



# ANNUAL REPORT 2018

*Transforming Education to  
Unlock Lifelong Opportunity  
and Success for Each  
and Every Child*





## A Message from Our Chairman

With a decade of work behind us and much to do in the decade ahead, ExcelinEd remains committed to its mission of giving all children access to a quality education. The policies that get us there, the leaders who champion the cause, and, most importantly, the parents who want, nay, *demand*, a fair chance in life for their children are all part of the collective movement for change. It's a movement that grows stronger by the year, and we are profoundly grateful to be on the frontlines, alongside so many passionate education reformers.



It was a full 20 years ago when the first steps of reform started to change the future for students across Florida. As governor, it was challenging to inherit an education system that had been failing its children for generations. Yet with that challenge came responsibility—and almost endless opportunity.

Florida's A+ Plan for Education, which I signed into law in 1999, set into motion a better future for millions of students. Its policies, and others in the ensuing years, turned a bottom-ranked state into a national leader in student achievement, with steady rise in early literacy, math performance, graduation rates, advanced placement coursework and more. Most significantly, Florida's historically underserved students—including Black and Hispanic students, students with disabilities, low-income students, English language learners and others—are now outperforming their 4th grade peers in virtually every other state across the nation.

Our work is far from over. Nationwide, ExcelinEd is committed to keeping all eyes on the future, where education remains the single most important investment states can make in their economic, community and societal success.

Our challenge is that the future looks far different than it did just 20 years ago. We are living in a continually changing landscape of new technologies, new industries and global markets, where today's students need 21st-century skills that our parents and grandparents could barely have imagined.

It is now imperative to transform our schools—*every* school—into world class centers of learning, through proven policy approaches. These include the expansion of educational freedom for more families; strong accountability measures that ensure students are learning; initiatives to reward and retain quality teachers; more equitable funding formulas that don't leave kids behind; and new ways for high schoolers to prepare for college or earn workforce credentials that lead to good-paying jobs with a meaningful future.

As we work to transform our education system, remember that slow motion means *no* motion for today's students. Their future is now, and we hold the responsibility to act with vision, urgency and resolve.

Thank you for joining ExcelinEd in this worthy mission.

Onward,

A handwritten signature in black ink that reads "Jeb Bush". The signature is written in a cursive, flowing style.

Jeb Bush  
Chairman, ExcelinEd

# ExcelinEd Board of Directors



**Jeb Bush, Chairman**

*Chairman of the Board & 43rd Governor of Florida*



**Reginald J. Brown**

*Partner at WilmerHale Law Firm*



**Eric Cantor**

*Vice Chairman and Managing Director at Moelis & Company & former House Majority Leader*



**Chris Cerf**

*Former New Jersey Commissioner of Education*



**Gary Chartrand**

*Executive Chairman of Acosta & Board Chair of KIPP: Jacksonville Schools*



**César Conde**

*Chairman of NBCUniversal International Group & NBCUniversal Telemundo Enterprises*



**F. Philip Handy**

*Chief Executive Officer of Winter Park Capital & former Chairman of the Florida State Board of Education*



**Dee Bagwell Haslam**

*Owner of the Cleveland Browns, Partner Pilot Corporation, CEO RIVR Media Companies*



**Allan B. Hubbard**

*Co-founder and Chairman, E&A Industries & former Director, National Economic Council*



**Joel I. Klein**

*Chief Policy and Strategy Officer of Oscar Health & former Chancellor of the New York City Department of Education*



**William Oberndorf**

*Chairman of Oberndorf Enterprises, LLC*



**Dr. Condoleezza Rice**

*66th U.S. Secretary of State & Professor of Political Science at Stanford University*

# About ExcelinEd

## Our Challenge

Organized around the needs of adults more than a century ago, America's outdated education system is failing many of today's students, leaving them unprepared for college or a career.

**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>

## Our Solution

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

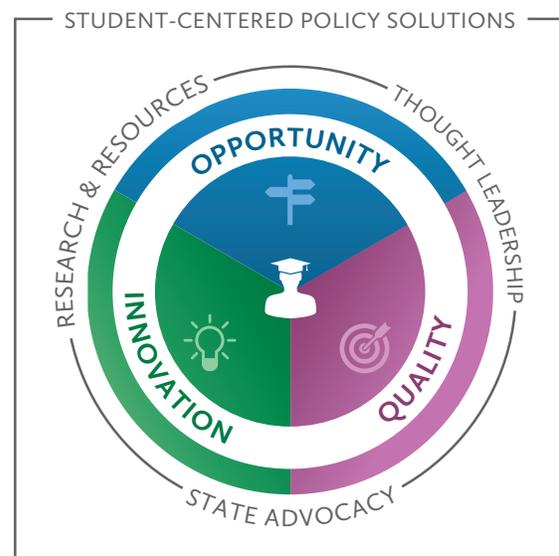
Focused on educational quality, innovation and opportunity—both within and outside of the traditional system—ExcelinEd advances a broad range of student-centered policy solutions that are increasing student learning, advancing equity and readying graduates for college and career.

1. Programme for International Student Assessment  
2. National Assessment of Educational Progress  
3. National Center for Education Statistics  
4. ETS

## 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.
- ▶ We bring deep policy expertise and implementation experience to state leaders.
- ▶ We collaborate to build capacity, helping policymakers and partners do more than they can on their own.



## Our Impact



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



**More children are benefitting from educational choice.**



**More students are earning industry credentials or college credit in states offering incentives.**



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

# Policy Solutions in the States

**IDAHO**  
Incentivizing  
Career Readiness

**NEW** Industry  
Certification  
Incentive Program



*“Literacy is central to any child’s education. It is a foundational building block in the education our children need to face the challenges and seize the opportunities ahead of them in 21st-century America. The Reading Improvement Act will help ensure that our students have the skills they need to achieve their dreams.”*

Nebraska Governor Pete Ricketts on signing the Nebraska Reading Improvement Act

**NEBRASKA**

Command Focus on Early Literacy

Nation’s most comprehensive reading policy of the year



**COMPUTER SCIENCE**

Advancing 21st Century Skills

Key computer science legislation adopted in eight states: **AZ, CO, FL, MI, MS, MO, NC, PA**



*“This legislation expands access to online courses for students across Missouri and provides opportunities for enrichment that are unavailable in their individual districts.”*

Missouri State Senator Gary Romine on HB 1606

**COLORADO** Rewarding Results

**\$5 million**

Increase Over Five Years for Industry Certification and AP Incentives for Schools and Teachers



**MISSOURI** Expanding Access

**+900,000** Students Served with Broadest Course Access Policy of Any State



**ARIZONA** Support for Public Schools

**\$63 million**

in New Funding for Charter Schools

**\$4 million**

Increase in Early Literacy Grants



*“Georgia continues to strive toward developing innovative and focused solutions designed to help all students thrive in the classroom and in the workforce. By expanding and enhancing these life-changing educational opportunities, Georgia’s families and students will continue to benefit and build the state as a world-class environment for working, living and learning.”*

Governor Jeb Bush on the signing of Georgia HB 217 (tax credit scholarships) and HB 787 (funding parity in public schools)



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.

## MICHIGAN *Spurring Innovation*

**\$100 million**

for Workforce and Competency-Based Education

## NORTH CAROLINA *Rewarding Teachers*

**\$14 million**

for Top-Performing Reading Teachers

## SOUTH CAROLINA

*Providing Options*

**+\$1 million** to expand tax-credit scholarships for **200** additional students. The **\$11 million** program is now serving **2,000** low-income students.

## GEORGIA *Expanding Opportunity*

Doubled tax-credit scholarship program cap to **\$100 million**, creating capacity to serve nearly **10,000** additional students.

**\$21 million**

Increase to Support Charter Schools

## FLORIDA *First-in-the-Nation*

Reading Scholarship Accounts for up to **19,000** Struggling Readers

Hope Scholarships providing choice for **bullied students**

**+\$25 million** to serve an additional **2,300** special needs students through education scholarship accounts.

*“When you put a kid in a good, safe learning environment, good results happen.”*

Florida Speaker of the House Richard Corcoran  
on Hope Scholarships

## A Message from Our CEO



ExcelinEd's work continued changing lives in 2018, with 1.86 million additional students gaining access to improved educational

resources, better-fitting schools, innovations in learning and 21st-century career pathways. What an amazing year of progress, and to our many valued partners, *thank you!*

Our team actively supported 45 states this year, plus Puerto Rico and Washington, DC, with a number of important wins highlighted on these pages and throughout the annual report.

