policy:** Reflects states with Course Access policies where ExcelinEd provided technical support or engagement through 2016.

**Policy Engagement:** Reflects states where ExcelinEd engaged in policy development, adoption or implementation in 2017.

**Policy Passed or Improved:** Reflects states where ExcelinEd in Action helped pass or improve Course Access policies in 2017.



## PERSONALIZED LEARNING

### Flexible Path & Pace to Achieve Mastery

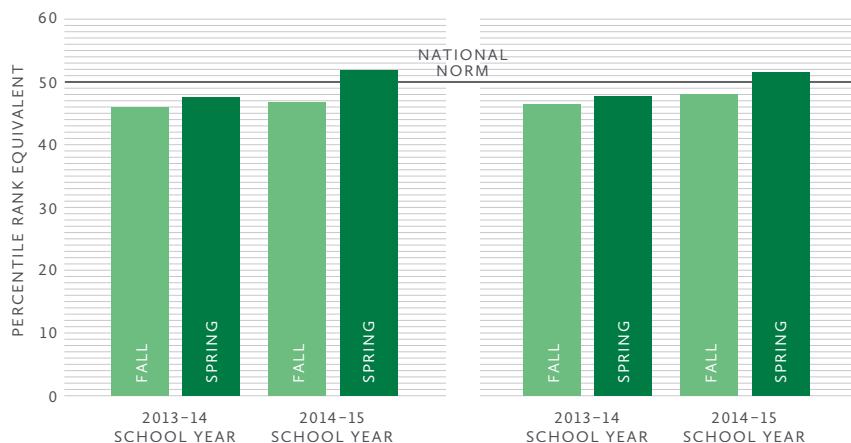
*A student-centered approach designed to fully prepare students and ensure that they graduate with the knowledge and skills necessary for college or career.*

Personalized learning tailors a student's educational experience to meet their unique strengths, interests and needs. In addition, it provides opportunities for increased interaction with teachers and peers and higher levels of student engagement. Students are encouraged to play a greater role—and be more invested—in their learning. Coupled with flexibility in pace and delivery, personalized learning is grounded in the idea that students should progress when they demonstrate mastery of key content and skills, regardless of the time spent in class or even where instruction takes place.

### PERSONALIZED LEARNING HELPS STUDENTS GAIN GROUND

After two years of implementing personalized learning, 16 schools in a recent study show gains in both math and reading among their students, based on Measures of Academic Progress (MAP) assessments. Notably, the students started significantly below national norms but were no longer behind after only the second year.

PERCENTILE RANK IMPROVEMENTS IN BOTH READING AND MATH FOR 16 SCHOOLS USING PERSONALIZED LEARNING MODELS



Source: RAND Corporation: *How Does Personalized Learning Affect Student Achievement?*

### BUILDING THE FOUNDATION FOR A PERSONALIZED EDUCATION

ExcelinEd strives to identify and support the policies that provide local, innovative leaders with the flexibility and support they need to meet the needs of their local communities and to achieve the goals states and schools have set for their students.



Student-Centered Instruction



Anytime, Anywhere Learning



Assess When Ready



Progress Upon Mastery



Stakeholder Engagement

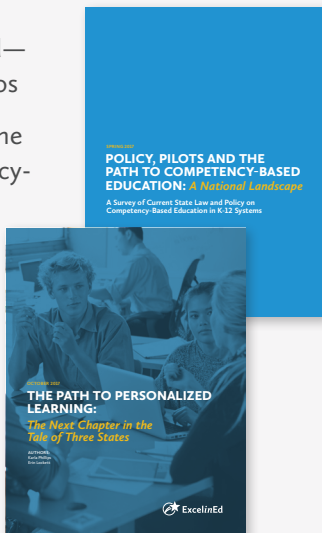


For more information and downloadable resources, visit [excelined.org/innovation/personalized-learning](http://excelined.org/innovation/personalized-learning).

## RESEARCH & RESOURCES

In 2017, ExcelinEd assessed the potential for personalized learning implementation nationwide while continuing its in-depth look at programs being developed in three states.

- Personalized Learning Explained—informational videos
- Policy, Pilots and the Path to Competency-Based Education: A National Landscape
- The Path to Personalized Learning: The Next Chapter in the Tale of Three States



## THOUGHT LEADERSHIP

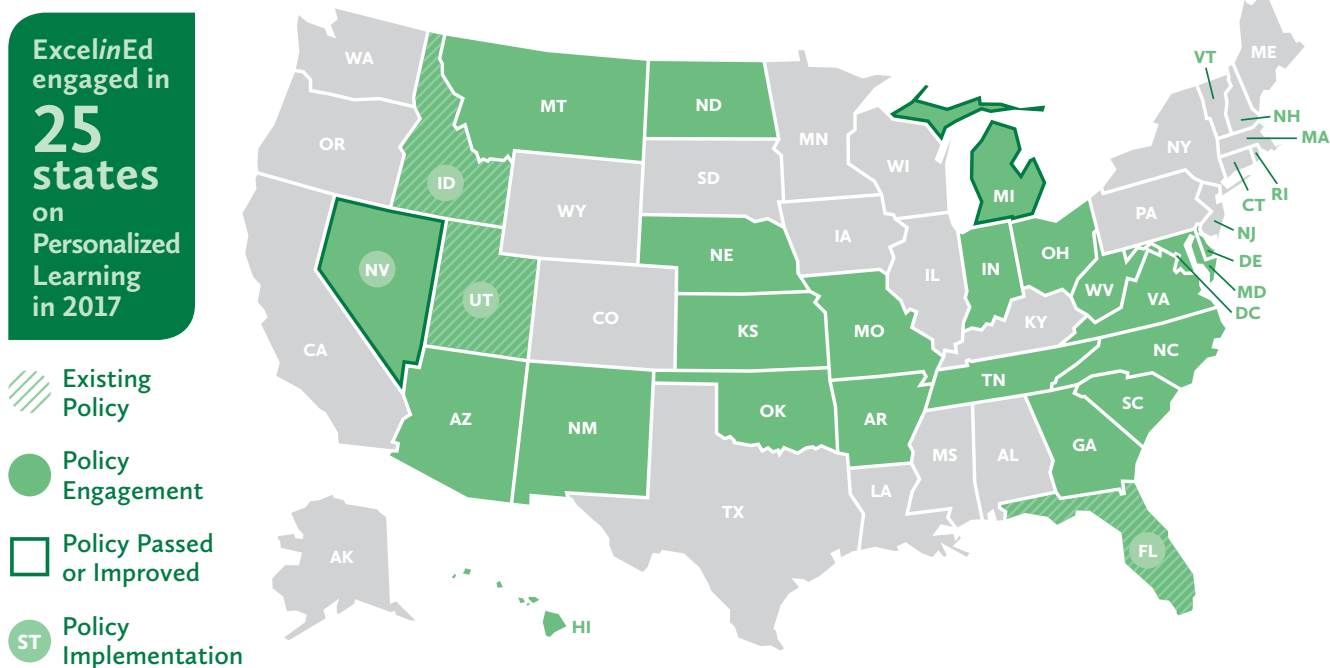
### *Collaborating to Advance Personalized Learning*

ExcelinEd convenes partners within and across states to support policymakers and practitioners in developing and implementing personalized learning models. In 2017, ten states joined ExcelinEd's new Network of State Innovation Partners. In Florida, ExcelinEd convened districts and schools to share resources, best practices and experiences as they pilot the state's first personalized learning programs.

*Policy, Pilots and the Path to Personalized Learning*  
2017 National Summit Strategy Session with CZI's Jim Shelton, Georgia principal Anthony Townsend, Utah Deputy Superintendent Angela Stallings and KnowledgeWorks' Matt Williams.



## STATE ADVOCACY AND POLICY ENGAGEMENT



**Existing Policy:** Reflects states with Personalized Learning policies where ExcelinEd provided technical support or engagement through 2016.

**Policy Engagement:** Reflects states where ExcelinEd engaged in policy development, adoption or implementation in 2017.

**Policy Passed or Improved:** Reflects states where ExcelinEd in Action helped pass or improve Personalized Learning policies in 2017.

**Policy Implementation:** Reflects states where ExcelinEd provided technical assistance and policy expertise to support Personalized Learning policy and program implementation in 2017.





## EDUCATION FUNDING

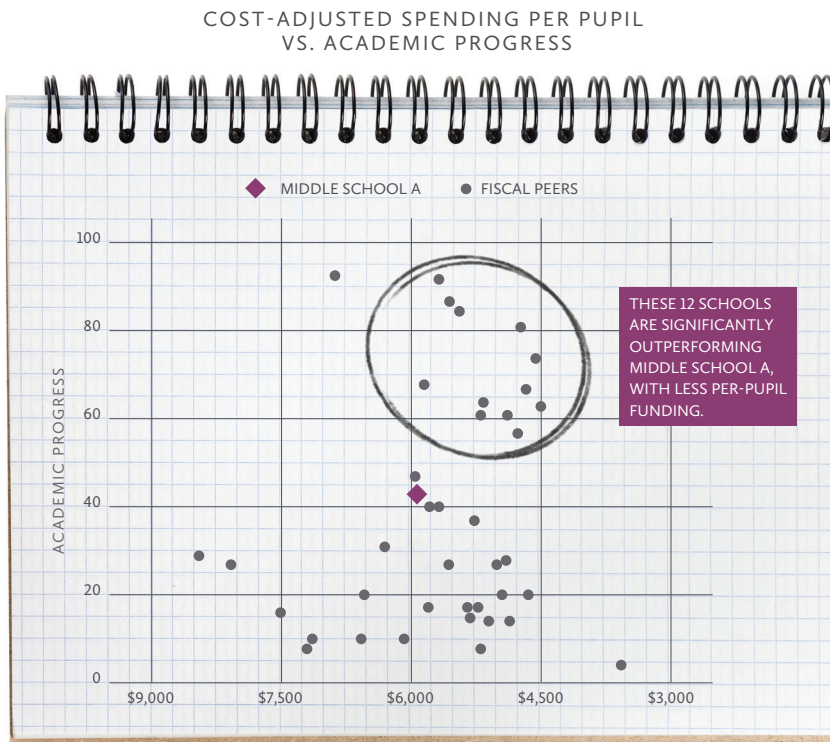
### Putting Students at the Center of State Education Funding

*A reform that prioritizes each student's learning by funding education in a way that is fair, transparent and promotes local empowerment and choice.*

The way states fund student education can support forward-looking solutions or unnecessarily hinder progress with archaic and obsolete constraints. In many states, outdated funding formulas force districts to focus on inputs rather than the unique needs of each child. On the other hand, student-centered funding formulas—where spending follows the child—promote fairness, transparency, flexibility and innovation.

### FINANCIAL TRANSPARENCY IMPROVES STUDENT OUTCOMES

School-level financial transparency promotes more effective and efficient use of resources, empowers school leaders and educators, and improves opportunity and fairness. In Texas, an online comparison tool can readily identify schools that have the same or lower spending per student—but are achieving better academic progress.



Source: TXSmartSchools.org

### MODERNIZING EDUCATION FUNDING

ExcelinEd supports student-centered funding that prioritizes each child's learning, where all students receive base funding—with additional amounts depending on student characteristics—and public dollars follow the child. Priorities for modernizing education funding formulas are:



Student-Centered State and District Funding



School-Level Financial Transparency



Fair Funding for Educational Choice



Mastery-Based Funding

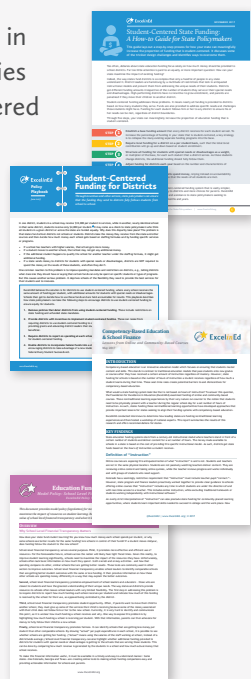


For more information and downloadable resources, visit [excelined.org/quality/education-funding](https://excelined.org/quality/education-funding).

