A MESSAGE FROM
Our Chairman

JEB BUSH, CHAIRMAN
Chairman of the Board & 43rd Governor of Florida

Education policy took center stage in 2022 as states tackled the impacts, challenges and opportunities of pandemic recovery. After significant learning loss nationwide, the year’s disappointing NAEP results delivered an overdue wake-up call and set the stage for transformative education policies to take hold.

The most pressing priorities are restoring and improving students’ reading and math skills. That requires early literacy education grounded in the science of reading and foundational math skills that ensure success in algebra and beyond.

Parents continue to be a driving force for expanding educational opportunities, and policymakers are acting. They’re removing barriers between public school zones, expanding scholarships, equalizing funding for public charter schools and building out 21st-century learning. Merging the needle toward more student-centered systems is underway, with still more work ahead and no room for complacency.

Parents are also looking out for their children’s future, seeking ways to individualize the learning experience, including relevant, meaningful and rewarding pathways into college and careers.

ExcelEd shares that vision, that a quality education—from learning to read to learning to code—will unlock lifelong opportunity and success for each and every child. We know that changing policy is a powerful way to change lives, transform communities and strengthen our nation. I’m grateful to the bold state leaders who are making that a reality.

Onward,

Jeb Bush
Chairman, ExcelEd

A MESSAGE FROM
Our CEO

Our five goals—each with student-centered policy solutions—to impact 5 million students over 5 years. These goals have the power to change lives:

1. Close Learning Gaps
   Guaranting every child receives academic support to learn, succeed and achieve their full potential.

2. Empower Families with Opportunity
   Providing families with access to the learning environment that best fits their child’s needs.

3. Strengthen Pathways to College + Careers
   Supporting every student in gaining in-demand skills for lifelong success.

4. Reimagine Learning
   Transforming the where, when and how of education to individualize learning.

5. Bridge the Digital Divide
   Ensuring every student has equitable access to the digital superhighway.

Over the past 12 months, state leaders took bold steps to change education policy and address the pandemic’s lasting impacts, even before October’s sobering NAEP results confirmed how far students had dropped in reading and math.

With proven policy solutions, their actions turned 2022 into the Year of Early Literacy as 15 states adopted comprehensive literacy policy grounded in the science of reading. After a nearly decade-long effort, Alaska was among those states.

Education opportunities multiplied in more than a dozen states, with 1.3 million additional students gaining access to private school choice. Under the leadership of Governor Doug Ducey, Arizona set the bar high, expanding its first-universal ESA program.

Nine states advanced college and career policies, with Mississippi adopting a robust overhaul of its career and technical education system. Tennessee also did an overhaul—of education funding—led by Governor Bill Lee and using a student-centered approach where money follows the students.

Innovations flourished, including Indiana’s groundbreaking policy for chartered teachers, new microgrants to support supplemental learning and digital connectivity (Indiana and Idaho), part-time public school enrollment (Kansas), transportation solutions to support school choice (Arizona, Colorado and others) and Florida’s new graduation requirement for financial literacy.

Progress like this reflects the commitment and collaboration of so many dedicated partners. I’m grateful for all of you.

Patricia Levesque
CEO, ExcelEd

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CEO, ExcelEd

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Chairman of the Board & 43rd Governor of Florida

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About ExcelinEd

CHANGING POLICY, CHANGING LIVES

Former Florida Governor Jeb Bush launched the Foundation for Excellence in Education (ExcelinEd) and ExcelinEd in Action to support state leaders in transforming education so that all children are equipped for success.

For more than a decade, ExcelinEd has been advancing student-centered policy solutions that are:
- Improving student learning
- Increasing opportunity
- Eliminating inequities
- Readying graduates for college and higher-quality, higher-wage, in-demand jobs

OUR APPROACH

Policy Development & Implementation
We bring deep policy expertise and implementation experience to develop and support state leaders with customized, education policy solutions.

State Advocacy
We collaborate, coalition-build and advocate for change in state education policy.

Resources & Research
We develop state-specific policy resources and conduct research to understand how policy solutions translate to real-world student success.

Thought Leadership & Convening
We host the National Summit on Education and facilitate networks of states to inform policy and practice.

By the Numbers | 2022

ExcelinEd in the States | 2022

- 37 States Engaged
- 14 Policies Protected in 9 States
- 94 Policies Passed / Improved in 21 States
- 23 States Implementation Support

OUR VALUES
Collaboration | Integrity | Service | Expertise | Making A Difference

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ExcelinEd’s CEO Patricia Levesque opened the National Summit and highlighted the many states advancing student-centered education policies.