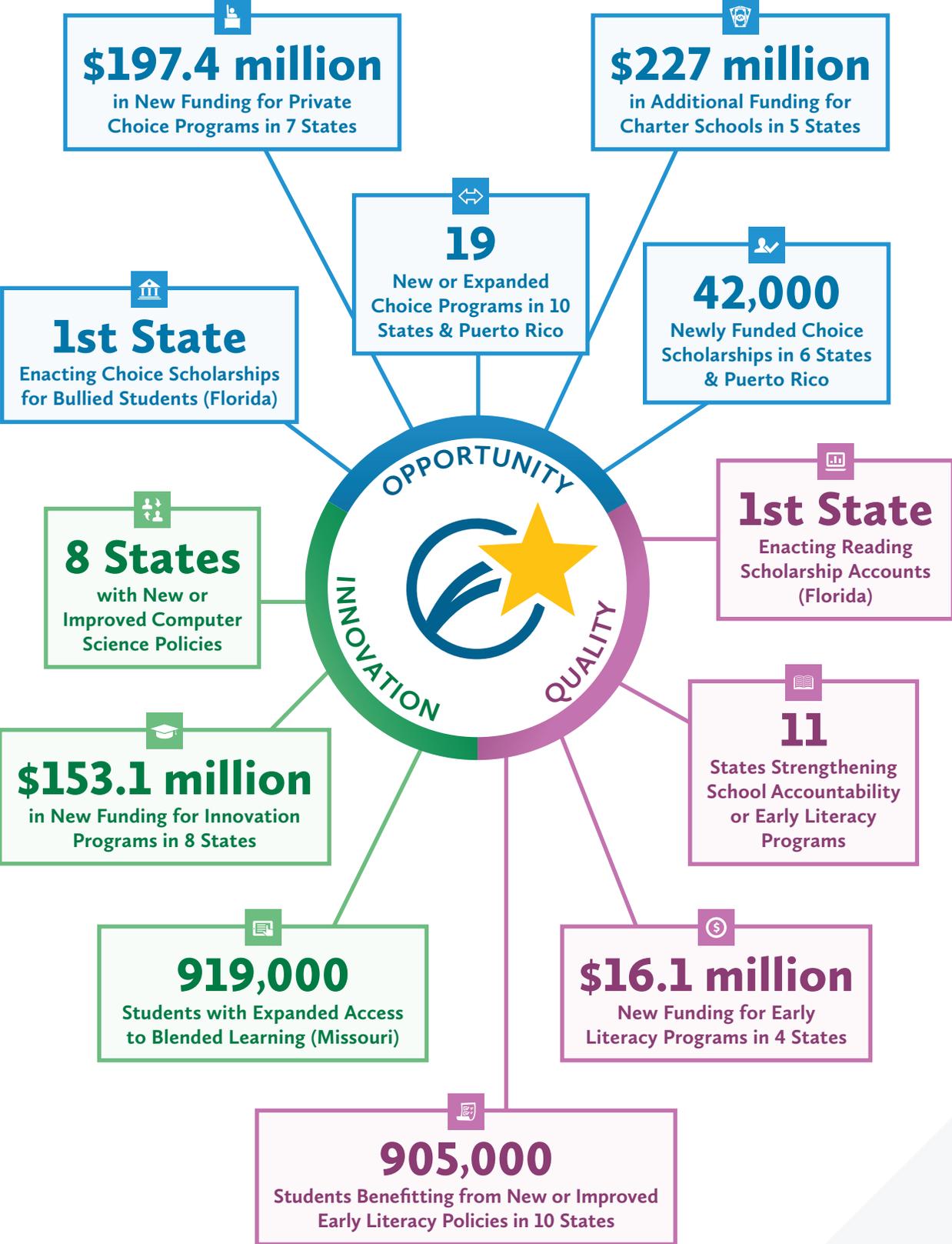
Capping the year was our 2018 National Summit on Education Reform, where visionary speakers and strategic sessions empowered a thousand policymakers, partners and advocates for the continued work ahead.

I'm gratified that ExcelinEd's approach—now in its second decade—has led since 2016 to *5.4 million* students now benefitting from student-centered policies. Together we are making a difference in education systems across the nation, and I challenge us all to never give up until each and every child gets the quality education they deserve.

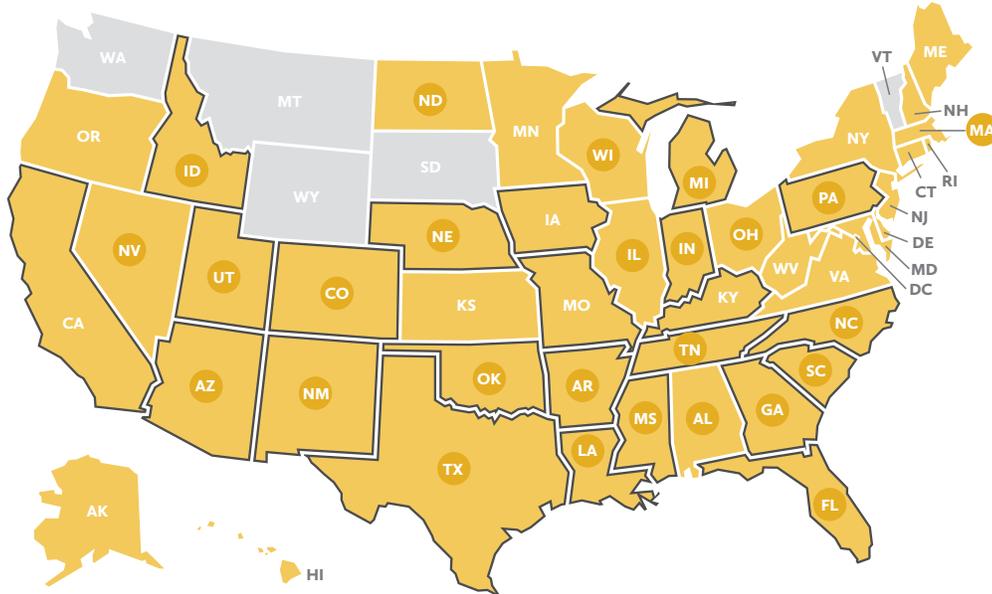
Thank you and God bless,

Patricia Levesque  
CEO, ExcelinEd

# By the Numbers | 2018 Impact



# ExcelinEd in the States



**45**  
States Engaged  
Plus DC &  
Puerto Rico

**AZ 26**  
States & DC  
Implementation  
Support

**59**  
Policies Passed/  
Improved in 23  
States & Puerto Rico

**22**  
Policies Protected  
in 11 States

**13** Advocacy Campaigns  
in 12 States

**196,000**  
Views on Opportunity  
Learning Hub

**63** Policy &  
Communications  
Resources

**82**  
State & National  
Speaking Engagements  
& Webinars

**282** Bills Engaged in  
36 States & Puerto Rico

**415** Education  
Reform Partners

**601,000**  
Views of Choices  
in Education Videos

**18.5 million**  
Digital Campaign Impressions

**38** Gubernatorial & State  
Chief Candidate Briefings

**24** Expert  
Testimonies  
in 12 States

**544,000**  
Email Impressions

**5.1 million**  
Social Media Impressions

# 2018 NATIONAL SUMMIT ON EDUCATION REFORM

*Advancing Quality, Innovation & Opportunity in Education*

DEC. 5-7 | MARRIOTT MARQUIS WASHINGTON, DC | #EIE18

## #EIE18 HIGHLIGHTS

- ▶ **1,035 REGISTRANTS** from 47 states, Puerto Rico & Washington, D.C.
- ▶ **94% OF ATTENDEES** Rated #EIE18's Content as "A" (Outstanding) or "B" (Above Average)
- ▶ **15,000 VISITORS** to the Event Website
- ▶ **7.2 MILLION** Reach via Email Outreach, Facebook and Twitter
- ▶ **3,000** #EIE18 Hashtag Uses
- ▶ **3,200+** YouTube Video Views

*"I leave these conferences inspired for the work to come and with new policy ideas to advocate and champion back home."*

Ryan Aument – Senator, Pennsylvania Senate

## National Summit on Education Reform

### *Convening the Nation's Leaders*

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.

In 2018, the National Summit's exceptional lineup of six keynote speakers inspired and empowered attendees to build a brighter future for our nation's families. In addition to these keynotes, attendees chose from 12 in-depth strategy sessions on quality, innovation and opportunity in education. These can't-miss conversations featured policy experts, legislators and educators sharing ways to shape and improve policies on behalf of all students.



Students from Eagle Academy Public Charter School lead attendees in reciting the Pledge of Allegiance.



The OECD's **Andreas Schleicher** provides insights on how the U.S. can learn from other countries to benefit our students and school systems.