## RESEARCH & RESOURCES

ExcelinEd published briefs, playbooks and white papers in 2017 to share policy strategies that promote student-centered funding:

- Policy Brief: Student-Centered State Funding: A How-to Guide for States
- Policy Playbook: Student-Centered Funding for Districts
- Whitepaper: Competency-Based Education & School Finance
- Model Policy: Education Funding



## THOUGHT LEADERSHIP

### *Removing Financial Barriers for Personalized Learning*

ExcelinEd Policy Director Matthew Joseph joins the Network of State Innovation Partners to discuss policy strategies for incentivizing innovative learning models in state funding formulas.



### *What's New in Education Funding? Tools for Policymakers*

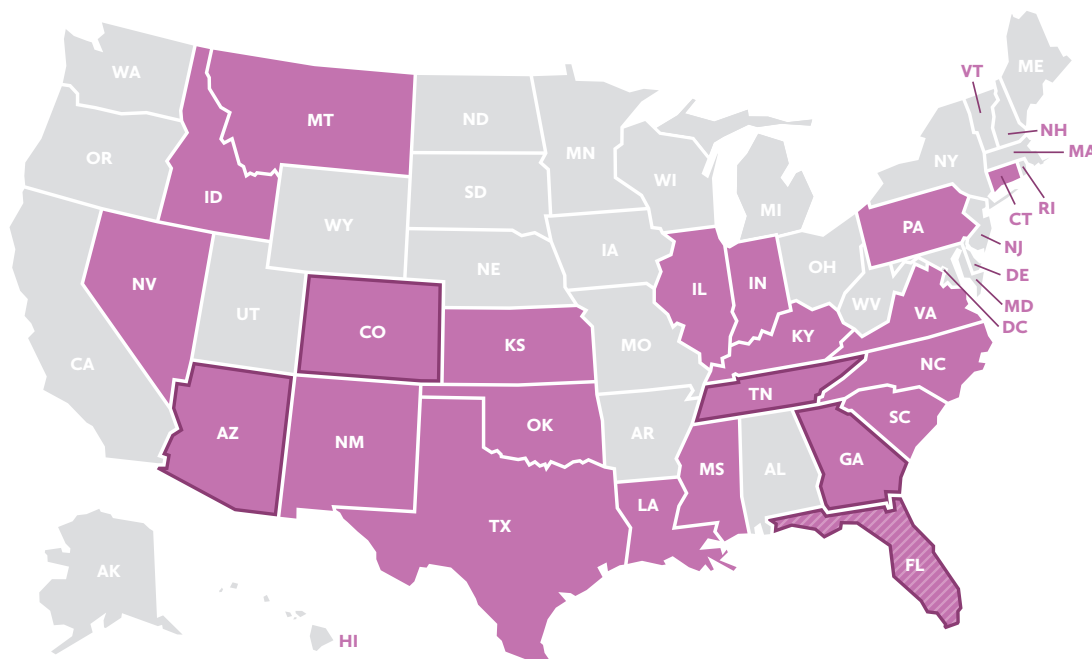
2017 National Summit Strategy Session with Ready Colorado's Luke Ragland, Texas A&M's Lori Taylor, Edumomics Lab's Marguerite Roza, Reason Foundation's Lisa Snell and Georgia Representative Dave Belton.



## STATE ADVOCACY AND POLICY ENGAGEMENT

ExcelinEd engaged in **22 states** on Education Funding in 2017

- Existing Policy
- Policy Engagement
- Policy Passed or Improved



**Existing Policy:** Reflects states with Education Funding policies where ExcelinEd provided technical support or engagement through 2016.

**Policy Engagement:** Reflects states where ExcelinEd engaged in policy development, adoption or implementation in 2017.

**Policy Passed or Improved:** Reflects states where ExcelinEd in Action helped pass or improve Education Funding policies in 2017.

## EARLY LITERACY

### Reading is the Gateway to Learning

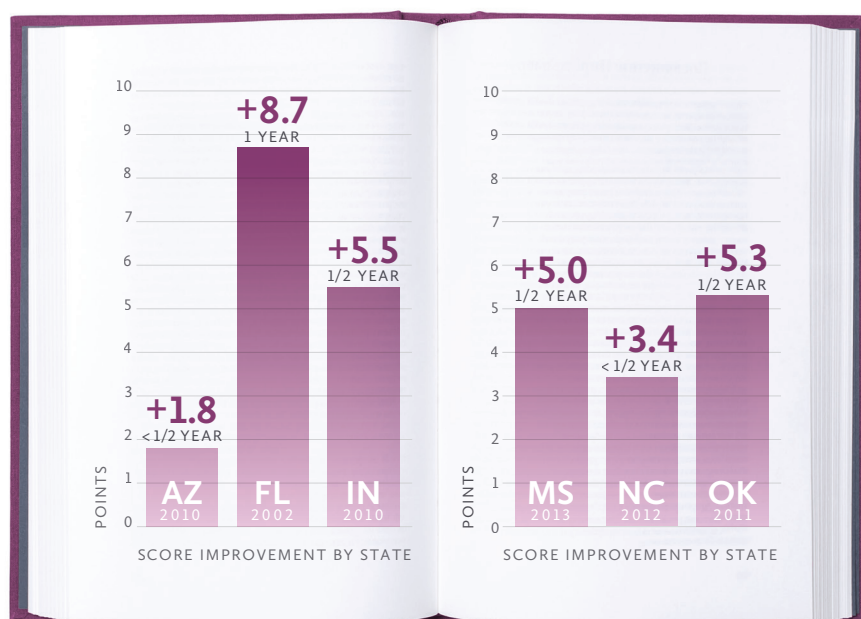
*A comprehensive reading policy that begins in kindergarten and ensures that students are prepared for success before moving on to fourth grade.*

From kindergarten through third grade, children are learning to read. Then in fourth grade, they transition to use reading to learn. The ability to read opens doors and opportunities that each child deserves. Without this ability, students are hindered in achieving their potential. Children who are not reading proficiently by the end of third grade are four times more likely to drop out or fail to graduate from high school, according to a report by the Annie E. Casey Foundation. For poor black and Hispanic students, that likelihood doubles.

### EARLY LITERACY POLICIES HELP STUDENTS ADVANCE

After multiple years of implementing comprehensive K–3 reading policies, students in six states are making faster improvements on NAEP fourth-grade reading than states without the policy.

FOURTH-GRADE READING SCALE SCORE IMPROVEMENT  
OVER AVERAGE OF STATES WITHOUT K–3 READING POLICIES



- 10 Points equates to approximately a year's worth of learning.
- Score improvement is calculated from the year prior to policy adoption through 2015.
- Year of adoption is shown for each state.

Source: National Assessment of Educational Progress (NAEP)

### EARLY LITERACY POLICY ESSENTIALS

ExcelinEd's comprehensive K–3 reading policy is designed to ensure all students enter fourth grade with the foundational reading skills they need to learn, graduate and succeed. A comprehensive early literacy policy includes:



Early Literacy Screening



Parent Notification



Individual Plans



Progress Monitoring



Supports & Interventions



Retention & Exemptions



Teacher Training



Funding Support



For more information and downloadable resources, visit [excelined.org/quality/early-literacy](http://excelined.org/quality/early-literacy).

## RESEARCH & RESOURCES

In 2017, ExcelinEd worked closely with state literacy leaders in six states (Colorado, Florida, North Carolina, Nevada, Ohio and South Carolina) to explore the impact of K-3 reading policy and produce customized communications tools.

- North Carolina Read to Achieve: An Inside Look
- South Carolina Read to Succeed: An Inside Look
- Colorado Read Act: An Inside Look
- Nevada Read by Grade Three: An Inside Look



## THOUGHT LEADERSHIP

### *Building Successful Communities of Practice: The K-3 Reading Network*

ExcelinEd convenes policy practitioners and key stakeholders from states with active early literacy programs or those that are pursuing the policy. The K-3 Reading Network, a cohort of more than a dozen states, is sharing lessons learned and best practices for effective policy implementation through in-person and virtual gatherings.

### *Doubling Down on Early Literacy: Ensure Every Child Can Read* 2017 National Summit Strategy Session with Boston University's Marcus Winters, North

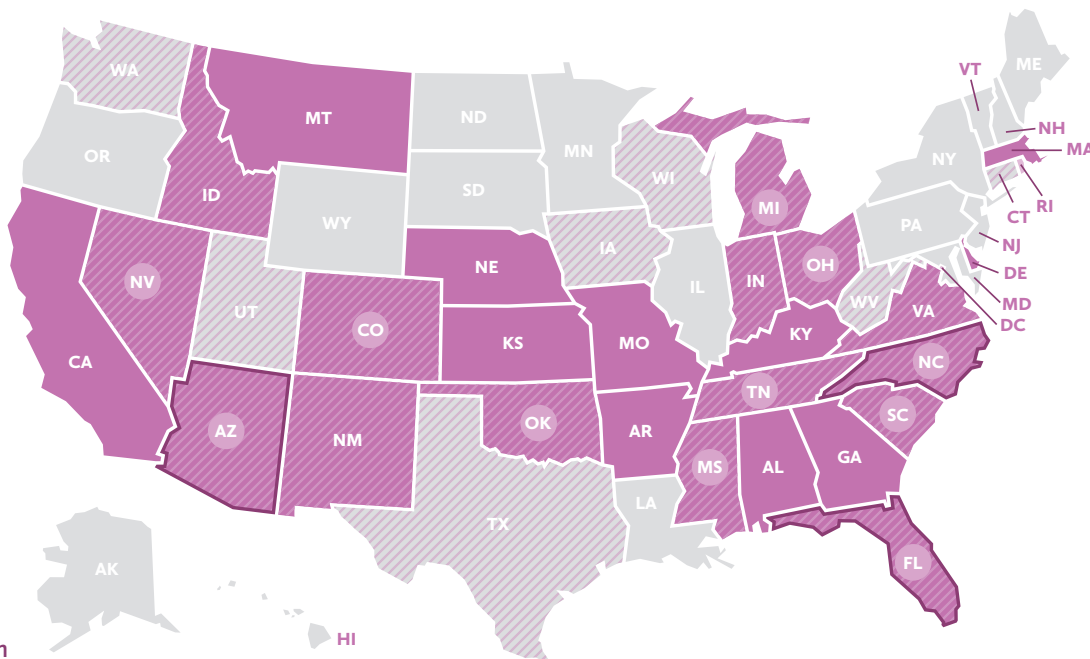
Carolina Superintendent Mark Johnson, South Carolina Superintendent Molly Spearman and Tennessee Commissioner Candace McQueen.



## STATE ADVOCACY AND POLICY ENGAGEMENT

ExcelinEd engaged in **26 states** on Early Literacy in 2017

- Existing Policy
- Policy Engagement
- Policy Passed or Improved
- Policy Implementation



**Existing Policy:** Reflects states with K-3 Reading policies where ExcelinEd provided technical support or engagement through 2016.

**Policy Engagement:** Reflects states where ExcelinEd engaged in policy development, adoption or implementation in 2017.

**Policy Passed or Improved:** Reflects states where ExcelinEd in Action helped pass or improve K-3 Reading policies in 2017.

**Policy Implementation:** Reflects states where ExcelinEd provided technical assistance and policy expertise to support K-3 reading policy and program implementation in 2017.