Parker Sorensen, a Utah student benefiting from the state’s Special Needs Opportunity Scholarship program, led the Pledge of Allegiance.

Axios founder and author Mike Allen described the power of “smart brevity” to ensure vital messages make an impact.

Governor Bush led a conversation with Arizona Governor Doug Ducey, Oklahoma Governor Kevin Stitt and Khan Academy’s founder Sal Khan for a visionary look at education systems. Governor Ducey also received ExcelinEd’s Excellence in Education Award for his longtime commitment to Arizona’s students and families.

“Early reading is where it’s at if you are truly interested in educational equity and opportunity.” – Emily Hanford

ExcelinEd Chairman, Governor Jeb Bush, and Hanna Skandera, CEO of The Daniels Fund, opened the 2022 National Summit with a strategic discussion on transforming education, challenging attendees to be innovative and bold in helping students recover from setbacks in learning—especially in literacy.

“Brevity is confidence. Length is fear.”
– Mike Allen

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– Mike Allen

There is a way for all kids to learn how to read. If we don’t have high expectations for every child or the right technique, those kids lag behind. This is the civil rights issue of our time.”
– Governor Jeb Bush

Our current curriculum is rooted in the 1950s space race. We have to make room for data science and 21st-century skills.”
– Dr. Steven Strogatz

Investing in programs that work (like the science of reading) and high-quality instruction has positive outcomes.” – Andreas Schleicher

“Early reading is where it’s at if you are truly interested in educational equity and opportunity.” – Emily Hanford

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STRATEGY SESSIONS

STRATEGY SESSION: Experience Matters: How Can States Retain High-Quality Teachers?

STRATEGY SESSION: Overcoming Obstacles to Postsecondary Credentials

STRATEGY SESSION: How Test-Based Accountability Helps Students Far Beyond the Classroom

STRATEGY SESSION: How States are Building Stronger Teacher Pipelines

STRATEGY SESSION: Maximizing Opportunity: Designing Choice Programs for Impact and Sustainability

FILM PREVIEW: “The Right to Read”

#EIE22 Highlights

• 1,060+ attendees
• 49 states plus Washington, DC
• 98% rated Summit content outstanding or above average
• Education leaders from 25 states convened in ExcelinEd’s 3 policy-focused networks.
• New! Scholarships enabled 50 educators to attend #EIE22
• 9.1 million reach on social media

“So great a conference! I left feeling very energized and ready to work.”
- Debbie Critchfield, Idaho Superintendent of Public Instruction

“I learned many concepts and ideas that I have already started to incorporate into draft legislation for the North Carolina General Assembly.”
- North Carolina Representative Donnie Loftis

2022 SUMMIT SPONSORS

SPONSORED ROUNDTABLES

STATE EDUCATION CHIEFS
Close Learning Gaps

NAEP ENGAGEMENT
With the release of the 2022 National Assessment of Educational Progress (NAEP) scores, Governor Bush provided a voice on education policy solutions, with a focus on literacy and math improvements. Coverage included op-eds in the Wall Street Journal, How to End the Epidemic of Failure in America’s Schools, and Fox News, Our children aren’t being taught to read and we need a national commitment to save their futures. Governor Bush held interviews on CNN with Jake Tapper and on Fox News with Dana Perino and also with Neil Cavuto. His policy recommendations were featured in Fordham Institute’s Flypaper also with Neil Cavuto. His policy on CNN with Jake Tapper and on Fox News with Dana Perino and also with Neil Cavuto. His policy recommendations were featured in Fordham Institute’s Flypaper also with Neil Cavuto.

Also in 2022, Patricia was invited to join the Khan Academy Board of Directors, and she joined other education leaders at the PiE Network Summit, the Hoover Institute’s Education Summit, the Show-Me Institute’s Increasing Accountability in Education virtual event, among others.

EDUCATION FUNDING
POLICY RESOURCES
A suite of resources is supporting states with more student-centered approaches to education funding. Rewarding Success for All Students highlights Texas’ use of performance funding to reward success for achieving college, career or military readiness among all students.

Leveraging Federal Stimulus Funds explores how the Tennessee Department of Education is ensuring that stimulus dollars produce significant and sustainable results for students.