*"I rarely go to conferences because they rarely seem worthy of time. [The National Summit] is the rare exception for me, and it was even better than I had hoped this year."*

Owen Hill – *Senator, Colorado*



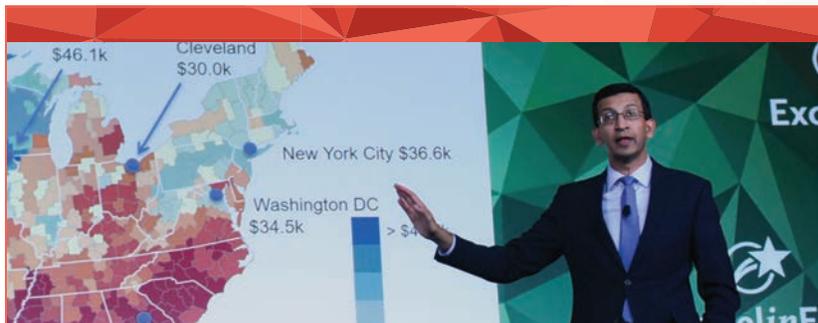
ExcelinEd Board Member **Joel Klein** presents Success Academy Charter Schools founder **Dr. Eva Moskowitz** with the Excellence in Education Award for her work on behalf of New York City's most disadvantaged students.



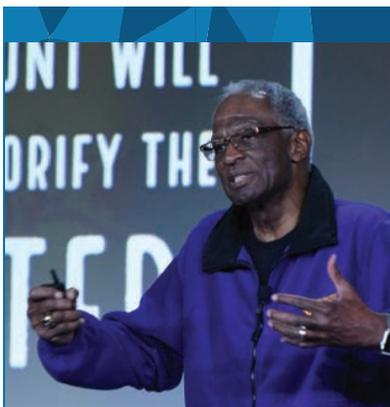
**U.S. Senator Ben Sasse** opens the National Summit with a dynamic message on transforming rigid, 20th-century ideas of "schooling" into innovative and student-centered 21st-century opportunities for learning that serve all children.

*"The National Summit on Education Reform is THE place to be for legislators and policymakers to come and listen to ideas that are working in other states."*

Anitere Flores  
*Senator, Florida Senate*



Leading economist **Dr. Raj Chetty** shares empirical evidence and economic theory to help state leaders improve opportunity, realize equality and restore the American Dream.



School choice pioneer **Dr. Howard Fuller** inspires attendees to fight to give every child the right to access a quality education.



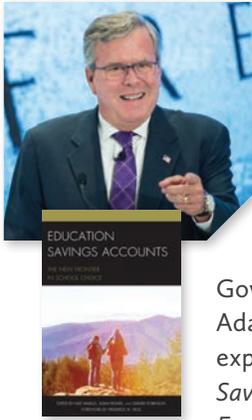
Stanford professor, behavioral researcher and author **Chip Heath** offers tips for creating powerful moments to inspire transformative change.

*"It was the best conference I have attended ever. Thank you for your leadership, for establishing the Summit, and for bringing the best experts and speakers to inspire big and bold actions for the work we do in our respective states."*

Lillian Hartgrove – *Chair, Tennessee State Board of Education*

# 2018 Year in Review

## QUARTER ONE



### Thought Leadership in Education Opportunity

American Enterprise Institute hosted “Education Savings Accounts: Jeb Bush on the Future of Educational Choice,” featuring

Governor Jeb Bush, ExcelinEd’s Adam Peshek and a panel of experts discussing *Education Savings Accounts: The New Frontier in School Choice*. AEI

and ExcelinEd’s book provides a thorough overview of K-12 ESAs from leading legal experts, education scholars and advocates.

Photo credit: Aaron Clamage © American Enterprise Institute



### Choices in Education Video Contest

ExcelinEd selected seven winners from hundreds of entries in its Choices in Education contest and joined nearly 7 million students, parents and advocates nationwide celebrating National School Choice Week.

### Advocating for Students

Excellence in Education in Action conducted campaigns throughout the legislative season to advance private school choice in 12 states.



### Career & Technical Education Month

Published an #AskExcelinEd blog series from policy experts on CTE topics.

## QUARTER TWO

### Freshman Year for Free

Governor Jeb Bush and Modern States Education Alliance CEO Steve Klinsky jointly penned an op-ed for RealClear Policy, recommending *How Governors Can Give All Students ‘Freshman Year for Free.’* The program offers online college courses to anyone for free, leading up to a full year of academic credit.



### Excellence in Education Leadership Series

ExcelinEd in Action hosted roundtable discussions on education policy and leadership with featured guests including Alabama Governor Kay Ivey; Marshall Tuck, candidate for California State Superintendent of Public Instruction; and Nevada Attorney General Adam Laxalt.

### Educational Equity

Launched an #AskExcelinEd series covering multiple policies on how states are advancing educational equity.

### National Charter Schools Week

Published a blog series on public charter school growth, the value of charter schools to communities and the individual success stories of charter school students.



### Thought Leadership in Education

Participated on panels at the Reagan Institute Summit on Education; Western Pathways Conference; NewSchools Summit; ECS Higher Education Policy Forum; National Alliance of Public Charter Schools Annual Summit; Personalized Learning Summit; and Education Writers Association National Seminar.

## QUARTER THREE

### **Policy Playbooks**

Published two playbooks for state policymakers to improve college & career pathways:

*Building Cross-Sector Partnerships to Support Career and Technical Education Pathways* and *Auditing a State Career and Technical Education Program for Quality*.



### **Summer Learning Series**

Launched an #AskExcelinEd series featuring recommended reading, key resources and personal insights from each of ExcelinEd's policy experts.



### **Transparency in School Accountability**

Concluded a multi-year *Know Your School* project to empower states with a comprehensive toolkit of resources to develop a next-generation school report card, helping parents to make

informed decisions about their child's education.



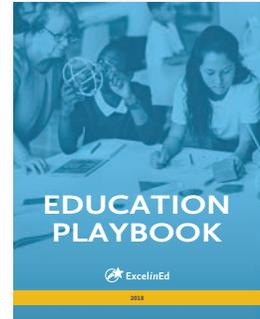
### **Thought Leadership in Education**

Participated on panels at the FutureEd event "Building a 21st Century School System" with Andreas Schleicher; National Strategic Planning and Analysis Research Center's Data Summit; Center for Technology & Workforce Solutions; America Succeeds' Age of Agility Tour; U.S. Chamber of Commerce's Business Leads Fellowship Program; and a PIE Network webinar on Charter Funding.

## QUARTER FOUR

### **Education Playbook**

Produced a comprehensive education playbook to provide recommendations on nine key education policies for states, encouraging leadership in transforming education systems and implementing student-centered education reforms.



### **ESSA Interventions**

Released a white paper, *How to Recruit High-Performing Charter Management Organizations to a New Region*, to support states with options for the challenging work of school turnaround.



### **Opportunity Learning Hub**

Launched an informational video series on educational choice.

### **Thought Leadership in Public School Choice**

Presented new findings and recommendations for charter school success from ExcelinEd's research, *Time to Change Course: Reclaiming the Potential of Texas Charter Schools, A State Case Study*, at the National Alliance of Public Charter Schools Annual Summit and on a Texas Public Policy Foundation podcast.

### **Perkins V Guidance**

Released an #AskExcelinEd series on federal reauthorization of the Carl D. Perkins Career and Technical Education Act, accompanied by a policy brief, *Opportunities, Challenges and Risks for States*.

### **Peer Recognition**

Selected as finalists for PIE Network's annual Eddie! awards in four of five categories: Game Changer of the Year, Network MVP (ExcelinEd CEO Patricia Levesque), Best Kept Secret and Best Ensemble Cast.



## Early Literacy

### Reading is the Gateway to Learning

A comprehensive reading policy that begins in kindergarten with the goal of all students reading on grade level by the end of third grade.

Early literacy received a command focus in dozens of states in 2018, with ExcelinEd supporting this foundational policy in 31 of them. In ten states, ExcelinEd’s support for new or improved early literacy policies benefited nearly one million students this year, enhanced by \$16.1 million in new funding in four of those states.

Highlights in 2018 include **Nebraska’s** adoption of the nation’s most comprehensive reading policy of the year, while **Florida** created the nation’s first Reading Scholarship Accounts for struggling readers. **Arizona** improved its policies to support struggling K-3 readers, enhance reading instruction training for teachers and strengthen school-based reading plans. **Colorado** enhanced literacy-focused professional development for teachers while also growing funding for its early literacy grant program.

