All4Ed
2023 Annual Report

2023
Dear Friends,

As we present the 2023 Annual Report, we invite you to journey alongside us and witness the efforts that have led to significant milestones for All4Ed. Throughout these pages, you'll discover how we bridge the gap between policy and practice, translating research-based policies into impactful practices in classrooms and schools. By equipping educators with the tools and resources necessary for success, we are nurturing a future-ready generation that will shape the world.

Within this annual report, you'll observe our ongoing efforts to address disparities and ensure that every student—irrespective of background or zip code—has access to a high-quality education. Together, we are committed to dismantling barriers, creating a more inclusive and equitable education system that serves all learners.
Over the last year, All4Ed produced several critical analyses bringing attention to the misalignment between high school and higher education, as well as ways to narrow this gap. We also worked to shine a light on federal funding for education, particularly the degree to which Title I is, or is not, targeted to communities with the highest concentrations of poverty. In addition, we launched our State Policy Center, an initiative focused on advancing educational equity at the state level. Our work with school-based partners continued as well, providing training and leadership forums that took us from coast to coast.

To our partners, supporters, and advocates, we extend our deepest gratitude. Your unwavering belief in our mission and core beliefs fuels our passion and propels us forward in our pursuit of equitable educational excellence.

As we celebrate the accomplishments of 2023, we recognize that there is still much work to be done. The challenges and opportunities that lie ahead demand our continued collaboration and relentless pursuit to reduce barriers and support communities that have historically been denied an excellent education based on race, gender, socioeconomic status, and systemic injustice.

Thank you for your ongoing support as we forge onward in our shared mission to ensure that every student receives the education they deserve.

Sue Levine
Interim CEO

Juan Sepúlveda
Board Chair
Our Mission, Vision, and Core Beliefs

All4Ed is a national nonprofit advocacy organization committed to expanding equitable educational opportunities for students of color, students from low-income families, and other marginalized groups. We advance transformation from the classroom to Congress by advocating for federal, state, and local policies and practices that ensure all students graduate high school prepared for college, work, and life.

01. **EQUITY**

*Internal:* We believe in a more just, inclusive future for all students, so we strive to embody this belief within our organization. Therefore, we champion diverse, inclusive, and affirming teams and partnerships, valuing and celebrating individual identities, experiences, and viewpoints.

*External:* We believe in ensuring each student has equitable access to essential resources, acknowledging the historic inequities in education systems. Therefore, we endeavor to transform these systems, using policy and practice to dismantle discriminatory structures and foster a more just and inclusive future.

02. **EXCELLENCE**

*Internal:* We believe in upholding a high standard of excellence. Therefore, our meticulous approach guides our work, firmly rooted in factual analysis rather than speculation, intuition, or isolated experiences. We maintain honest and open communication with educators, practitioners, and policymakers from diverse perspectives. Our commitment to innovation and continuous improvement drives us to constantly refine our strategies, ensuring effective support for educators and policymakers. As honest brokers of policy and practice, our sole constituency is to evidence-based strategies that serve the best interests of students.

*External:* We believe in providing excellence at every level, ensuring that every child, regardless of zip code or family income, has access to every opportunity with a personalized, student-centered learning environment. Therefore, our approach integrates research-based digital learning strategies, facilitated by caring and qualified teachers, fostering robust learning experiences that prepare students for an increasingly technology-driven world. We promote learning that engages passions and interests for deeper engagement and agency, providing a clear pathway to postsecondary success.
All4Ed’s mission works to advance equitable policies and practices so all students, especially those from underserved communities—particularly students of color and those from low-income families—graduate from high school prepared to complete postsecondary education and achieve success in a rapidly changing world.

All4Ed envisions a nation in which every student has access to an excellent education as a fundamental, human right. Our country’s future depends on all graduates being able to exercise the intellectual, social, and emotional competencies necessary to succeed in our democratic society.

At All4Ed, our work is driven by the following core beliefs: Equity, Excellence, Engagement, and Empowerment. These beliefs serve as the foundation of our commitment to educational transformation. External core beliefs guide how we engage with and impact the broader community, while internal core beliefs shape our internal culture and operations.

03. **ENGAGEMENT**

Internal: We believe in collaborative efforts to understand the needs of educators, students, and parents for success inside and outside the classroom. Therefore, we hold ourselves accountable to uphold All4Ed’s mission and vision.

External: We believe in fostering collaborative and inclusive engagement with policymakers, partners, educators, students, and communities to leverage their expertise in advocating for policies that ensure all students, especially those from historically marginalized communities, graduate and succeed in a rapidly changing world. Therefore, this alignment empowers us to strengthen our advocacy efforts, working to secure equitable resources and opportunities for all students.

04. **EMPOWERMENT**

Internal: We believe in fostering an environment where every employee is empowered to contribute ideas and distinct perspectives. Therefore, we nurture a professional environment that encourages collaboration, enabling all employees to engage in pivotal projects and contribute to our mission, regardless of their role. We promote risk-taking to elevate our work, leveraging our collective team to foster collaboration, continually improve practices, and other flexibility in work completion while collectively upholding a high standard of excellence.