## SCHOOL ACCOUNTABILITY

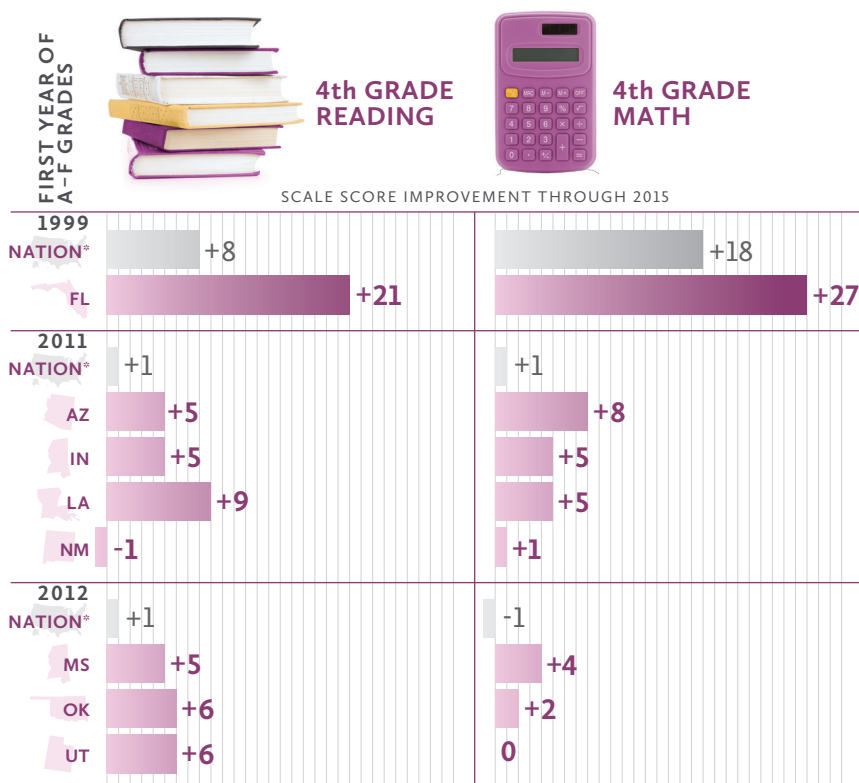
### A-F School Grading Drives Student Success

*Transparent, objective school accountability systems increase student performance and spur school improvement.*

Parents deserve to know and understand how their child's school is performing. The best way to do that is through a transparent, objective school accountability system. Federal law requires all states to publicly report school performance information, but unfortunately, most states use vague labels that are difficult to understand, such as "satisfactory" or "making progress," and require an explanation. On the other hand, an A-F school grading system recognizes success and exposes failure in a way that everyone can understand. School grading works by holding all schools to the same high expectations and clearly communicating the results to parents. This transparency is the catalyst for reform that improves student achievement.

### SCHOOL GRADING POLICY

States with A-F school grading have made greater improvements than states without A-F school grading, especially at the fourth-grade level.



\*Represents national average in scale score improvement for non-A-F states over the same time period.  
Source: National Assessment of Educational Progress (NAEP)

### ELEMENTS OF A RIGOROUS SCHOOL GRADING SYSTEM

ExcelinEd promotes school accountability systems that measure what matters: overall student performance and progress, with extra focus on struggling students, graduation rates and college and career readiness. Essential elements of an effective school grading and accountability policy include:

- ABC** Clear Descriptors
- ✂** Outcome-Based Measures
- 📈** Proficiency & Growth
- 📢** Attention on Low-Performing Students
- 📅** Timely Reporting
- 💬** Communicating with Parents
- ⚙️** Recognition
- 👤** Support & Intervention

For more information and downloadable resources, visit [excelined.org/quality/school-accountability](http://excelined.org/quality/school-accountability).

## RESEARCH & RESOURCES

In 2017, ExcelinEd continued producing accountability-focused resources to inform effective policy.

CEO Patricia Levesque published an eight-part blog series on school accountability, sharing lessons designed to help states in finalizing their accountability calculations under ESSA.

ExcelinEd continued the popular #AskExcelinEd series highlighting both general and technical accountability topics.

### #AskExcelinEd

Question: How much weight do states' school accountability systems give to academic outcomes?

## THOUGHT LEADERSHIP

### School Accountability Workshop

ExcelinEd convened policymakers, state education officials and advocacy organizations from seven states (Alabama, Michigan, Minnesota, North Carolina, Oklahoma, Tennessee, Texas) for policy support in developing and implementing A-F school grading.

### Policy and Technical Support to States

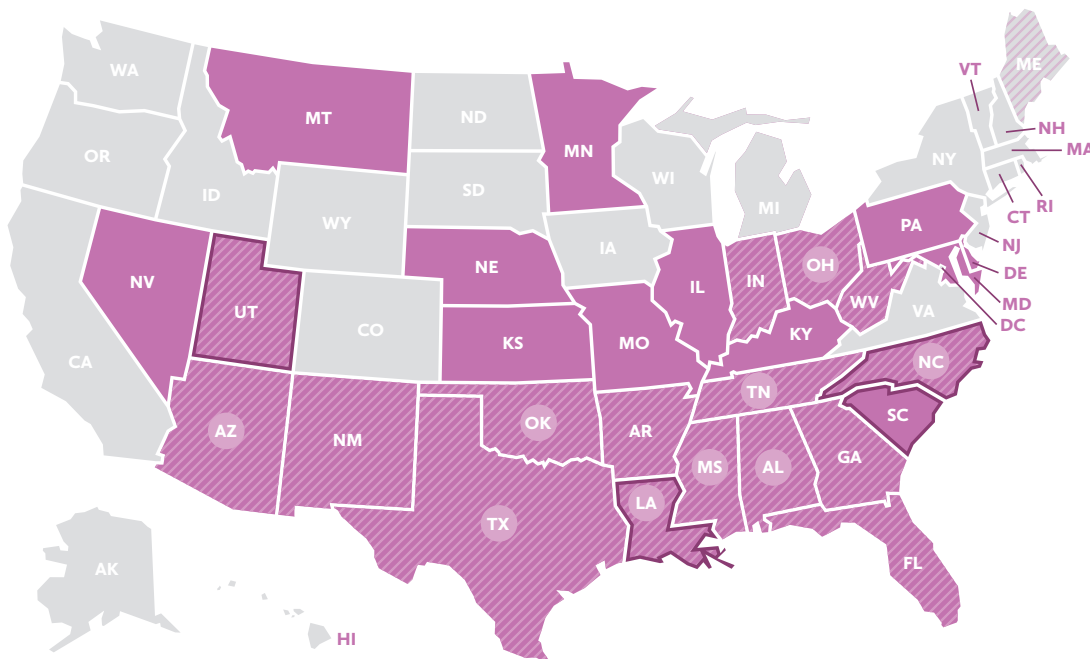
ExcelinEd's Christy Hovanetz participated on accountability task forces in Mississippi and Arizona, providing expert guidance for strengthening the accountability systems in those states with an emphasis on A-F school grading. Throughout the year, Dr. Hovanetz provided policy development and implementation support to states and others working to improve school accountability, including the Council of Chief State School Officers.



## STATE ADVOCACY AND POLICY ENGAGEMENT

ExcelinEd engaged in **29 states** on School Accountability in 2017

-  Existing Policy
-  Policy Engagement
-  Policy Passed or Improved
-  Policy Implementation



**Existing Policy:** Reflects states with School Accountability policies where ExcelinEd provided technical support or engagement through 2016.

**Policy Engagement:** Reflects states where ExcelinEd engaged in policy development, adoption or implementation in 2017.

**Policy Passed or Improved:** Reflects states where ExcelinEd in Action helped pass or improve School Accountability policies in 2017.

**Policy Implementation:** Reflects states where ExcelinEd provided technical assistance and policy expertise to support School Accountability policy and program implementation in 2017.



## EVERY STUDENT SUCCEEDS ACT (ESSA)

### Empowering States to Strengthen School Accountability, Interventions and Innovations in Education

*A shift in K-12 public education authority from the federal government to the states, creating new opportunities for states to develop innovative approaches to improving school performance.*

ESSA reauthorizes the 50-year-old Elementary and Secondary Education Act, renewing the federal government's commitment to equal opportunity for all students while also shifting more authority to states and school systems around accountability, school improvement and funding flexibility. Since Congress passed ESSA in 2015, states have been developing ESSA-compliant accountability plans and working to capitalize on new opportunities for innovation.

#### How ExcelinEd Can Help

As states face a complex transition to this new federal law, ExcelinEd is helping states take advantage of new opportunities and tackle new challenges. This includes:

- Supporting states with resources and playbooks on topics ranging from accountability and school interventions to innovation and weighted student funding;
- Offering technical guidance related to accountability system design and the transition to new accountability systems;
- Helping states navigate the U.S. Department of Education's ESSA plan approval processes and other aspects of ESSA implementation; and
- Identifying ways that new federal funds can support state reforms in areas including early literacy, college and career readiness and course access.



School accountability doesn't happen if communities, educators, parents and policymakers can't understand how schools are actually doing. We thank ExcelinEd for their continued commitment on this front.

*Mark Johnson, North Carolina Superintendent of Public Instruction*

### TAKEAWAYS FROM STATE ESSA PLANS\*



**Summative Ratings:** In 44 states + DC, schools will earn a summative rating; in 14 of those states, schools will earn an A-F letter grade.



**Minimum N:** All states plan to use a minimum N-size of 30 or less; 39 states + DC plan to use 20 or less.



**Focus on student outcomes:** In 32 states, student outcomes account for 80% or more of an elementary school's rating; in 22 states, it's 90% or above.



**Measuring achievement:** <50% of states will measure academic achievement based on the % of students reaching proficiency.



**Measuring growth:** 48 states + DC will measure student-level growth; only 15 states will incorporate criterion-based growth models.



**Interventions:** Most states lack a rigorous approach to school turnaround; just 19 states will use competitive grants to leverage federal funds.



**Innovation:** State plans generally fail to discuss innovation; only 2 states plan to take advantage of the new Direct Student Services set aside.

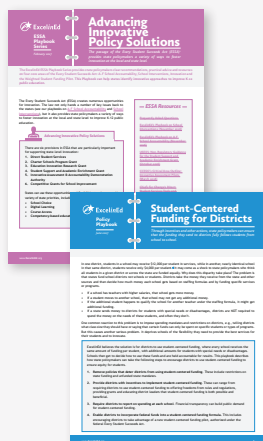
\*As of January 2018.

## RESEARCH & RESOURCES

### *ESSA Playbooks and Landscape Analysis Provide Guidance to States*

ExcelinEd continued producing guidance and analyses to support states in their ongoing work to develop and implement their ESSA plans.

- ESSA Playbook: Advancing Innovative Policy Solutions
- ESSA Playbook: Student-Centered Funding for Districts
- Comprehensive 50-State ESSA Plan Landscape Analysis, which summarized components of each state's ESSA plan submission to the U.S. Department of Education.



## THOUGHT LEADERSHIP

### *Advancing Equity with ESSA: The Good, The Bad & The Wonky*

2017 National Summit Strategy Session with Bill & Melinda Gates

Foundation's John Fischer, ExcelinEd's

Christy Hovanetz, Bellwether Education Partners' Chad Aldeman, The Education Trust's Lillian Lowery and U.S. Department of Education's Christopher Rinkus.



### *Peer-Review Partnership*

ExcelinEd was selected by the Collaborative for Student Success and Bellwether Education Partners to participate in an external peer review of all 50 states' ESSA plans. This partnership received the 2017 PIE Network Eddie! Award for Most Actionable Research.



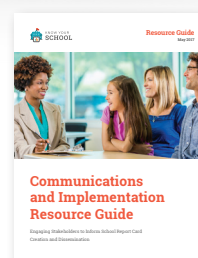
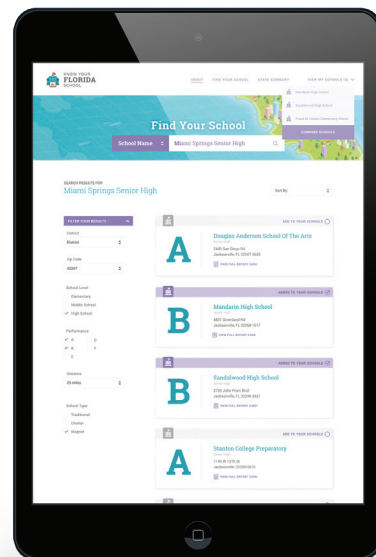
## KNOW YOUR SCHOOL PROJECT

### Next-Generation School Report Cards

ESSA requires states to add new data elements to their federally required school report cards that must be issued annually. This provides states with an opportunity to reinvent their school report cards as a 21st-century, easy-to-use tool for empowering parents and students.