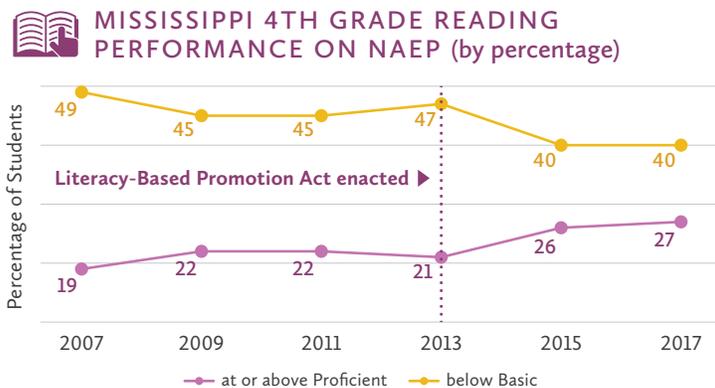
## POLICY SOLUTIONS

Establish a comprehensive, statewide K-3 reading program that includes:

- Teacher Training**
- Funding Support**
- Early Literacy Screening**
- Parent Notification**
- Individualized Plans**
- Progress Monitoring**
- Retention with More Intensive Intervention**

### State Spotlight on Early Literacy: Mississippi

Since the enactment of Mississippi’s Literacy-Based Promotion Act, the state has made substantial improvement in student reading achievement, as documented by state and national tests. The most recent National Assessment of Educational Progress (NAEP) data show that for Grade 4 Reading, Mississippi has increased student proficiency by approximately six percentage points since policy enactment. In that same time frame, the percent of students reading below Basic decreased by nearly seven percentage points. **Mississippi is now 2nd in the nation for improvements in 4th grade reading.**



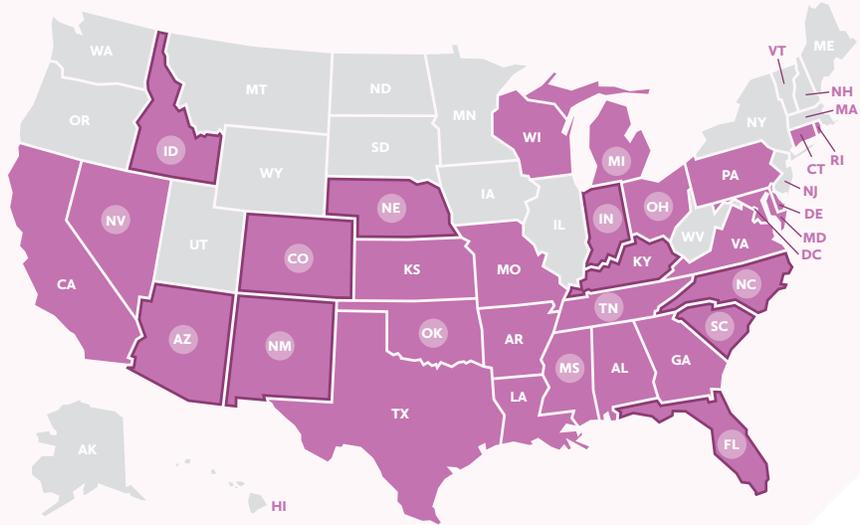
*“Student achievement is on the rise in Mississippi because of our major focus on literacy, high academic standards and maintaining a strong accountability system that clearly shows how well schools and districts are serving students. ExcelinEd has been a key partner in this work to improve student outcomes.”*

State Superintendent of Education  
Carey M. Wright, Ed.D.



## STATE ADVOCACY AND POLICY ENGAGEMENT

- Policy Engagement**  
Reflects states where ExcelinEd engaged in policy development, adoption or implementation.
- Policy Passed or Improved**  
Reflects states where ExcelinEd in Action helped pass or improve K-3 reading policies.
- Policy Implementation**  
Reflects states where ExcelinEd provided technical assistance and policy expertise to support K-3 reading policy and program implementation.

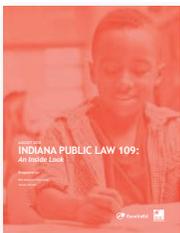


## ExcelinEd engaged in 31 states on Early Literacy in 2018



## RESEARCH & RESOURCES

With generous support from the W.K. Kellogg Foundation, ExcelinEd worked closely with state literacy leaders in seven states (Colorado, Indiana, Michigan, Mississippi, North Carolina, Nevada and South Carolina) to explore in-depth the impact of K-3 reading policy and to produce state-customized communications tools, including Spanish-language resources.



**Impact Study: An Inside Look at Indiana's K-3 Reading Policy**  
Quantitative and qualitative research helps states evaluate the effectiveness of existing K-3 reading programs and identify areas for improvement.



## 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 who are pursuing the policy. The K-3 Reading Network, a cohort that grew in 2018 to 15 states, shares lessons learned and best practices for effective policy implementation through in-person and virtual gatherings.



### The Science of Learning: Pre-K and Early Literacy

2018 National Summit Strategy Session featured Mississippi State Superintendent Carey Wright, University of Illinois' Distinguished Professor Emeritus Timothy Shanahan, AppleTree Institute's Jack McCarthy and Campaign for Grade-Level Reading's Ralph Smith.



# School Accountability

## A-F School Grading Drives Student Success

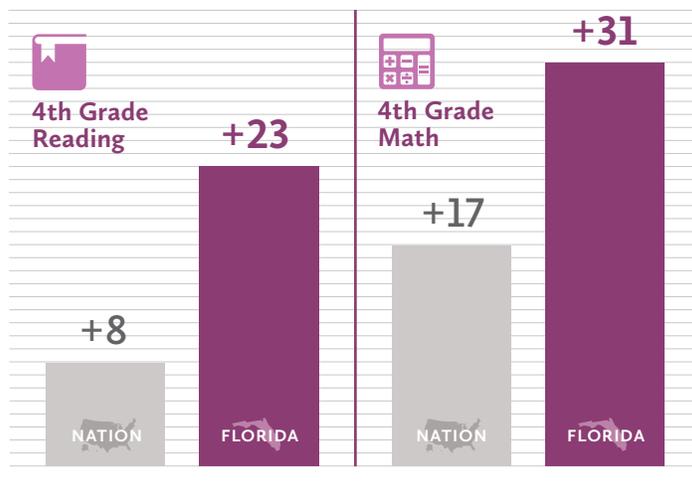
Transparent, objective school accountability systems increase student performance and spur school improvement.

ExcelinEd engaged with more than two dozen states in 2018 to support school accountability policies and provide technical assistance on implementation. Late in the year and after years of debate, **Michigan** delivered on its goal to help failing schools by passing A-F school grading legislation. **Ohio** also delivered an overall A-F rating after years of rating only the indicators. Also of note, **Mississippi, Florida** and other states across the nation maintained their rigorous A-F systems during the first year of compliance with the federal Every Student Succeeds Act.

### State Spotlight on School Accountability: Florida

Rigorous accountability policy has Florida leading the nation on improvements in student learning. Notably, the state's fourth graders significantly outperformed the nation in both reading and math. And every student subgroup in Florida—including Black and Hispanic students, students with disabilities, low-income students and English language learners—outperformed their peers nationwide in grades 4 and 8 reading and grade 4 math.

#### SCALE SCORE IMPROVEMENT THROUGH 2017 SINCE IMPLEMENTING A-F GRADES IN 1999



Source: 2017 National Assessment of Educational Progress (NAEP)

### POLICY SOLUTIONS

Every state can improve assessment systems with fewer, better tests:

- Provide More Time for Instruction**
  - ▶ Move the assessment to the last three weeks of school
  - ▶ Shorten the state testing window
- Streamline Assessment Systems**
  - ▶ Eliminate duplicative, low-quality or unnecessary tests
- Empower Teachers with Usable, Timely Information**
  - ▶ Provide student score reports to current year and incoming teachers to better inform instruction
- Innovate**
  - ▶ Utilize online assessments to accelerate delivery and scoring

*“Rethink school accountability. The point of testing is to assess the progress of students and use the data to reward success and reverse failure. Measure what you care about and utilize technology to get the results back to teachers quickly.”*

Governor Jeb Bush  
(USA Today, November 2018)





# Education Funding

## Putting Students at the Center of State Education Funding

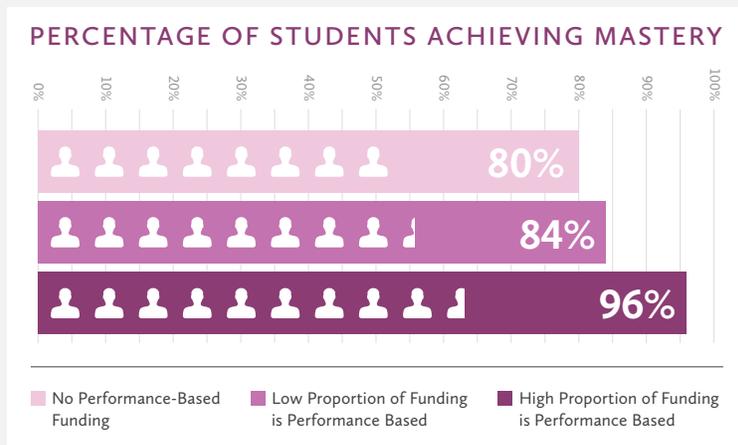
Policies that prioritize each student’s learning by funding education in a way that is fair, transparent and promotes local empowerment and choice.