POLICY LEADERSHIP
CEO Patricia Levesque shared her vision for comprehensive improvements to America’s K-12 education system in an op-ed published by Education Next: A Three-Pronged Strategy, for a Better Education for All. She outlined how policymakers can transform education from system-centered to student-centered by fixing the existing system, creating alternatives that expand options for families and reimagining the system with new learning models.

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A NATIONAL MODEL FOR TEACHER APPRENTICESHIPS
Governor Bush and Tennessee Education Commissioner Dr. Penny Schwinn engaged x200 policymakers nationwide on Tennessee’s first-in-the-nation registered teacher apprenticeship program. “Grow Your Own” allows high school graduates to obtain a bachelor’s degree and teaching certification at no cost, while earning a living wage.

EARLY LITERACY NETWORK
State participation in ExcelEd’s Early Literacy Network grew 40 percent in 2022, now with 85 members representing 28 states and the District of Columbia. During its four convenings, network members explored implementation strategies for their states’ early literacy policies, elements of which were included in ExcelEd’s new comprehensive how-to guide. They also learned more about successful approaches to dyslexia, at home literacy campaigns, literacy training for teachers, adoption of high-quality instructional material and storytelling practices that can support program implementation.

EARLY LITERACY COMPREHENSIVE HOW-TO GUIDE
ExcelEd’s publication of the Comprehensive How-To Guide, Approaches to Implementing Early Literacy Policies is the culmination of nearly two years of collaboration with early literacy leaders in ExcelEd’s Early Literacy Network. The comprehensive guide supports policymakers seeking to adopt or strengthen early literacy policy as well as state agency leaders and practitioners as they guide early literacy implementation efforts.

LITERACY LEADERSHIP
ExcelEd’s senior policy fellow Dr. Kymyona Burk served as an advisor and participant in The Right to Read documentary on early literacy. A preview screening of the film was shown at ExcelEd’s 2022 National Summit on Education. For outstanding contributions to early literacy policy implementation, Dr. Burk was awarded The Reading League’s Renata A. Blackman Award for Advancing Evidence Into Practice at the organization’s 6th annual conference.

SCIENCE OF TEACHING READING
ExcelEd partnered with the Indiana Department of Education and the Florida Center for Reading Research to develop The Science of Teaching Reading Project. Research and Recommendations to Support Indiana’s Teachers. The joint project examines Indiana’s current landscape of teacher knowledge of key literacy components and how they should be implemented in evidence-based reading instruction. To expand awareness in all states of the harmful impacts of outdated instructional techniques, ExcelEd released a fact sheet on Why the Three-Cueing Systems Model Doesn’t Teach Children to Read. And to highlight effective strategies for reading improvement, ExcelEd published How high-dosage tutoring could help states turn the tide on learning loss and declining early literacy rates.

“These meetings are the best professional learning opportunities for those of us at the state level.”

“Definitely will take some ideas and apply in Florida!”

“I was thrilled to listen and view these incredible resources and hear the process other states have used to advance literacy instruction.”

ExcelEd’s Senior Policy Fellow Christy Hovanetz continued providing policy implementation support as a member of Mississippi’s Accountability Task Force as well as Arizona’s Accountability Technical Advisory Committee and Nebraska’s Technical Advisory Committee.
**Empower Families with Opportunity**

**ESAs Administrator Network**

This first-of-its-kind network for Education Scholarship Account administrators more than doubled in size in 2022, with representatives from 14 states participating in one or more of the network’s four convenings. Program administrators gathered to share experiences on issues common to all administrators and addressed topics ranging from parent engagement and strategies for program growth to recruiting ESA providers and talent pipelines.

**“The ESA Administrator Network meeting was very robust and full of great opportunities.”**

**“We all really appreciate the time we get to share ideas and issues.”**

**“I gained a lot of useful information.”**

**ESAs Program Implementation**

ExcelinEd’s comprehensive publication, *Building an ESA Program from the Ground Up: A Step-by-Step Implementation Guide for States*, was developed to assist states in responding to growing demand for educational opportunities and customized learning for students. The guide supports new ESA administrators in making high-quality programs available to families and sustaining their programs with proven strategies provided by experienced ESA administrators.

**Eliminating School Boundaries**

CEO Patricia Levesque highlighted new strategies to transform public schools and make education options more accessible to students and families in *Four New Policies to Eliminate School Boundaries*.