To support states, ExcelinEd launched KnowYourFloridaSchool.org as a live, open-source prototype and model online report card using Florida school data. The prototype and accompanying resources give states a head-start and exemplify innovative best practices and strategies for achieving excellence in public reporting. Resources and case studies include:

- *Reimagining School Report Cards* case study lays the groundwork for enhanced data transparency and school accountability.
- *Developing Online School Report Cards* provides comprehensive guidance for building a data tool that enhances parent understanding and engagement.
- *Communications and Implementation Resource Guide* informs school report card creation, dissemination and stakeholder engagement.
- *State Guide to Building Online School Report Cards* is a 12-month, development-to-launch guide for creating a next-generation school accountability reporting tool.







*The energy at the Summit as well as its excellent speakers and wide range of participants from the various states are a testament to ExcelinEd's remarkable mission.*

Ambika Kapur, Carnegie Corporation of New York

## Convening the Nation's Leaders

CELEBRATING  
**10**  
YEARS

ExcelinEd's tenth annual National Summit on Education Reform drew close to 1,100 attendees to Nashville, Tennessee, November 29 through December 1. National and state policymakers, advocacy organizations and education leaders

convened to address the policies and best practices so critical to improving education across the nation.

ExcelinEd's chairman, Governor Jeb Bush, opened the National Summit with a memorable keynote advocating for bold action on behalf of America's children. U.S. Secretary of Education Betsy DeVos gave a keynote address on educational equity, opportunity and innovation, which was followed by a Q&A session with Tennessee Governor Bill Haslam.

Other keynotes and general sessions included Professor Clayton Christensen challenging attendees to think differently about how our states deliver education, Code.org founder Hadi Partovi sharing insights into today's technology-based economy, renowned educator Dr. Steve Perry inspiring attendees to provide all students with access to a quality education, and a panel of parents and students telling personal stories of lives impacted by educational opportunity.

Thirteen strategy sessions replete with experts covered topics ranging from personalized learning and career pathways to educational equity and early literacy.





*"Another great summit. Here's to 2018!"*

Mark Johnson, NC Superintendent of Public Instruction



*"This Summit was the best of the nine summits I've attended. Content was sharp, speakers were prepared, the venue was ideal, and pacing was just right."*

Anthony Pienta, The Philanthropy Roundtable



*"The entire conference was wonderful, as usual, and I am inspired to dig deeper and fight harder!"*

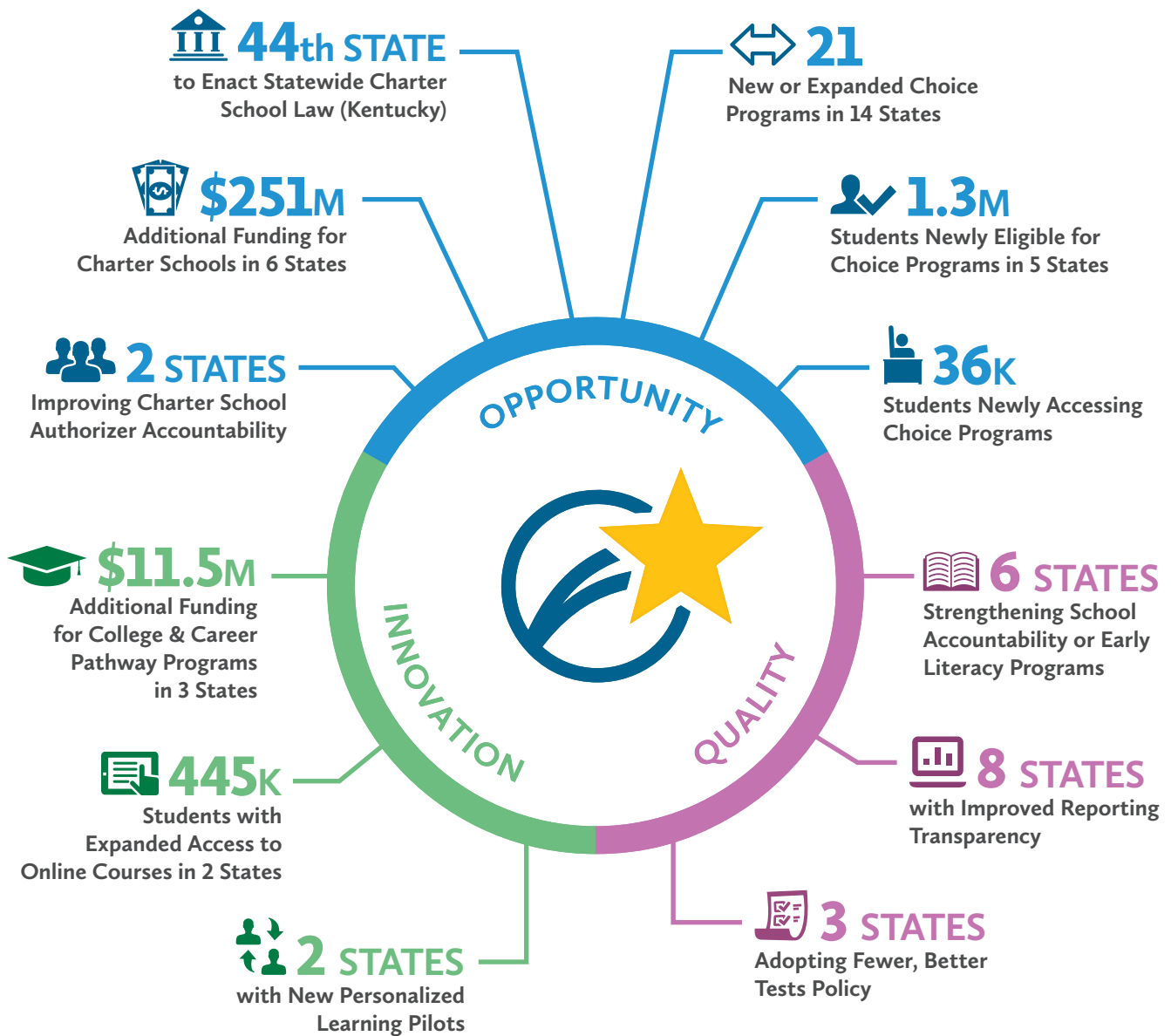
Beth DeShone, Great Lakes Education Project

#### #EIE17 HIGHLIGHTS

- 🍏 1,091 ATTENDEES from 49 STATES & D.C.
- 🍏 1,020 VIEWS via Live Webcast
- 🍏 93% OF ATTENDEES Rated #EIE17's Content as "A" (Outstanding) or "B" (Above Average)
- 🍏 760K IMPRESSIONS on Twitter & Facebook
- 🍏 3,800 ENGAGEMENTS on Social Media
- 🍏 6,918 YouTube Video Views



## 2017 Impact



**7,186**  
EdPolicy Leaders  
Online Enrollments

**4.25 MILLION**  
Social Media Impressions

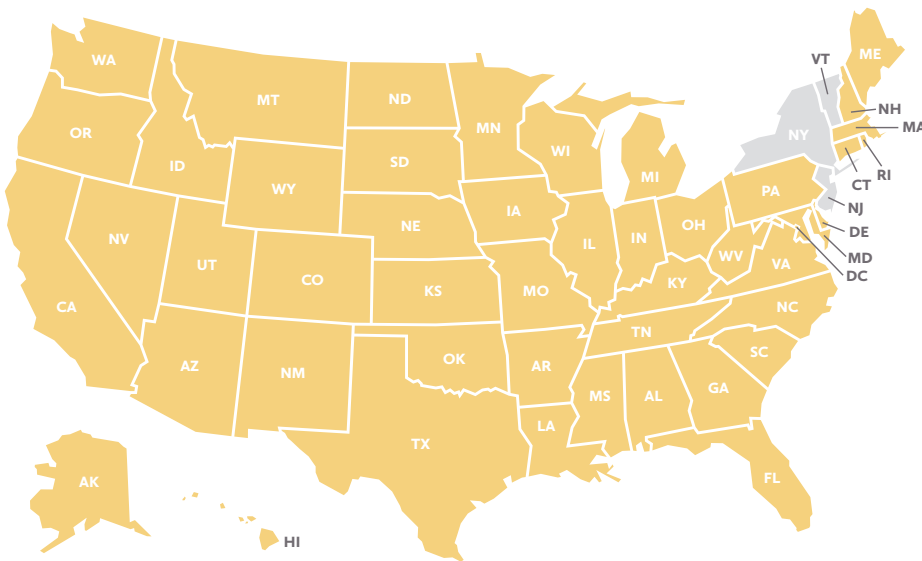
**237**  
Press Releases, News  
Stories and Media Hits

**12.6 MILLION**  
Digital Campaign Impressions

**2.8 MILLION**  
Email Outreach Impressions

**180,000**  
ExcelinEd.org Users

## ExcelinEd in the States



**47**  
States Engaged



**76**  
Policies Passed/  
Improved



**30**  
Policies  
Protected



**17**  
States  
Implementation  
Support

"WE WERE GLAD TO HAVE EXCELINED'S PARTNERSHIP  
ON CRITICAL POLICIES THAT ARE CONTRIBUTING  
TO ARIZONA'S GREAT EDUCATIONAL PROGRESS."

EMILY ANNE GULLICKSON,  
EXECUTIVE DIRECTOR OF A FOR ARIZONA



"I HAVE APPRECIATED EXCELINED'S GUIDANCE ON  
AN ARRAY OF ISSUES IMPORTANT TO ALABAMA STUDENTS."

MARY SCOTT HUNTER,  
ALABAMA STATE BOARD OF EDUCATION



"WE'RE THANKFUL FOR THE LEADERSHIP OF EXCELINED IN NOT ONLY  
BEING THERE TO DEVELOP THE A-F SCHOOL GRADING POLICY,  
BUT WORKING WITH US THROUGH IMPLEMENTATION."

DR. CAREY WRIGHT, MISSISSIPPI SUPERINTENDENT OF EDUCATION



**19** Expert Testimonies  
in 10 States

**44** STATES  
with ESSA Support

**329** Education  
Reform Partners

**65**  
State & National Speaking  
Engagements & Webinars

**462,219** MILES  
Traveled Supporting States

**66**  
Policy & Communications  
Resources



## ALABAMA



## K-12 DEMOGRAPHICS

MORE THAN  
**730**  
THOUSAND  
STUDENTS

**376,000**  
LOW-INCOME



More than 5 in every 10 students

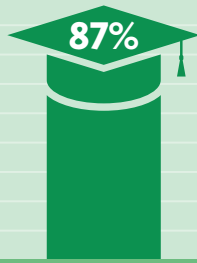
**4,063**  
Private School  
Choice

**245**  
Public Charter  
Schools

**328,000**  
MINORITY



More than 4 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

Graduation rate  
was 87% in 2016,  
up from 72% in 2011

ADVANCED  
PLACEMENT  
(AP)

**14%**

ALABAMA

**23%**

NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



READING

**26%**  
**39%**

MATH

NATIONAL

8TH GRADE



READING

**17%**  
**32%**

MATH

ALABAMA



## 2017 ENGAGEMENT

## HIGHLIGHT



4K Students Awarded Tax-Credit  
Scholarships

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Tax-Credit Scholarships			
INNOVATION	Industry Certification Incentives*			
QUALITY	A-F School Grading			
	K-3 Reading			
Leading Partner Organization Supporting In-State Partners		Improve Implement Develop Protect Pass	Success Ongoing Failure	

\*Legislation not introduced

## WHAT OTHERS ARE SAYING

"Public education systems should always provide the highest level of transparency to parents as possible. Alabama's A-F system ensures parents understand how their child's school performs and promotes accountability within the school to meet high educational outcomes."