States continue working to revise outdated practices in education funding to improve outcomes for students and transparency for taxpayers. In 2018, **Oklahoma** implemented school-level financial transparency, empowering school leaders to examine per-pupil spending and how it compares to similar schools. The state joins the rank of **Colorado, Georgia** and **Texas** in focusing on optimizing resources and improving opportunity and fairness.

ExcelinEd’s engagement this year helped **Arizona** retain its new performance-funding practices, in which high-performing schools are rewarded with more funding—and schools that specifically succeed with low-income students get even more funding. ExcelinEd’s research shows that this approach incentivizes better outcomes, promotes innovation and allows high-performing schools to serve more students, particularly those who are at-risk.

### Performance Funding Improves Student Learning

ExcelinEd’s research and modeling tool demonstrates that student learning improves when performance funding is high (as a proportion of overall funding). Learning gains are even more significant for at-risk students, where extra funding for their success can narrow achievement gaps.



### POLICY SOLUTIONS

#### Implement Student-Centered Funding

*Funding follows the child, regardless of district boundaries.*

#### Maximize Financial Transparency

*Require districts to report, for each school, actual revenue and expenditures per student.*

#### Use Performance Funding

*Reward schools for student success, particularly with at-risk students.*

#### Provide Fair Funding for Choice

*Students get fair funding regardless of whether they attend a traditional public school or a public charter school.*

*“Some children need a smaller school, some need a more focused school or curriculum, some just need a different environment. Charter schools can offer that, and fair funding is very important to have success in the charter school arena. With ExcelinEd in Action and other great partners, we passed a fair funding bill last year in Georgia that will really make a big difference for our state-authorized charter schools. And we’re not done.”*

Georgia Representative Jan Jones



## STATE ADVOCACY AND POLICY ENGAGEMENT



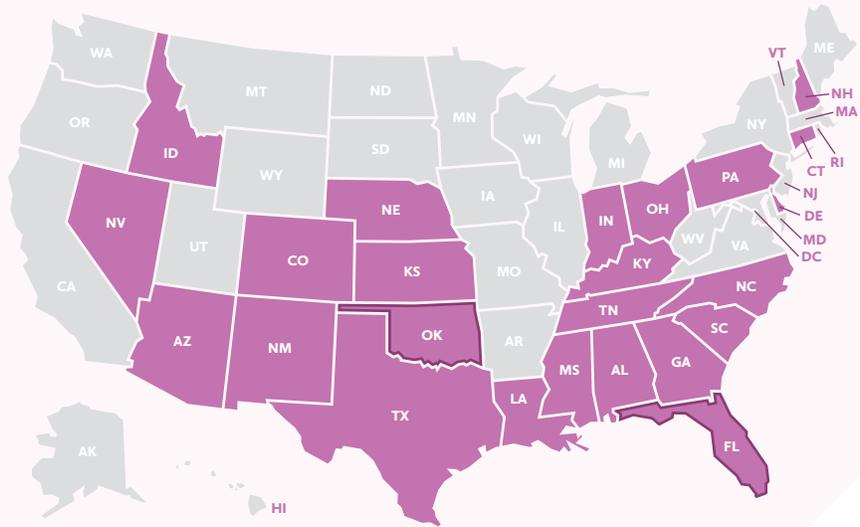
### Policy Engagement

Reflects states where ExcelinEd engaged in policy development, adoption or implementation.



### Policy Passed or Improved

Reflects states where ExcelinEd in Action helped pass or improve education funding policies.



## ExcelinEd engaged in 24 states & Puerto Rico on Education Funding in 2018



## RESEARCH & RESOURCES



### Performance Funding

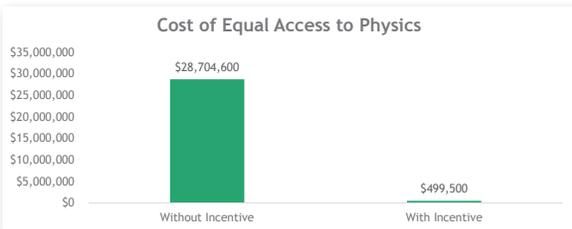
Policy brief, white paper and analytical tool for states to assess design options and better identify impacts related to affordability and equity.



### Course Access

### Opportunity Incentive

Policy brief demonstrating how states can incentivize districts to provide all students with access to critical courses, an effective way to improve equity.



## THOUGHT LEADERSHIP



### Dollars Driving Results: Funding Lessons from Higher Ed

2018 National Summit Strategy Session featured America Achieves' Jon Schnur, Indiana Commissioner for Higher Education Teresa Lubbers, Texas State Technical College System's Michael Reeser and Florida Southwestern State College's Lawrence Miller.



### How Can States Allocate Resources to Achieve Fiscal Equity?

ExcelinEd Policy Director Matthew Joseph discusses how states can implement student-centered funding and highlights some promising practices from states across the country.



# College & Career Pathways

## Preparing All Students for Future Success

Policies that support students, schools and teachers by expanding opportunities for all students to learn in-demand skills, attain college credit and complete a pathway to college and career success.

College and career pathways, particularly workforce education, drew strong interest in 2018, with a command focus by dozens of governors on in-demand skills essential to student success. More than two-thirds of states looked to improve computer science education, with nearly 20 of them—including **Arizona, Colorado, Florida, Michigan, Mississippi, Missouri, North Carolina** and **Pennsylvania**—enacting new computer science policies.

**Michigan** enacted its robust Marshall Plan with \$100 million, including funding for schools whose students earn in-demand industry credentials. **Missouri** approved a course access policy, a critical tool for improving equity. **Idaho** improved alignment between K-12 education and workforce demand with an incentive grant for schools, and **Colorado** expanded its Career Development Success Program, which rewards schools when students earn an in-demand industry credential or pass an AP exam in computer science.

### Incentives for AP Courses Show Results in Florida

Florida introduced AP incentives in 2007. The state now ranks 3rd in the nation for improvement in AP success over the past decade, achieving an 82 percent improvement from 2008 to 2018. Florida also ranks 3rd in the nation for AP student success in 2018 alone, competing closely with the top two states that have a much smaller percentage of low-income students.

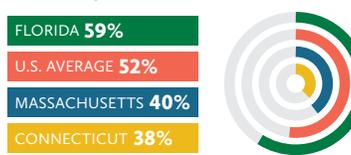
Florida Students Passing at Least One Advanced Placement Exam



Source: College Board and Florida Department of Education



Percentage of Low-Income Students



Florida achieves this while having a high percentage of low-income students.

## POLICY SOLUTIONS

### Strengthen the Quality and Alignment of Career Pathways

- ▶ Conduct a CTE program audit
- ▶ Make changes in program offerings
- ▶ Incentivize outcomes

### Close Access & Equity Gaps

- ▶ Conduct an audit of course offerings and access
- ▶ Implement policies that improve course access for all students
- ▶ Inform families of courses needed for college and career readiness

### Give Students a Head Start

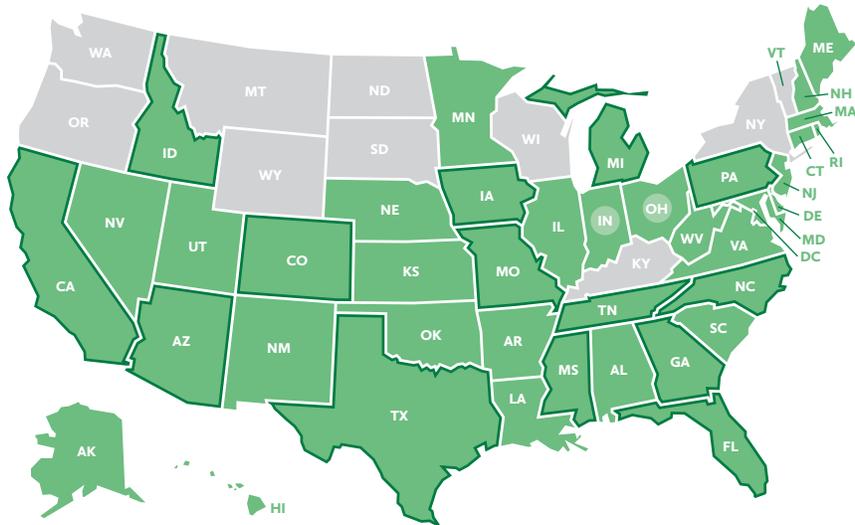
- ▶ Incentivize outcomes for college or career-ready credentials, such as AP coursework or industry certifications

*“So many areas of the state are changing their approach to education, and the Marshall Plan for Talent brings everyone together on the best approaches to match educational skills with available well-paying jobs.”*

Michigan Governor Rick Snyder (on signing into law the framework of the Marshall Plan for Talent)

## STATE ADVOCACY AND POLICY ENGAGEMENT

- **Policy Engagement**  
 Reflects states where ExcelinEd engaged in policy development, adoption or implementation.
- Policy Passed or Improved**  
 Reflects states where ExcelinEd in Action helped pass or improve college & career pathways.
- ST **Policy Implementation**  
 Reflects states where ExcelinEd provided technical assistance and policy expertise to support college & career pathways and program implementation.