ExcelinEd supported this work with four new model policies:

- No Boundaries for New Buildings Act
- Open Enrollment & Make Room Act
- The School Near Work Act
- The Parent-Directed Funding Act

**Charter School Facility Index**

Policymakers have been using ExcelinEd’s innovative Charter School Facility Index tool to take action and better meet the facility needs of their charter schools. In 2022, new, customized indexes were developed for Tennessee, Utah and Idaho. Senior Policy Advisor Matthew Joseph authored a blog, *The Charter School Facility Index: Calculating State Policies’ Impact on Charter Schools*, highlighting positive outcomes in three states.

**Empowering Parents**

Policy director Ben DeGrow authored an op-ed in *The Hill* on giving parents a stronger voice in education. Policymakers should help students achieve, not lower the bar emphasized the supports students continue to need to recover from pandemic-related disruptions.

**Florida Parent Webinar**

More than 300 parents registered for *Finding the Best Learning Options for Your Child*, a webinar on private school choice hosted by the Foundation for Florida’s Future and featuring Florida Representative Chris Latvala.

**The Call to Empower Parents**

Governor Jeb Bush provided a call to action to policymakers to empower parents and students with opportunity as a contributing columnist for the Miami Herald:

- Give parents, students a ‘bill of rights’ to assure education access, quality and transparency
- San Francisco parents issue a warning to school leaders across the country
- After two years of disrupted schooling, students deserve an “unbundled” education of the future
- Listen to parents, leaders and expand education choice and hold policies accountable

**Education Success and the Military Family**

Jessica Saum, a special education teacher and 2022 Arkansas State Teacher of the Year, joined Rachel Darrow, a parent advocate and U.S. Navy Veteran, in a conversation on *Education Success and the Military Family*. The event was co-hosted by the Foundation for Florida’s Future and the American Association of Educators.
Last year, Excel in Ed launched PathwaysMatter.org, a framework of 20 policies spanning K-12, postsecondary and workforce that support learners throughout their journeys from classroom to career. The framework was expanded in 2022 with the addition of seven new state case studies (for a total of 17) plus updates to significantly improve this resource for policymakers working to strengthen their state’s education to workforce pathways.

Also added in 2022 was Policies in Action, an online tool illustrating how policies must work together to achieve the most impactful results. With graphics and in-depth policy information, Policies in Action identifies five common challenges and the specific Pathways Matter policies needed to overcome them.

The updates were launched with a blog, Pathways Matter: Policies in Action, from policy director Adriana Harrington and with a webinar, How State Policies Build a Skilled, Educated Workforce. More than 50 participants attended, representing philanthropy, advocacy organizations (Getting Smart, PIE, TN SCORE, College Board, America Succeeds, AK Policy Forum, others), state legislators and education leaders from Florida, Idaho, Ohio, South Carolina, Tennessee and Wyoming.

CREDENTIALS MATTER
Excel in Ed continued advancing its policy work around credentials needed for high-quality, in-demand jobs, helping states to improve access for students to earn these credentials. Fordham Institute featured senior policy advisor Quentin Suffren on its Gadfly podcast: Industry-recognized credentials aren’t living up to their potential. and published his commentary, Credentials matter, but pathways matter more, on its Flypaper blog.

WORKFORCE READINESS
Excel in Ed’s Pathways Policy Director Adrianna Harrington delivered the closing keynote address at the PrepareRI Summit, highlighting what Rhode Island is doing to improve College and Career Pathways.

Excel in Ed’s Pathways Matter policy team also presented during Ohio Excel’s "Complete to Compete" coalition webinar, highlighting strategies and policy solutions to improve education pathways toward workforce readiness.
Several states, guest speakers and a panel of learners and educators discussed district-wide efforts in innovation policies and implementation strategies. Additional information on State Innovation Partners. Each session covered state-specific information.

Nineteen states participated in this year’s convenings of the Network of State Innovation Partners. Each session covered state-specific information.

“"I learned so much about what is possible, what is current practice, and can see where we (states) intend to go in the future.”

“", "I always come away from these Network experiences recommitted to the work of learner-centered education in all that I do...I always make some positive connections across the states that I can tap into when needed.”

EDUCATION FLEXIBILITY GUIDE SERIES

South Carolina
ExcelinEd continued building partnerships with state leaders to identify state-specific flexibilities that can personalize learning for students. South Carolina’s Education Flexibility Guide focuses on ways that district and school leaders can leverage the state’s policy foundations, strategically use flexibility for innovation and draw on lessons learned through the pandemic.