Representative Terri Collins



## ARIZONA



## K-12 DEMOGRAPHICS

MORE THAN  
**1.11**  
MILLION  
STUDENTS

**535,000**  
LOW-INCOME



Nearly 5 in every 10 students

**76,916**  
Private School  
Choice

**183,469**  
Public Charter  
Schools

**688,000**  
MINORITY



More than 6 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**80%**

Graduation rate  
was 80% in 2016,  
up from 78% in 2011

ADVANCED  
PLACEMENT  
(AP)

**16%**

ARIZONA

**23%**

NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



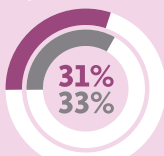
**38%**  
**39%**

NATIONAL

READING

MATH

8TH GRADE



**35%**  
**32%**

ARIZONA

## WHAT OTHERS ARE SAYING

"Arizona has been a national leader in school choice. I was proud to help continue that trend by spearheading the passage of a universal ESA program during the 2017 legislative session. I am thankful to have had the fervent support of ExcelinEd in Action as we continued expanding quality education options for all Arizona students."

Senator Debbie Lesko



## 2017 ENGAGEMENT

## HIGHLIGHTS



Increased Transparency  
for Education Funding



\$38M for Results-Based Funding



873K Students Newly Eligible for  
Education Scholarship Accounts

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
	Education Scholarship Accounts			
INNOVATION	College & Career Pathways			
	Industry Certification Incentives			
QUALITY	A-F School Grading			
	Assessments			
	Education Funding*			
	K-3 Reading			
	Teacher Quality			
Leading Partner Organization			Improve	Success
Supporting In-State Partners			Implement	Ongoing
			Develop	Failure
			Protect	
			Pass	

\*Passed Fiscal Transparency  
& Results-Based Funding

## ARKANSAS



## K-12 DEMOGRAPHICS

NEARLY  
**477**  
THOUSAND  
STUDENTS

**301,156**  
LOW-INCOME



More than 6 in every 10 students

**62**  
Private School  
Choice

**27,452**  
Public Charter  
Schools

**183,271**  
MINORITY



Nearly 4 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**87%**

Graduation rate  
was 87% in 2016,  
up from 81% in 2011

ADVANCED  
PLACEMENT  
(AP)

**18%**

ARKANSAS

**23%**

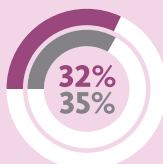
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

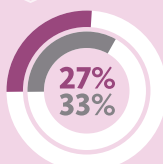
Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

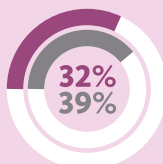


READING

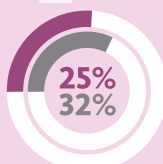
8TH GRADE



READING



MATH



MATH

NATIONAL

ARKANSAS



## 2017 ENGAGEMENT

## HIGHLIGHT



+5 Schools Eligible for Voucher Program

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Education Scholarship Accounts*			
	Vouchers			
INNOVATION	Industry Certification Incentives			
QUALITY	A-F School Grading			
	K-3 Reading			

Leading Partner Organization  
 Supporting In-State Partners  
 Improve  
 Implement  
 Develop  
 Protect  
 Pass  
 Success  
 Ongoing  
 Failure

\*ESA Legislation passed full Senate; failed on House floor

## WHAT OTHERS ARE SAYING

"Quality educational opportunities should be available to all students in Arkansas, regardless of zip code or income. Education options transform learning for children, while empowering families. We're proud to work alongside ExcelinEd and stand committed to making sure all families in Arkansas have the opportunity to choose the best school option for their child."

Valerie Pruitt, Executive Director, The Reform Alliance



# COLORADO



## K-12 DEMOGRAPHICS

MORE THAN  
**905**  
THOUSAND  
STUDENTS

**379,952**  
LOW-INCOME



More than 4 in every 10 students

**0**  
Private School  
Choice

**116,892**  
Public Charter  
Schools

**417,947**  
MINORITY



Nearly 5 in every 10 students

## HIGH SCHOOL GRADUATION RATE

**79%**

Graduation rate  
was 79% in 2016,  
up from 74% in 2011

## ADVANCED PLACEMENT (AP)

**27%**

COLORADO

**23%**

NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



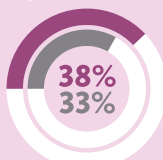
READING

**43%**  
**39%**

MATH

NATIONAL

8TH GRADE



READING

**37%**  
**32%**

MATH

COLORADO

"In the state of Colorado, both parties worked together to ensure every public-school student from traditional district schools to charter schools had access to equal local funding."

Senator Angela Williams



## 2017 ENGAGEMENT

### HIGHLIGHTS



Fair Funding for Public Charter Schools



Customized Early Literacy  
Communications Toolkit

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
INNOVATION	Industry Certification Incentives			
QUALITY	Education Funding*			
	K-3 Reading			
Leading Partner Organization Supporting In-State Partners		Improve Implement Develop Protect Pass	Success Ongoing Failure	

\*Funding equity for charter schools



## FLORIDA



## K-12 DEMOGRAPHICS

MORE THAN  
**2.76**  
MILLION  
STUDENTS

**1.61 MILLION**  
LOW-INCOME



Nearly 6 in every 10 students

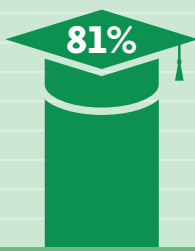
**138,486**  
Private School  
Choice

**282,029**  
Public Charter  
Schools

**1.69 MILLION**  
MINORITY



Nearly 6 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

Graduation rate  
was 81% in 2016,  
up from 71% in 2011

ADVANCED  
PLACEMENT  
(AP)

**31%**

FLORIDA

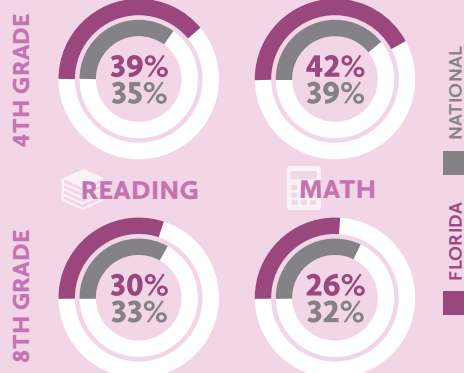
**23%**

NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)



"As a parent and a lawmaker, I am passionate about supporting policies that set children on a path for lifelong success. Making sure each and every child has access to advanced courses and industry certifications is an important way we prepare students to excel in college and in their future careers. Florida is a national leader in expanding Advanced Placement and dual enrollment course access, which saves our Florida families millions of dollars in college tuition and narrows achievement gaps between groups of students."

Representative Byron Donalds



## 2017 ENGAGEMENT

## HIGHLIGHTS

- 40K Students with Disabilities Newly Eligible for Education Scholarship Accounts
- \$140M "Schools of Hope" Funding for Students in Failing School Zones
- \$60M Additional Funding for Public Charter Schools
- 85K Students with Expanded Access to Online Courses

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Charter Schools			
	Education Scholarship Accounts			
	Tax-Credit Scholarships			
INNOVATION	AP/IB Incentives			
	College Board (AP) Partnership*			
	Course Access			
	Industry Certification Incentives			
	Personalized Learning			
QUALITY	Assessments			
	Early Literacy			
	Education Funding			
	Interventions			
	School Accountability			
	School Report Cards			



Leading Partner Organization



Supporting In-State Partners



Improve



Implement



Develop



Protect



Pass



Success



Ongoing



Failure

\*Not approved in final budget

## GEORGIA



## K-12 DEMOGRAPHICS

MORE THAN  
**1.72**  
MILLION  
STUDENTS

**1.06 MILLION**  
LOW-INCOME



More than 6 in every 10 students

**17,754**  
Private School  
Choice

**64,909**  
Public Charter  
Schools

**1.03 MILLION**  
MINORITY



That is 6 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**79%**

Graduation rate  
was 79% in 2016,  
up from 67% in 2011

ADVANCED  
PLACEMENT  
(AP)

**23%**

GEORGIA

**23%**

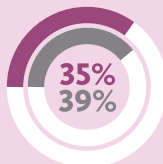
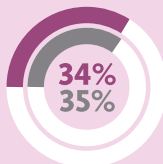
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



READING

MATH

8TH GRADE



READING

MATH

## WHAT OTHERS ARE SAYING

"Our work with ExcelinEd in Action on charter improvements in Georgia is helping create a brighter future for school choice. In 2017, our coalition increased facilities funding, secured more equitable federal funding, created better access to unused district facilities and improved authorizer accountability. We look forward to building on this success in 2018 and beyond."

Tony Roberts, President and CEO,  
Georgia Charter Schools Association



## 2017 ENGAGEMENT

## HIGHLIGHTS



Fiscal Transparency for Schools and School Districts



College and Career Information for Students and Families








































Interventions to Turn Around Lowest-Performing Schools



ESSA Playbook on Implementing School Interventions



Network of State Innovation Partners Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
	Education Scholarship Accounts			
	Public School Choice			
	Tax-Credit Scholarships*			
INNOVATION	Economic Security Report			
	Industry Certification Incentives			
QUALITY	Education Funding**			
	Interventions			
	School Accountability/ Assessments			
 Leading Partner Organization		 Improve	 Success	
 Supporting In-State Partners		 Implement	 Ongoing	
		 Develop	 Failure	
		 Protect		
		 Pass		
<i>*Legislation passed House and Senate and was carried over to the 2018 Session</i>				
<i>**Fiscal transparency and charter funding</i>				

## IDAHO



## K-12 DEMOGRAPHICS

NEARLY  
**299**  
THOUSAND  
STUDENTS

**144,912**  
LOW-INCOME



Nearly 5 in every 10 students

**0**  
Private School  
Choice

**21,586**  
Public Charter  
Schools

**68,721**  
MINORITY



More than 2 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**80%**

Graduation rate  
was 80% in 2016

ADVANCED  
PLACEMENT  
(AP)

**13%**

IDAHO

**23%**

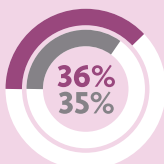
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



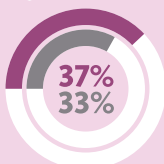
READING

NATIONAL

38%  
39%

MATH

8TH GRADE



IDAHO

34%  
32%

MATH

## WHAT OTHERS ARE SAYING

"Idaho's economy is growing fast, which makes developing hometown talent pipelines for our businesses a top priority. We're advancing policies aimed at ensuring our students are prepared with the education and training needed to fill the high-demand, high-skill jobs being created by Idaho employers."

Governor C.L. "Butch" Otter



## 2017 ENGAGEMENT

## HIGHLIGHTS



3K Students Attending Public  
Charter Schools



Featured State in ExcelinEd Personalized  
Learning Research



Network of State Innovation  
Partners Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Education Scholarship Accounts			
	Tax-Credit Scholarships			
INNOVATION	Industry Certification Incentives			
	Personalized Learning			
QUALITY	Education Funding			
Leading Partner Organization Supporting In-State Partners		Improve Implement Develop Protect Pass	Success Ongoing Failure	

## ILLINOIS



## K-12 DEMOGRAPHICS

NEARLY  
**2.03**  
MILLION  
STUDENTS

**1.02 MILLION**  
LOW-INCOME



That is 5 in every 10 students

**0**

Private School  
Choice

**65,215**  
Public Charter  
Schools

**1.04 MILLION**  
MINORITY



More than 5 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**86%**

Graduation rate  
was 86% in 2016,  
up from 84% in 2011

ADVANCED  
PLACEMENT  
(AP)

**26%**

ILLINOIS

**23%**

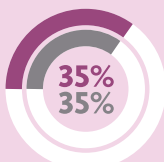
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



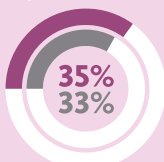
READING

**37%**  
**39%**

MATH

NATIONAL

8TH GRADE



**32%**  
**32%**

ILLINOIS

## WHAT OTHERS ARE SAYING

"We are leveling the playing field and making history in the state of Illinois. With \$100 million in annual scholarships available through Invest in Kids, we have taken steps to ensure that all Illinois families, regardless of socioeconomic status, have equitable access to high-quality schooling options."