**ExcelinEd engaged in 40 states on College & Career Pathways in 2018**

## RESEARCH & RESOURCES

**CTE Playbook Series**  
 ExcelinEd published two additions to its Career & Technical Education Playbook series. This practical guide offers specific, sequential steps to help states better align education programs with employer demand.



**Industry Certifications Policy Brief**  
 ExcelinEd examined how state incentives for industry certifications are enhancing student success and preparation for the workforce.

**Core Course Equity and Access Report**  
 ExcelinEd conducted a national analysis on availability of core courses needed for college and career success, helping states to improve equity and access for all students.



## THOUGHT LEADERSHIP



### Fast Tracks to the Economy's Most In-Demand Jobs: Strengthening State Career and Technical Education Programs

2018 National Summit Strategy Session featured America Succeeds' Jason Gaulden, San Antonio Works' Romanita Matta-Barrera, Colonial School District Assistant Superintendent Jeffrey Menzer and DCM Consulting's Danielle Mezera.

### Hacking College Access and Affordability

2018 National Summit Strategy Session featured Education Commission of the States' Jennifer Zinth, Modern States Education Alliance's Steve Klinsky, high school principal Andrew Vincent and Rice University's Richard Baraniuk.

### IT + CS Business Advisory Council

ExcelinEd and Code.org continued its partnership work with the IT + CS Business Advisory Council to address the IT and computer science skills gap.



## Next Generation Learning

### Reimagining Learning for the 21st Century

Providing innovative educators with flexibility and support to meet the needs of all students.

ExcelinEd’s strategy to advance mastery-based, personalized learning expanded in 2018 to encompass a broader range of innovative models and strategies comprehensively described as Next Generation Learning. Our progress included implementation support and/or engagement in 29 states, ranging from continued technical assistance with robust NextGen pilot programs, notably in **Idaho, Nevada, Utah** and **Florida**, to dozens of engagements across the country advising educators and policymakers. **Michigan** passed a robust education omnibus bill that included grants for districts to pilot competency-based education, while **Utah** lifted the cap on its current pilot program. **Florida’s** Competency-Based Education Pilot Program, a network of five pilot sites, convened again in 2018 to share strategies for advancing innovations in teaching and learning.

#### ExcelinEd’s Network of State Innovation Partners

ExcelinEd has assembled a network of states to exchange ideas, strategies and best practices for giving schools the support and flexibility to develop new, student-centered models of learning. This cohort of states, with diverse programs at varying stages of implementation, focuses on common issues and customized solutions. ExcelinEd facilitates convenings and provides national and state-specific resources to support the Network’s activities.

Arizona	Illinois	Montana	Oklahoma
Arkansas	Kentucky	Nevada	South Carolina
Georgia	Michigan	North Dakota	Tennessee
Idaho	Minnesota	Ohio	Utah



## POLICY SOLUTIONS

➤ **Launch, strengthen or expand innovation or pilot programs to support incubation and scaling of new learning models and strategies.**

📄 **Create innovation zones, provide innovation-focused grants or offer official innovation school/district designations.**

✓ **Clear away unnecessary policy obstacles:**

- ▶ *Align Higher Education Requirements*
- ▶ *Provide Assessment Flexibility*
- ▶ *Dismantle Outdated Seat-Time Requirements*

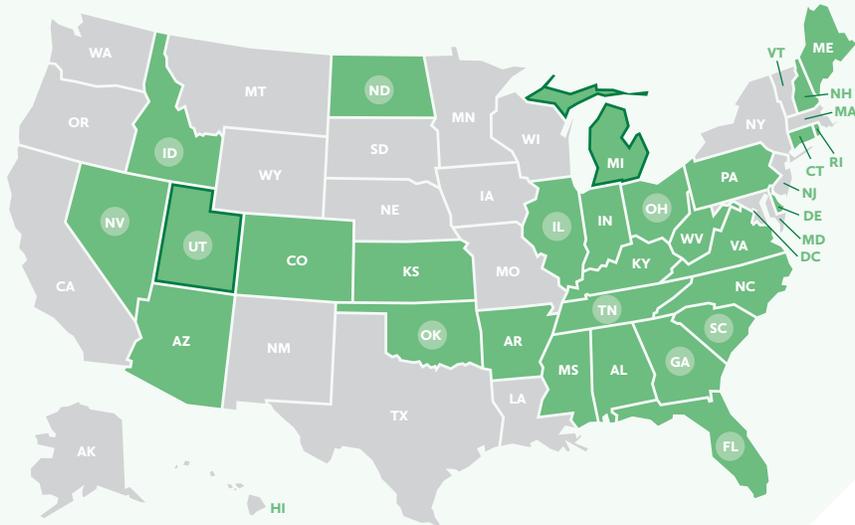
👤 **Join ExcelinEd’s Network of State Innovation Partners.**

*“ExcelinEd’s facilitation of the state network partners has been instrumental in providing Tennessee the opportunity to learn from the pitfalls and best practices from other states, as well as the time to collectively grapple with the tough questions, including how to expand this work.”*

Adriana Harrington  
Director of Project Management,  
Tennessee Department of Education

## STATE ADVOCACY AND POLICY ENGAGEMENT

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**ExcelinEd engaged in 29 states on Next Generation Learning in 2018**

## RESEARCH & RESOURCES

In 2018, ExcelinEd published a five-part series, *Transitioning to Student-Centered Learning: Policy Solutions for States*, to provide states with practical tools and strategies to advance their innovation efforts toward student-centered learning. The series provides guidance on:

- ▶ **Higher Education Requirements**
- ▶ **Maximizing Assessment Flexibility, Parts 1 & 2**
- ▶ **Evaluating Progress and Impact**
- ▶ **Moving Beyond Seat-Time**



## THOUGHT LEADERSHIP



### Journeys in Innovation: Local Leaders Share their Stories

2018 National Summit Strategy Session featured R Street Institute’s Andy Smarick, RePublic High School Principal Scott Campbell, Pathways in Technology Early College High School’s Rashid Davis, Kettle Moraine School District Superintendent Patricia Deklotz and Ohio Valley Educational Cooperative’s Alicia Sells.

### Personalized Learning: Passing Fad or Future Trend

ExcelinEd moderated a panel discussion at the PIE Network Summit confronting the growing interest and challenges surrounding personalized learning.



# Public Charter Schools

## High-Quality Public School Options for Students

A path for meeting the unique needs of individual students, families and communities through high-quality public school alternatives.

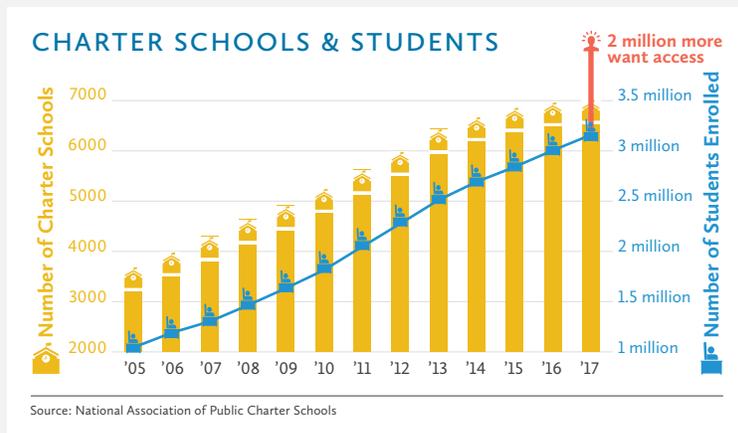
Students across five states were big winners in 2018, as policymakers added \$277 million in additional funding for public charter schools in **Arizona, Florida, Georgia, Arkansas** and **Colorado**. With ExcelinEd’s support, **Georgia** increased funding for its state-approved charters by more than \$40 million, and **Colorado** and **Arkansas** were awarded nearly \$80 million in Charter Schools Program grants from the U.S. Department of Education.