Idaho
Idaho’s Education Flexibility Guide is designed to highlight available education flexibilities and empower districts, schools and teachers to create the best education environment for each Idahoan. The guide brings clarity and transparency to the state’s student-centered innovation opportunities.

NATIONAL LANDSCAPE ANALYSIS

ExcelinEd’s publication, National Landscape Overview and Guiding Principles for Strengthening the Use of State-Authorized Waivers for Innovation, provides a national scan and analysis of the state waiver and exemption landscape. It provides insights into the processes and resources used in states to facilitate waivers and exceptions as well as how some states are using the data and information from these processes to expand student-centered learning and inform policymaking.

POLICY TOOLKIT

ExcelinEd developed new resources to support policymakers in addressing the digital divide. Strengthening the Broadband Workforce: A Policy Toolkit provides state policymakers with key steps to strengthen their broadband workforce as well as resources to support those efforts. With the infusion of $45 billion in federal funds, states needed a prepared workforce to leverage those funds, expand digital access and also develop career pathways for students into high-paying, in-demand jobs.

As part of the policy toolkit, Lowering the Cost of In-School Internet Service, Makers provides practical steps to identify the greatest areas of need for digital infrastructure improvements and strategies to use E-rate data and financing to make the best possible contracting decisions.

AFFORDABLE CONNECTIVITY: OUTREACH RESOURCES

Following passage of Congress’s broadband infrastructure and connectivity package, ExcelinEd developed customizable resources for governors, policymakers, state and national organizations to share through their networks of business leaders, school superintendents and constituents. Two separate campaigns, Summer and Back to School, were designed to help eligible families, students and employees connect with the internet service providers participating in the federal Affordable Connectivity Program, which is committed to lowering costs for low-income households. Along with an informational fact sheet, the campaign resources were designed so that organizations could add their own logos for more personalized outreach. ExcelinEd distributed these resources directly to 22 states and 4 national organizations.

DIGITAL DIVIDE NETWORK

ExcelinEd launched a new network in 2022 to strengthen digital policy development and implementation in states. Its first meeting in August had more than a dozen representatives from five states: Colorado, Connecticut, Indiana, Tennessee and West Virginia. Presentations included strategic use of federal funds to close the digital divide and latest efforts by Tennessee’s Department of Education to expand broadband access and affordability for districts, schools and students at home. Participants met again, with five additional states joining (Arizona, Florida, Louisiana, Ohio and Utah), at the 2022 National Summit on Education. They previewed a Summit strategy session on broadband careers, $45 Billion for Broadband: Is Your State’s Workforce Trained and Ready?

"Thank you for hosting such a great discussion. It was an honor and pleasure to participate.”

"The broadband portion of the discussion was fascinating, especially to hear from some of the state broadband office leaders."
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 transforming policy and transforming lives.

### Fiscal Accountability

**AS WITH OUR FORMULA FOR STUDENT ACHIEVEMENT, THE FOUNDATION FOR EXCELLENCE IN EDUCATION BELIEVES IN ACCOUNTABILITY AND TRANSPARENCY IN OUR OPERATIONS.**

As trusted stewards, we are committed to sound fiscal management and maximizing the use of every dollar toward policy solutions that are increasing student learning, eliminating inequities and readying graduates for college and career.

In 2022, 80 percent of ExcelinEd's expenses were invested directly into our policy, advocacy and communications work to support states in transforming education.

#### REVENUE & EXPENSES

**2022 REVENUE**

- Program Services: 80.0%
- Foundations/Non-Profits: 92.9%
- Corporate: 2.1%
- Individuals: 0.6%
- Event Registrations: 1.8%
- Other Revenue: 2.7%

**2022 EXPENSES**

- Management & General: 14.0%
- Fundraising: 6.0%

To review our recent 990 filings, visit ExcelinEd.org/financials.

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**ExcelinEd Donors**

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 transforming policy and transforming lives.

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

Together, we can make a difference.

Your financial gift will support our work to transform education and ensure success for each and every child.

DONATE NOW
ExcelinEd in Action is the 501(c)(4) sister organization to ExcelinEd. ExcelinEd in Action works with state lawmakers and advocacy partners 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 work nationwide in 2022 is highlighted in our Legislative Impact In Brief and the in-depth 2022 Legislative Impact Report.