Governor Bruce Rauner



## 2017 ENGAGEMENT

## HIGHLIGHTS



18th Tax-Credit Scholarship Program in the Nation



20K Low-Income Students Able to Participate in New Tax-Credit Scholarship Program



Network of State Innovation Partners Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Tax-Credit Scholarships*			
INNOVATION	Course Access*			
	Leading Partner Organization Supporting In-State Partners	Improve Implement Develop Protect Pass	Success Ongoing Failure	

\*No appetite for reform



## INDIANA



## K-12 DEMOGRAPHICS

MORE THAN  
**1.11**  
MILLION  
STUDENTS

**507,399**  
LOW-INCOME



Nearly 5 in every 10 students

**43,723**  
Private School  
Choice

**43,595**  
Public Charter  
Schools

**344,188**  
MINORITY



More than 3 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**87%**

Graduation rate  
was 87% in 2016,  
up from 86% in 2011

ADVANCED  
PLACEMENT  
(AP)

**19%**

INDIANA

**23%**

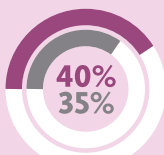
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

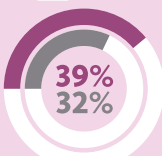
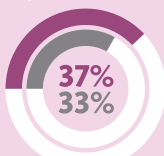
4TH GRADE



READING

MATH

8TH GRADE



INDIANA  
NATIONAL

## WHAT OTHERS ARE SAYING

"Indiana took a critical, multiyear look at how we measure student growth. After working with students, parents and educators, we found testing hours were impinging on classroom time. Beginning in 2019, ILEARN will give students more time to learn and engage with their peers and teachers."

Representative Robert Behning



## 2017 ENGAGEMENT

## HIGHLIGHTS



3.4 Fewer Hours of Testing Time



359K Students with Expanded Access to Online Courses



1.5K Additional Low-Income Students Able to Participate in Tax-Credit Scholarship Program



Governor Eric Holcomb Featured in Excellence in Education Leadership Series

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Education Scholarship Accounts			
	Tax-Credit Scholarships			
	Vouchers			
INNOVATION	AP/IB Incentives			
	Personalized Learning*			
	Course Access			
	Industry Certification Incentives			
QUALITY	Assessments			



Leading Partner Organization



Supporting In-State Partners



Improve



Implement



Develop



Protect



Pass



Success



Ongoing



Failure

\*Legislation passed House; failed in Senate

# KENTUCKY



## K-12 DEMOGRAPHICS

NEARLY  
**657**  
THOUSAND  
STUDENTS

**399,206**  
LOW-INCOME



More than 6 in every 10 students

**0**  
Private School  
Choice

**0**  
Public Charter  
Schools

**148,389**  
MINORITY



More than 2 in every 10 students

## HIGH SCHOOL GRADUATION RATE

**89%**

Graduation rate  
was 89% in 2016

## ADVANCED PLACEMENT (AP)

**18%**

KENTUCKY

**23%**

NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

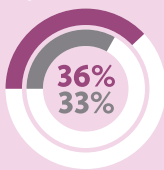


**40%**  
**35%**

READING

MATH

8TH GRADE



**36%**  
**33%**

NATIONAL

KENTUCKY

## WHAT OTHERS ARE SAYING

"My work in education stems from a desire to provide every family with high-quality school options for their children. Every school should be a school of choice. We are committed to providing families with school options and ensuring those options are high-quality ones. Whether it's a traditional public school, a magnet school or a charter school, Kentucky, with the help of ExcelinEd, continues to work to expand access to high-quality school options for children."

Wayne Lewis, Executive Director of Education Programs,  
Kentucky Education & Workforce Development Cabinet



## 2017 ENGAGEMENT

### HIGHLIGHTS



44th State to Enact Statewide Public Charter School Law



Kentucky Future Skills Report



Governor Matt Bevin Featured  
in Excellence in Education  
Leadership Series

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
	Tax-Credit Scholarships			
INNOVATION	Economic Security Report			
QUALITY	A-F School Grading			
	K-3 Reading			
	School Report Cards			

Leading Partner Organization  
 Supporting In-State Partners  
 Improve  
 Implement  
 Develop  
 Protect  
 Pass  
 Success  
 Ongoing  
 Failure

## LOUISIANA



## K-12 DEMOGRAPHICS

MORE THAN  
**724**  
THOUSAND  
STUDENTS

**515,894**  
LOW-INCOME



More than 7 in every 10 students

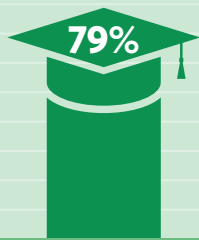
**8,740**  
Private School  
Choice

**73,899**  
Public Charter  
Schools

**397,231**  
MINORITY



Nearly 6 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

Graduation rate  
was 79% in 2016,  
up from 71% in 2011

ADVANCED  
PLACEMENT  
(AP)

**9%**

LOUISIANA

**23%**

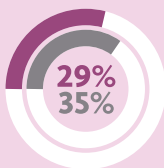
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



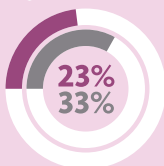
READING



MATH

NATIONAL

8TH GRADE



READING



MATH

LOUISIANA

"I've been proud to work to expand educational choices for kids and promote student-centered policies that focus on improving outcomes. Louisiana is well served with the valuable advice from ExcelinEd."

Representative Nancy Landry



## 2017 ENGAGEMENT

## HIGHLIGHT



Improved Tax-Credit Scholarship Program

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
	Tax-Credit Scholarships			
	Vouchers			
QUALITY	A-F School Grading			

Leading Partner Organization  
 Supporting In-State Partners  
 Improve  
 Implement  
 Develop  
 Protect  
 Pass  
 Success  
 Ongoing  
 Failure

## MICHIGAN



## K-12 DEMOGRAPHICS

NEARLY  
**1.48**  
MILLION  
STUDENTS

**677,100**  
LOW-INCOME



Nearly 5 in every 10 students

**0**

Private School  
Choice

**148,193**

Public Charter  
Schools

**492,839**  
MINORITY



More than 3 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**80%**

Graduation rate  
was 80% in 2016,  
up from 74% in 2011

ADVANCED  
PLACEMENT  
(AP)

**21%**

MICHIGAN

**23%**

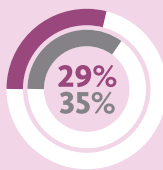
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

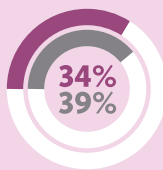
## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

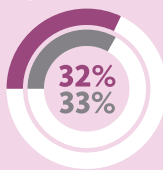


READING



MATH

8TH GRADE



READING



MATH

NATIONAL

MICHIGAN



## 2017 ENGAGEMENT

## HIGHLIGHT



Funding for Competency-Based  
Education Programs

	POLICY	OUR ROLE	OUR GOAL	RESULT
INNOVATION	Industry Certification Incentives			
	Personalized Learning			
QUALITY	A-F School Grading			
	K-3 Reading			

Leading Partner Organization  
 Supporting In-State Partners  
 Improve  
 Implement  
 Develop  
 Protect  
 Pass  
 Success  
 Ongoing  
 Failure

"Competency-based learning makes sense because we should care about what students can do, not how long they have sat in a classroom. We all learn best when we can move at an individually appropriate pace and our interests can be tied to what we're learning."

Governor Rick Snyder





## MISSISSIPPI



## K-12 DEMOGRAPHICS

NEARLY  
**473**  
THOUSAND  
STUDENTS

**348,904**  
LOW-INCOME



More than 7 in every 10 students

**589**  
Private School  
Choice

**523**  
Public Charter  
Schools

**263,453**  
MINORITY



Nearly 6 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**82%**

Graduation rate  
was 82% in 2016,  
up from 75% in 2011

ADVANCED  
PLACEMENT  
(AP)

**7%**

MISSISSIPPI

**23%**

NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



NATIONAL

READING

MATH

8TH GRADE



MISSISSIPPI



## 2017 ENGAGEMENT


























## HIGHLIGHTS



Education Scholarship Account Program  
at Full Capacity in Second Year



K-3 Reading Network Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
	Education Scholarship Accounts*			
QUALITY	A-F School Grading			
	K-3 Reading			
	School Report Cards			
 Leading Partner Organization		 Improve	 Success	
 Supporting In-State Partners		 Implement	 Ongoing	
		 Develop	 Failure	
		 Protect		
		 Pass		
*Limited legislative action; focus shifted to 2018				

## WHAT OTHERS ARE SAYING

"As Chairman of the Senate Education Committee, I've been proud to author and support legislation to improve educational outcomes for students and families in Mississippi. Our work isn't finished until we provide students with a high-quality education of their choice, raise the bar of academic achievement and allow schools to be centers of innovation in the 21st century. ExcelinEd is a crucial thought leader in that work."

Senator Gray Tollison



## MISSOURI



## K-12 DEMOGRAPHICS

NEARLY  
**884**  
THOUSAND  
STUDENTS

**452,563**  
LOW-INCOME



More than 5 in every 10 students

**0**  
Private School  
Choice

**22,821**  
Public Charter  
Schools

**250,147**  
MINORITY



Nearly 3 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

Graduation rate  
was 89% in 2016,  
up from 81% in 2011

ADVANCED  
PLACEMENT  
(AP)

**12%**

MISSOURI

**23%**

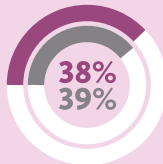
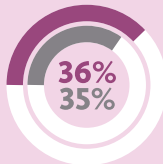
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

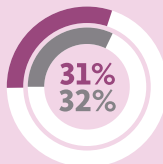
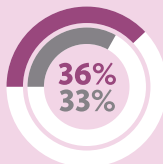


NATIONAL

READING

MATH

8TH GRADE



MISSOURI



## 2017 ENGAGEMENT

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools*			
	Education Scholarship Accounts			
INNOVATION	AP/IB Incentives			
	Course Access			
	Industry Certification Incentives			
	Personalized Learning			
QUALITY	School Report Cards			



Leading Partner Organization



Supporting In-State Partners



Improve



Implement



Develop



Protect



Pass



Success



Ongoing



Failure

\*Legislation passed the House; not  
voted on in the Senate

## WHAT OTHERS ARE SAYING

"Charter schools provide an excellent experience for many students in our state's largest cities, and we must continue expanding high-quality opportunities to students and families throughout the state. ExcelsiEd's ongoing support and partnership has been invaluable in our efforts to ensure all Missouri students have access to high-quality schools meeting their needs regardless of their zip code."

Doug Thaman, Executive Director,  
Missouri Charter Public School Association



## NEVADA



## K-12 DEMOGRAPHICS

NEARLY  
**468**  
THOUSAND  
STUDENTS

**228,527**  
LOW-INCOME



Nearly 5 in every 10 students

**1,061**  
Private School  
Choice

**39,736**  
Public Charter  
Schools

**308,661**  
MINORITY



Nearly 7 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**74%**

Graduation rate  
was 74% in 2016,  
up from 62% in 2011

ADVANCED  
PLACEMENT  
(AP)

**25%**

NEVADA

**23%**

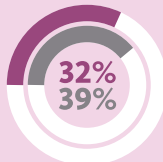
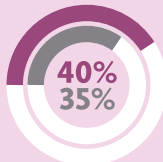
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

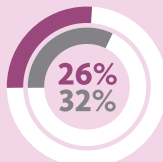
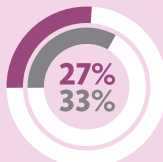


NATIONAL

READING

MATH

8TH GRADE



NEVADA

## WHAT OTHERS ARE SAYING

"Nevada embraces an economic future that will require our students to compete globally, explore new technologies and confront difficult challenges. That is why education is one of my top priorities. Over the last year, our state began transitioning to more personalized learning environments, expanding educational opportunities, creating career pathways to the jobs of the future and doubling down on our commitment to early literacy. While we have more work to do, I am proud of our progress."