ExcelinEd this year provided numerous states with in-depth research and model policies. **Texas** worked to improve charter school authorizations, **Arkansas** explored charter school facilities options, and **Ohio** looked to **Florida’s** Schools of Hope model, which establishes high-quality charter schools in communities with underperforming traditional schools.

### Demand for Seats in High-Quality Public Charter Schools is on the Rise

Enrollment in public charter schools has tripled since 2005. Today, more than three million students are enrolled in 7,000 charter schools across 44 states, Washington, D.C., Puerto Rico and Guam.

However, an additional two million students *want* to attend a charter school but cannot access one, according to the National Alliance for Public Charter Schools.



## POLICY SOLUTIONS

-  **Facilities**  
*Ensure that charter schools have access to public school facilities or sufficient financing for an equivalent facility.*
-  **Funding**  
*Provide equitable funding so that public dollars follow students regardless of which school they attend.*
-  **Authorizing**  
*In addition to local school boards, empower new authorities, like public universities, to grant and oversee charters.*
-  **Talent**  
*Through grants or policy, encourage innovative educators to start new and different schools.*

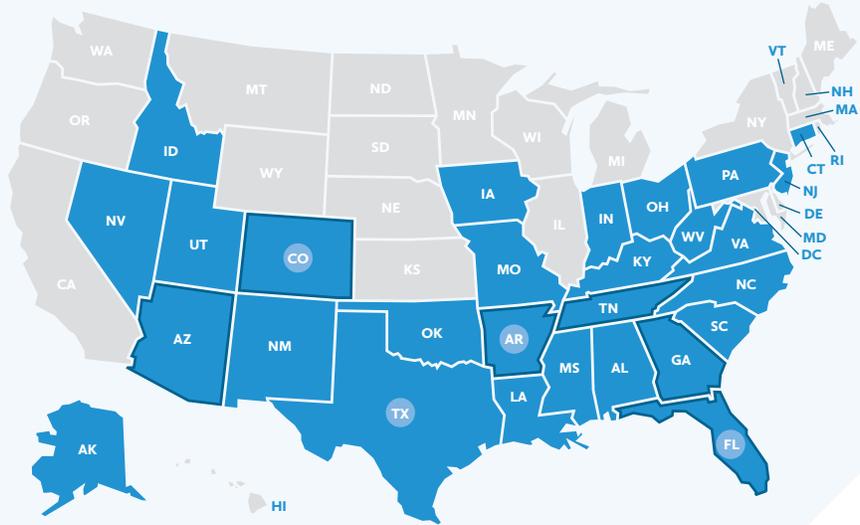
*“Public charter schools are as diverse as the families and children who choose to attend them. I can also tell you Tindley Summit is more than a place for our young scholars to prepare for future success—it is an incubator for hope in Dubarry and for everyone in our community.”*

David McGuire, Principal  
Tindley Summit Academy, Indianapolis



## STATE ADVOCACY AND POLICY ENGAGEMENT

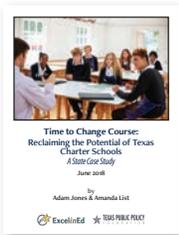
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- Policy Implementation**  
Reflects states where ExcelinEd provided technical assistance and policy expertise to support public charter schools policy and program implementation.



**ExcelinEd engaged in 28 states & Puerto Rico on Public Charter Schools in 2018**



## RESEARCH & RESOURCES



### State-Focused Case Study Identifies Opportunities in Texas

ExcelinEd and the Texas Public Policy Foundation co-published new findings and recommendations for charter school success, Time to

Change Course: Reclaiming the Potential of Texas Charter Schools. ExcelinEd presented the work at the National Alliance of Public Charter Schools Annual Summit and on a Texas Public Policy Foundation podcast.

### Opportunity Zones Can Make a Difference

ExcelinEd released a policy brief, Growing Charter Schools Through Federal Opportunity Zones, describing ways to expand access in low-income areas to quality public charter schools.

### Opportunity Learning Hub Launches in 2018

Produced “What are public charter schools?” and “What is a public charter school authorizer?” as part of ExcelinEd’s Opportunity Learning Hub video series.



## THOUGHT LEADERSHIP

### 2018 PIE Network Eddie! Awards

Peer recognition for charter-related achievements with partners in two states: “Game Changer of the Year” finalist for Florida’s capital outlay funding for public charter schools and “Best Ensemble Cast” finalist for Georgia’s operational and capital outlay funding for public charter schools.

### Barriers No More: Facilities Access for Charter Schools

2018 National Summit Strategy Session featured Center for Advancing Opportunity’s Gerard Robinson, Colorado League of Charter Schools’ Dan Schaller, Texas Associate Commissioner of Education Joe Siedlecki and National Alliance for Public Charter Schools’ Christine Wolfe.

### Where the Schools Have No Zones: State Open Enrollment Policies

2018 National Summit Strategy Session featured ReadyCO’s Luke Ragland, Thomas B. Fordham Institute’s Chad Aldis, Florida Representative Chris Sprowls and Education Commission of the States’ Micah Ann Wixom.



## Private Education Choice

### *Creating Opportunity and Empowering Families with Education Choice*

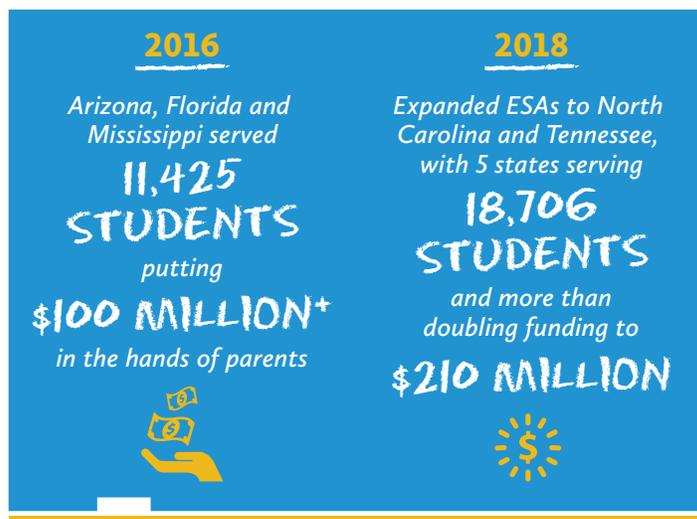
Policies that provide families with access to the school or learning environment that best fits their child’s needs.

Nationwide, nearly half a million students are currently enrolled in private choice programs, with states across the nation continuing to expand these options for families. In 2018, private choice programs expanded in six states and **Puerto Rico**, providing scholarships for at least 42,000 additional students. In **Florida**, state leaders dedicated more than \$124 million to its four private school choice programs, with **Georgia** committing \$42 million and **Pennsylvania** \$25 million to fund tax-credit scholarships for students from low- and middle-income families.

Notably in 2018, **Florida** created the Hope Scholarship Program, the first choice program in the nation for students who have been subjected to bullying or harassment, offering private school scholarships to eligible students or allowing transfer to other public school districts.

#### **Empowering More Families with Education Savings Accounts**

A growing number of families are gaining access to Education Savings Accounts (ESAs) in early adopting states, offering parents the opportunity to make the best education choices for their child.



## POLICY SOLUTIONS

Three main policy solutions empower families with private education choice:

### **Education Scholarship Accounts**

*Flexible spending accounts, typically funded by the state, that allow parents to customize their child’s education.*

### **Tax-Credit Scholarships**

*Private school scholarships funded by voluntary donations by businesses and individuals in return for a state tax credit.*

### **Vouchers**

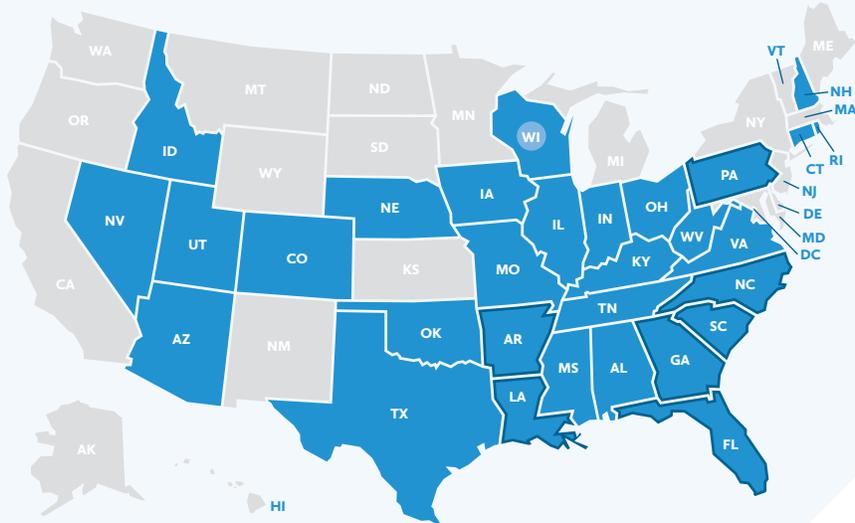
*State-funded coupons that parents redeem at private schools for tuition.*

*“These programs are helping students—many of them from disadvantaged families—to succeed in K-12, college and the workforce. They’re saving the state and local districts money. Most importantly, they’re giving families hope—families that in many cases would have no other way to provide their children with a quality education.”*

Georgia State Representative Valencia Stovall  
*(in a letter to Kentucky lawmakers on private choice scholarships)*

## STATE ADVOCACY AND POLICY ENGAGEMENT

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Reflects states where ExcelinEd in Action helped pass or improve private education choice policies.
- ST Policy Implementation**  
Reflects states where ExcelinEd provided technical assistance and policy expertise to support private education choice policy and program implementation.



## ExcelinEd engaged in 30 states & Puerto Rico on Private Education Choice in 2018

## RESEARCH & RESOURCES

**THE RESEARCH ON PRIVATE EDUCATION CHOICE**  
A Report by EdChoice | 2018

Providing greater opportunity through education choice improves academic outcomes, depth of education choice participation in private schools as well as non-participants who remain in public schools, increases rates of high school graduation and college degree attainment, improves school diversity, improves civic knowledge and engagement, and saves taxpayers money.

**A Comprehensive Review of Private Education Choice Effects**

In 2018, EdChoice reviewed 100 existing studies on academic outcomes of private education choice programs to "provide the most comprehensive and up-to-date review of the research on private education choice programs, with an emphasis on academic outcomes, the extent of choice among its eligible parties and only those studies finding positive effects of education choice on academic outcomes."

Research Topic	Positive	Neutral	Negative
1. Academic Outcomes (Overall Academic)	101	4	0
2. Academic Outcomes (Subject-Specific)	101	1	0
3. Impact of Choice Programs on Public Schools and Students	9	1	0
4. Impact of Choice Programs on Student Diversity	8	3	0
5. Choice Programs' Cost Burden on Taxpayers and Families	101	0	0

**WHAT DOES THE RESEARCH SHOW?**

Participants in Private Education Choice Programs See Academic Benefits

Of the 100 studies reviewed, 101 (100%) found positive effects on the academic outcomes of participating students. "In three positive results for participants, these results include and are not limited to: 1) increased high school graduation rates; 2) increased college degree attainment; 3) increased civic knowledge and engagement; and 4) reduced costs to taxpayers and families."

Students in Public Schools Also See Academic Benefits

Students in public schools who remain in public schools after education choice programs are implemented, a total of 4,760,000 students in total, had the following public school test score improvements in each after being compared to nearby private schools:

www.edchoice.org

**Research on Private Education Choice**  
Profiled comprehensive research on 100 private education choice programs, documenting the extensive and positive impacts of private choice options.

## THOUGHT LEADERSHIP

**Opportunity Learning Hub**  
Launched a new Opportunity Learning Hub series with 15 videos focused on education choice, including "What is Education Choice?" and "What are Education Scholarship Accounts?"



**School Choice Collaborative**  
Twice a month, ExcelinEd convenes a group of 40+ state and national partners actively engaged in private education choice to discuss new research, the latest policy approaches and best practices in state program implementation.

**Policy Primer: 2018 Changes Impacting Private School Choice**  
2018 National Summit Strategy Session featured EdChoice's Michael McShane, Florida Representative Byron Donalds and ExcelinEd's Adam Peshek and Tori Bell.

**Peer Recognition: 2018 PIE Network Eddie! Awards**  
"Game Changer of the Year" award finalist for Florida's first-of-its-kind tax-credit scholarships for students who are victims of bullying.



**Education Choice: Winning Stories of Success**  
The Choices in Education video contest winners were selected from hundreds of entries and announced during the 2018 National School Choice Week.

## Fiscal Accountability

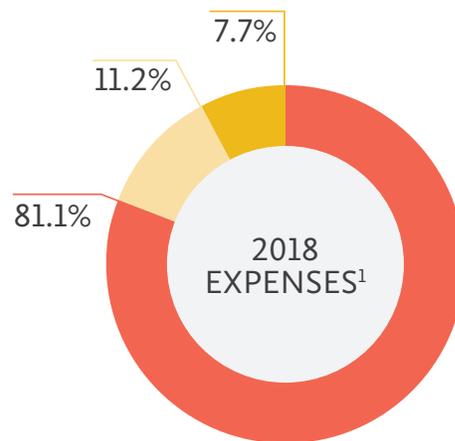
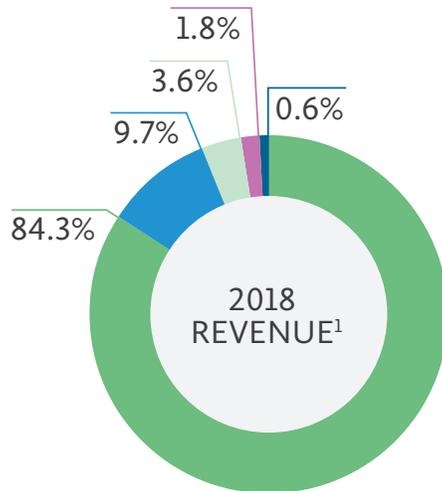
*As with our formula for student achievement, the Foundation for Excellence in Education believes in accountability and transparency in our operations.*

We are committed to sound fiscal management, low overhead and bringing a strong return on investment to those who generously support our work.

In 2018, more than 80 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.



### 2018 Revenue & Expenses



- Foundations
- Event Registrations
- Other Income
- Program Services<sup>2</sup>
- Fundraising
- Corporate
- Individuals
- General & Administrative

<sup>1</sup> 2018 unaudited results

<sup>2</sup> Program services include Quality, Opportunity and Innovation policy programs, the National Summit on Education Reform and Arts for Life.

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

## ExcelinEd 2018 Donors



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.

### GREATER THAN \$1,000,000

Bloomberg Philanthropies  
Bill & Melinda Gates Foundation  
Walton Family Foundation

### \$500,001–\$1,000,000

Carnegie Corporation of New York

### \$250,001–\$500,000

Chan Zuckerberg Initiative  
The Haslam III Foundation, Inc.  
 Jaquelin Hume Foundation  
W.K. Kellogg Foundation  
The Kovner Foundation  
Stiles-Nicholson Foundation

### \$100,001–\$250,000

Anonymous  
 Bill and Susan Oberndorf Foundation

### \$50,001–\$100,000

 College Board  
News Corporation  
 Pearson, Inc.  
Triad Foundation

### \$25,001–\$50,000

Accelerate Great Schools  
John F. Kirtley  
Charles Koch Foundation

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 National Summit on Education Reform  
 Personalized Learning  
 Arts for Life

*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.*

### \$10,001–\$25,000

 Cambridge Assessment International Education  
 Charter Schools USA  
 Doris and Donald Fisher Fund  
HPS Investment Partners  
Hubbard Family Foundation  
 K12  
 Steven B. Klinsky  
 Kyra Solutions  
The Margaret & Daniel Loeb - Third Point Foundation  
 Northwest Evaluation Association  
 Publix Super Markets Charities  
 Renaissance Learning  
William E. Simon Foundation  
Stephenson Foundation  
 Tennessee State Collaborative on Reforming Education (SCORE)  
 Worldwide Interactive Network  
Xingda North America

### \$5,000–\$10,000

 Amplify Education, Inc.  
 BrightBytes  
 The Cobb Family Foundation, Inc.  
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 Western Governors University  
Dr. Zachariah P. Zachariah

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

The background features a stylized illustration of the San Diego skyline in shades of blue and teal, set against a backdrop of yellow and orange mountains. Two large palm trees are silhouetted in the foreground, one on the left and one on the right. The sky is a mix of light blue and yellow, with white clouds. The year '2019' is written in large, light blue, semi-transparent numbers in the upper center.

*National Summit on  
Education Reform*

2019

SAVE-THE-DATE

NOVEMBER 20–21, 2019

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*San Diego, California*





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