Governor Brian Sandoval



## 2017 ENGAGEMENT

## HIGHLIGHTS



New Competency-Based Education Pilot Program



\$3M in Performance-Based Funding for Schools



3.6K Additional Students Able to Participate in Tax-Credit Scholarship Program



ESSA Playbook on Implementing School Interventions


































Customized Early Literacy Communications Toolkit



Network of State Innovation Partners Participant



K-3 Reading Network Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Education Scholarship Accounts*			
	Tax-Credit Scholarships			
INNOVATION	AP/IB Incentives			
	Industry Certification Incentives			
	Personalized Learning			
QUALITY	Interventions			
	K-3 Reading			
 Leading Partner Organization		 Improve	 Success	
 Supporting In-State Partners		 Implement	 Ongoing	
		 Develop	 Failure	
		 Protect		
		 Pass		
<i>*Legislature failed to reach agreement on funding</i>				

\*Legislature failed to reach agreement on funding

# NORTH CAROLINA



## K-12 DEMOGRAPHICS

NEARLY  
**1.58**  
MILLION  
STUDENTS

**944,909**  
LOW-INCOME



That is 6 in every 10 students

**6,598**  
Private School  
Choice

**93,246**  
Public Charter  
Schools

**805,585**  
MINORITY



More than 5 in every 10 students

## HIGH SCHOOL GRADUATION RATE

**86%**

Graduation rate  
was 86% in 2016,  
up from 78% in 2011

## ADVANCED PLACEMENT (AP)

**21%**

NORTH CAROLINA

**23%**

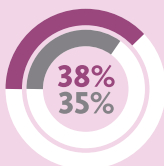
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



**44%**  
**39%**

NATIONAL

READING

MATH

8TH GRADE



**33%**  
**32%**

NORTH CAROLINA

## WHAT OTHERS ARE SAYING

"In making North Carolina the second-largest state to offer an ESA, we looked both to our existing school choice programs and to ExcelinEd in Action's work on ESAs in Arizona, Florida, Mississippi, Nevada and Tennessee. We're now the sixth state to pass an ESA law, bringing additional options to parents seeking a truly customized education for children with special needs."

Senator Michael Lee



## 2017 ENGAGEMENT

### HIGHLIGHTS



6th Education Scholarship Account Program in the Nation



300 Students with Disabilities Able to Participate in New Education Scholarship Account Program



2.5K Additional Low-Income Students Able to Participate in Voucher Program



Raised College and Career Pathways Teacher Bonus Cap to \$3.5K








































Strengthened A-F School Grading System and School Report Card



Customized Early Literacy Communications Toolkit



K-3 Reading Network Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
	Education Scholarship Accounts			
	Vouchers			
INNOVATION	AP/IB Incentives			
	Industry Certification Incentives			
QUALITY	A–F School Grading			
	Assessments			
	K–3 Reading			
	School Report Cards			
	Leading Partner Organization	 Improve	 Success	
	Supporting In-State Partners	 Implement	 Ongoing	
		 Develop	 Failure	
		 Protect		
		 Pass		



## OHIO



## K-12 DEMOGRAPHICS

NEARLY  
**1.67**  
MILLION  
STUDENTS

**852,240**  
LOW-INCOME



More than 5 in every 10 students

**45,880**  
Private School  
Choice

**115,566**  
Public Charter  
Schools

**495,605**  
MINORITY



That is 3 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**84%**

Graduation rate  
was 84% in 2016,  
up from 80% in 2011

ADVANCED  
PLACEMENT  
(AP)

**17%**

OHIO

**23%**

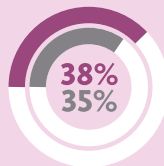
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

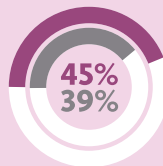
## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

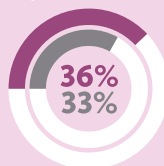


READING



MATH

8TH GRADE



READING



MATH

NATIONAL  
OHIO



## 2017 ENGAGEMENT

## HIGHLIGHTS



8K Additional Students Participated  
in Private School Choice Programs



K-3 Reading Network Participant



Network of State Innovation  
Partners Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Vouchers*			
	A-F School Grading			
QUALITY	K-3 Reading			
	School Report Cards			
Leading Partner Organization Supporting In-State Partners		Improve Implement Develop Protect Pass	Success Ongoing Failure	

\*Biennial legislative session

## WHAT OTHERS ARE SAYING

"I introduced legislation establishing the Ohio Opportunity Scholarship so that every child in Ohio has the chance to go to the school they want—regardless of income, location or school district. ExcelinEd in Action has been an invaluable partner in this endeavor, constantly providing support and resources as we work to demonstrate the need for this policy change."

Senator Matt Huffman



## OKLAHOMA



## K-12 DEMOGRAPHICS

NEARLY  
**690**  
THOUSAND  
STUDENTS

**423,964**  
LOW-INCOME



More than 6 in every 10 students

**2,198**  
Private School  
Choice

**24,149**  
Public Charter  
Schools

**349,211**  
MINORITY



More than 5 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**82%**

Graduation rate  
was 82% in 2016

ADVANCED  
PLACEMENT  
(AP)

**12%**

OKLAHOMA

**23%**

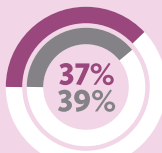
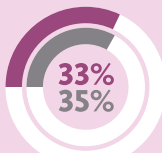
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

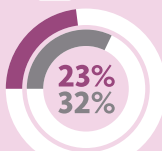
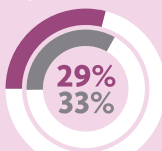


NATIONAL

READING

MATH

8TH GRADE



OKLAHOMA

## WHAT OTHERS ARE SAYING

"Allocating our resources efficiently and effectively is a critical component in ensuring our education system is giving every student the opportunity to succeed. School-level financial transparency allows us to shine a light on education funding and empowers school leaders with the information needed to leverage their resources the right way to spur academic achievement. I am glad to have ExcelinEd's expertise and partnership on this issue and look forward to continue working on this in 2018."

Senator Gary Stanislawski



## 2017 ENGAGEMENT

## HIGHLIGHTS




























2K Additional Students Participated in  
Private School Choice Programs



K-3 Reading Network Participant



Network of State Innovation Partners  
Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Education Scholarship Accounts			
INNOVATION	Economic Security Report*			
QUALITY	A–F School Grading			
	K–3 Reading			
	Education Funding			
	Leading Partner Organization		Improve	 Success
	Supporting In-State Partners		Implement	 Ongoing
			Develop	 Failure
			Protect	
			Pass	
*Bill failed in first House committee				

## PENNSYLVANIA



## K-12 DEMOGRAPHICS

NEARLY  
**1.71**  
MILLION  
STUDENTS

**880,652**  
LOW-INCOME



More than 5 in every 10 students

**41,886**  
Private School  
Choice

**133,752**  
Public Charter  
Schools

**572,792**  
MINORITY



More than 3 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**86%**

Graduation rate  
was 86% in 2016,  
up from 83% in 2011

ADVANCED  
PLACEMENT  
(AP)

**19%**

PENNSYLVANIA

**23%**

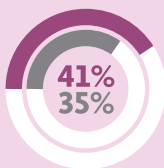
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

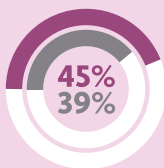
## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

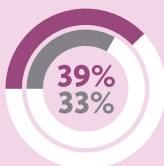


READING

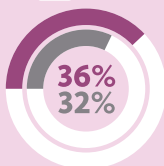


MATH

8TH GRADE



READING



MATH

NATIONAL

PENNSYLVANIA



## 2017 ENGAGEMENT

## HIGHLIGHTS



5.8K Additional Low-Income Students  
Able to Participate in the Tax-Credit  
Scholarship Program



Improved Public Charter School Law

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
	Education Scholarship Accounts			
	Tax-Credit Scholarships			
INNOVATION	Course Access			

Leading Partner Organization  
 Supporting In-State Partners  
 Improve  
 Implement  
 Develop  
 Protect  
 Pass  
 Success  
 Ongoing  
 Failure

"I strongly support policies that empower parents to select the best education for their children. We took action in 2017 to provide options to families via increases in our Tax-Credit Scholarship program, and we have developed Course Access and Education Savings Accounts proposals. But we have more work to do to ensure that our education system meets students' needs. Those in government should not stand in the school house door to prevent children, based on poverty or zip code, from attending a great school and receiving a quality education."

Senator Ryan Aument



# SOUTH CAROLINA



## K-12 DEMOGRAPHICS

NEARLY  
**772**  
THOUSAND  
STUDENTS

**429,868**  
LOW-INCOME



Nearly 6 in every 10 students

**1,958**  
Private School  
Choice

**31,835**  
Public Charter  
Schools

**377,080**  
MINORITY



Nearly 5 in every 10 students

## HIGH SCHOOL GRADUATION RATE

**83%**

Graduation rate  
was 83% in 2016,  
up from 74% in 2011

## ADVANCED PLACEMENT (AP)

**20%**

SOUTH CAROLINA

**23%**

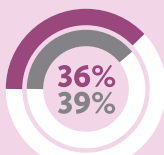
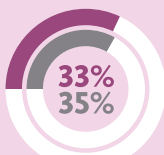
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE

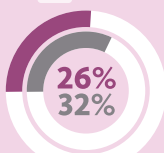
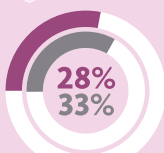


NATIONAL

READING

MATH

8TH GRADE



SOUTH CAROLINA

## WHAT OTHERS ARE SAYING

"A strong and transparent school accountability model is critical to improving education in South Carolina. In strengthening our accountability system recently, ExcelinEd provided great assistance regarding best practices to ensure we can more accurately assess each school's success in meeting the needs of its students."

Representative Rita Allison



## 2017 ENGAGEMENT

### HIGHLIGHTS



250 Additional Students Able to Participate in Tax-Credit Scholarship Program



Strengthened School Accountability Formula


































Customized Early Literacy Communications Toolkit



K-3 Reading Network Participant



Network of State Innovation Partners Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Education Scholarship Accounts			
	Tax-Credit Scholarships			
INNOVATION	Course Access			
	Industry Certification Incentives			
	Personalized Learning			
QUALITY	K-3 Reading			
	School Accountability			
 Leading Partner Organization				
 Supporting In-State Partners				
 Improve				
 Implement				
 Develop				
 Protect				
 Pass				
 Success				
 Ongoing				
 Failure				



# TENNESSEE



## K-12 DEMOGRAPHICS

NEARLY  
**1**  
MILLION  
STUDENTS

**346,896**  
LOW-INCOME



Nearly 4 in every 10 students

**47**  
Private School  
Choice

**37,201**  
Public Charter  
Schools

**365,891**  
MINORITY



Nearly 4 in every 10 students

## HIGH SCHOOL GRADUATION RATE

**89%**

Graduation rate  
was 89% in 2016,  
up from 86% in 2011

## ADVANCED PLACEMENT (AP)

**12%**

TENNESSEE

**23%**

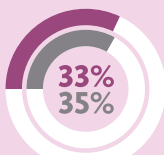
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

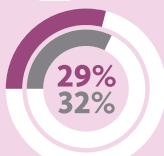
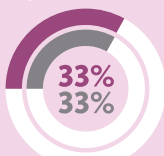
Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



NATIONAL

8TH GRADE



TENNESSEE

## WHAT OTHERS ARE SAYING

"Tennessee's Individualized Education Account program is providing important options for parents of special needs students. We recently expanded the program, providing students with developmental delays and multiple disabilities with the opportunity to customize their educational needs. ExcelinEd in Action continues to be a key partner in empowering parents with the right to educational choice."

Senator Dolores Gresham



## 2017 ENGAGEMENT

### HIGHLIGHTS



13K Students with Disabilities Newly Eligible for Education Scholarship Accounts



\$6M Additional Funding for Public Charter School Facilities



Improved Public Charter School Accountability


































ESSA Playbook on Implementing School Interventions



K-3 Reading Network Participant



Network of State Innovation Partners Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT					
OPPORTUNITY*	Public Charter Schools								
	Education Scholarship Accounts								
INNOVATION	College Board (AP) Partnership								
	Course Access								
QUALITY	A-F School Grading								
	K-3 Reading								
	Interventions								
 Leading Partner Organization	 Supporting In-State Partners	 Improve	 Implement	 Develop	 Protect	 Pass	 Success	 Ongoing	 Failure
*Supported in-state partners and lawmakers to pass voucher legislation									

## TEXAS



## K-12 DEMOGRAPHICS

NEARLY  
**5.36**  
MILLION  
STUDENTS

**3.16 MILLION**  
LOW-INCOME



Nearly 6 in every 10 students

**0**

Private School  
Choice

**334,975**  
Public Charter  
Schools

**3.85 MILLION**  
MINORITY



That is 7 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

**89%**

Graduation rate  
was 89% in 2016,  
up from 86% in 2011

ADVANCED  
PLACEMENT  
(AP)

**22%**

TEXAS

**23%**

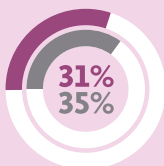
NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



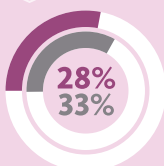
READING

**44%**  
**39%**

MATH

NATIONAL

8TH GRADE



**32%**  
**32%**

TEXAS

## WHAT OTHERS ARE SAYING

"For years, I have been a passionate advocate for education in Texas, particularly when it comes to expanding quality school choice options for Texas students. I remain committed to this goal so that every Texas student, no matter their background, abilities or socioeconomic status, can have access to a quality education. I am thankful for ExcelinEd's partnership and support in this mission."

Stacy Hock, Board Chair, Texans for Education Opportunity



## 2017 ENGAGEMENT

## HIGHLIGHTS



\$5M for Pathways in Technology  
Early College High School Programs



\$60M Funding for Public Charter  
School Facilities

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Public Charter Schools			
	Education Scholarship Accounts			
	Tax-Credit Scholarships			
INNOVATION	Industry Certification Incentives*			
QUALITY	A-F School Grading			
	Assessments			

Leading Partner Organization
 Supporting In-State Partners
 Improve
 Implement
 Develop
 Protect
 Pass
 Success
 Ongoing
 Failure

\*Pathways in Technology Early College High School (P-TECH) model

## UTAH



## K-12 DEMOGRAPHICS

NEARLY  
**644**  
THOUSAND  
STUDENTS

**223,375**  
LOW-INCOME

Nearly 4 in every 10 students

**985**  
Private School  
Choice

**71,646**  
Public Charter  
Schools

**160,990**  
MINORITY

Nearly 3 in every 10 students

HIGH SCHOOL  
GRADUATION  
RATE

85%

Graduation rate  
was 85% in 2016,  
up from 76% in 2011

ADVANCED  
PLACEMENT  
(AP)

25%

UTAH

23%

NATIONAL

Students scoring  
3 or higher,  
Class of 2017

## NATION'S REPORT CARD

Proficient or Better, 2015 National Assessment  
of Educational Progress (NAEP)

4TH GRADE



44%

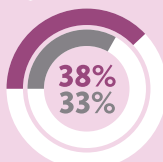
39%

NATIONAL

READING

MATH

8TH GRADE



38%

32%

UTAH

READING

MATH

## WHAT OTHERS ARE SAYING

"Utah families deserve accountability that shines a light on how schools are performing. That is why a school's letter grade measures how the school is helping every student achieve proficiency and gains in learning. Utah leaders are to be commended for their commitment to transparent school grades that better inform and empower parents."



*Robyn Bagley, Board Chair, Parents for Choice in Education*



## 2017 ENGAGEMENT

## HIGHLIGHTS



Strengthened A-F School Grading System



Network of State Innovation  
Partners Participant

	POLICY	OUR ROLE	OUR GOAL	RESULT
OPPORTUNITY	Education Scholarship Accounts & Tax-Credit Scholarships			
INNOVATION	Personalized Learning			
QUALITY	A-F School Grading			
	School Report Cards			

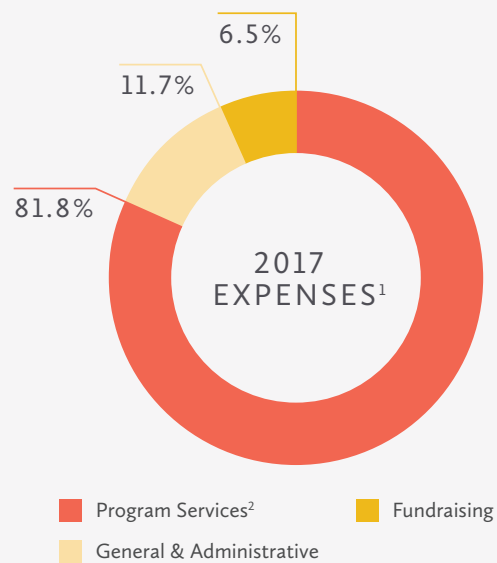
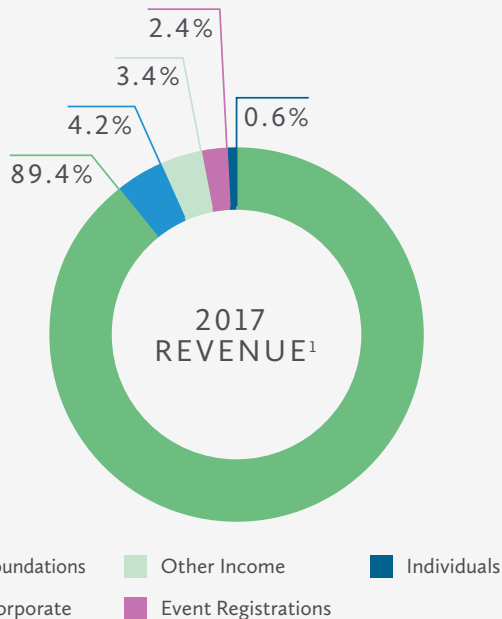
Leading Partner Organization  
 Supporting In-State Partners  
 Improve  
 Implement  
 Develop  
 Protect  
 Pass  
 Success  
 Ongoing  
 Failure

*As with our formula for student achievement, the Foundation for Excellence in Education believes in accountability and transparency in our operations. We are committed to sound fiscal management, low overhead and bringing a strong return on investment to those who support our work.*

In 2017, ExcelinEd invested \$10.4 million in total operating expenditures to successfully advance a bold reform agenda across the country. This was made possible by the generous pledges from our donors in 2017 and in prior years. Approximately 82 percent of ExcelinEd's expenses were invested directly into our policy, advocacy and communications work in the states, as well as our flagship convening, the National Summit on Education Reform.



## 2017 REVENUE & EXPENSES



<sup>1</sup> 2017 Unaudited Results

<sup>2</sup> Program services include policy, advocacy and outreach, the National Summit on Education Reform and the Arts for Life program.

To review our recent 990 filings and meet our donors, visit [ExcelinEd.org](http://ExcelinEd.org).





We often think of education reform as policies written in legislation or rules enacted by elected officials and appointed boards. Rather, reform is a profound game changer in the lives of individual children, a gift that allows them to maximize their potential.

*We are deeply grateful to our donors who believe in the gift of a quality education, and with their generous support of our work, we are turning reform into reality.*

## GREATER THAN \$1,000,000

Bill & Melinda Gates Foundation  
Bloomberg Philanthropies  
Walton Family Foundation

## \$500,001–\$1,000,000

W.K. Kellogg Foundation  
The Kovner Foundation

## \$250,001–\$500,000

- 🍎 Bill and Susan Oberndorf Foundation
- Charles and Helen Schwab Foundation
- Stiles-Nicholson Foundation

## \$100,001–\$250,000

News Corporation

## \$50,001–\$100,000

- 🍎 College Board
- 🍎 Exxon Mobil Corporation
- 👤 Jaquelin Hume Foundation
- Triad Foundation

## \$25,001–\$50,000

- 🍎 McGraw-Hill Education
- 🍎 Responsive Education Solutions
- 🍎 USA Funds
- 🍎 U.S. Chamber of Commerce Foundation
- Jeff and Janine Yass

## \$10,001–\$25,000

- 🍎 Amplify Education
- 🍎 Charter Schools USA
- 🍎 Doris and Donald Fisher Fund
- 🍎 iteach U.S.
- 🍎 K12
- 🍎 Charles Koch Institute
- 🎲 Kyra Solutions
- Meyer Family Charitable Fund
- 🍎 National Math & Science Initiative
- 🍎 Northwest Evaluation Association
- 🎲 Publix Super Markets Charities
- William E. Simon Foundation
- 🍎 State Farm Mutual Automobile Insurance Co.
- Stephenson Foundation
- Texans for Education Opportunity Foundation
- The Tuohy Family Fund via Vanguard Charitable
- 🍎 Worldwide Interactive Network

## \$5,000–\$10,000

- Bart and Val Broadman
- 🍎 Cambridge Assessment International Education
- 🎲 The Cobb Family Foundation
- 🍎 Edgenuity
- 🍎 Edmentum
- Finnegan Family Foundation
- Florida Virtual School
- Institute for Quality Education
- Thomas A. & Mary S. James Foundation
- JustGive.org
- 🍎 Renaissance Learning
- Stone Soup Films Endowment
- Dr. Zachariah P. Zachariah

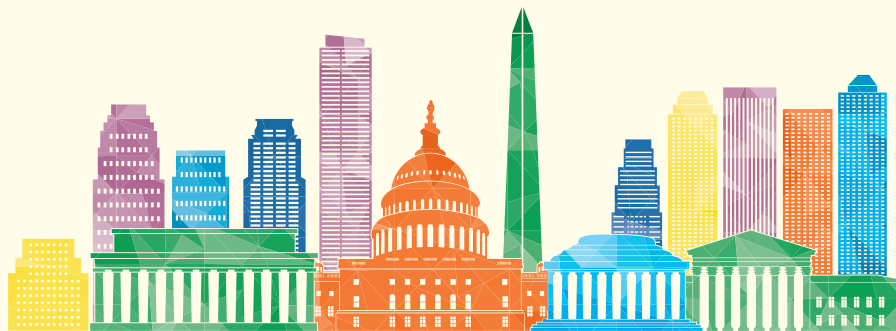
- 🍎 National Summit on Education Reform
- 👤 Personalized Learning
- 🎲 Arts for Life

*The Foundation for Excellence in Education is a 501(c)(3) nonprofit, nonpartisan organization.*

*the*  
**2018**  
**NATIONAL**  
**SUMMIT**  
*on*  
**EDUCATION**  
**REFORM**

DECEMBER 5–7, 2018

**MARRIOTT MARQUIS WASHINGTON DC**



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National Summit on Education Reform—  
the nation's premier gathering of education reformers.*

During this two-day event, 1,000+ state and local policymakers, education leaders and advocates will gather with nationally renowned speakers to discuss evolving laws, new trends, successful policies and the latest innovations that are transforming education for the 21st century.



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YEARS

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