External: We believe in empowering leaders, educators, policymakers, and students to foster improved systems, drive dynamic change, and make decisions best suited for themselves and their communities. Therefore, our mission centers on driving student-centered change, particularly for historically underserved communities. We are committed to transparently sharing our work, fostering partnerships, and prioritizing the voices and perspectives of those most affected by the systems we aim to transform.
Achievements and Highlights

**Future Ready Schools®**

Through Future Ready Schools® (FRS) comprehensive professional learning events, tools, and resources, school and district leaders can better implement evidence-based practices to create dynamic learning experiences that cater to each student’s needs.

With a focus on leadership, FRS assists district teams in setting a vision for modern learner outcomes, emphasizing equitable policies, personalized professional learning, and innovative community collaborations. By enhancing leadership capacity and establishing robust technology infrastructure, FRS empowers school systems to provide flexible, rigorous, and equitable learning opportunities for all students.

**Policy Development and Government Relations**

All4Ed has a long history of producing research, policy analyses, and publications that equity-focused advocates and policymakers use to develop and promote policies that will help more learners exit K–12 education ready to succeed in postsecondary education, work, and life.

The hallmark of All4Ed’s Policy Development and Government Relations (PDGR) team is our ability to take an idea; translate it into legislation, regulations, or guidance; advocate for its adoption; and support its implementation to maximize results for the nation’s young people.

www.all4ed.org/future-ready-schools/
www.all4ed.org/policy
In 2023, both FRS and PDGR continued their collaborative advocacy and professional development work by providing in-person training and first-in-class reports on issues that impact educational equity and innovation. These efforts included:

- State Cohort 2023
- Digital Leadership Forums
- Emerging Practices Guides Series
- Librarian Leadership and Advocacy
- Digital Learning Day 2023
- Career-Connected High Schools
- State Policy Center
- Understanding and Improving Title 1
- Undermeasuring: College and Career Readiness Indicators
- College and Career Readiness Close-Up Series
- Credit Transfer Policies
State Cohort 2023
FRS established its first regional cohort for innovation planning with the lens of effectiveness and sustainability in the form of a blended six-month engagement with 16 district teams in Connecticut in 2022. The pilot was so successful that FRS continued this work in 2023 with the state of Louisiana where 10 school districts from across the state engaged to create digital learning action plans. A day-long in-person event kicked off the cohort’s activities followed by customized virtual sessions focused on the gears of the Future Ready Framework. FRS has plans to expand these regional cohorts into more states in 2024 given the need and popularity of this training.

Digital Leadership Forums
FRS partnered with the Catalyst Group at the University of Pennsylvania (UPenn) and the International Society for Technology in Education (ISTE) to deliver multiple single day events that focused on effectiveness, sustainability, and equity relating to digital learning implementation. In 2023, FRS hosted three forums across the nation to help innovative educators (district leaders, principals, instructional leaders/coaches, librarians) learn how to lead and support a culture of excellence and innovation in their school/district. These events are immensely popular among practitioners as powerful professional learning and networking experiences for themselves and their teams.

Emerging Practices Guides Series
The Emerging Practices Guides are comprehensive resources for school and district leaders preparing for the future of education. In a rapidly evolving world, it is crucial for educational institutions to adapt and embrace innovative practices that ensure the success of all students. They offer deep insights into critical issues and evidence-based emerging practices, showcasing the possibilities for innovation within the Future Ready Framework. In 2023, FRS held over 23 webinars and in person events with over 4,100 school district leaders and practitioners on AI, career pathways, cybersecurity, and equity.

Librarian Leadership & Advocacy
In 2023, FRS continued to recognize the crucial role of librarians in promoting excellence in education with the Future Ready Librarians (FRL) network that boasts more than 30,000 members nationwide. Through FRL, we support librarian leadership and advocacy efforts to enhance information literacy, digital skills, global citizenship, and technology integration through instructional leadership from the school library.
In October 2023, FRS teamed up with ISTE to provide their FRS Leadership Forum in Renton, WA.

The Future Ready Schools Leadership Forum event was a one-day personalized professional learning event designed to help innovative educators (district leaders, principals, instructional leaders/coaches, librarians) learn how to lead and support a culture of excellence and innovation in their school/district.

Digital Learning Day 2023

In 2023, All4Ed celebrated Digital Learning Day, featuring powerful messages from prominent leaders such as U.S. Secretary of Education Miguel Cardona, U.S. Senator Edward Markey (D-MA), and FCC Chairwoman Jessica Rosenworcel. The event highlighted the crucial role of personalized digital learning in modern education. Thousands of educators from across the country participated online, with four featured school districts showcasing their initiatives. Simultaneously, educators shared innovative lesson plans on social media, demonstrating how technology can transform education, close equity gaps, and create a level playing field for all students.
Policy Development and Government Relations in Action

**Career-Connected High Schools:**

All4Ed championed the congressional appropriation for the U.S. Department of Education’s first program supporting college and career pathways in FY 2023. The Department issued grants in 16 states and the District of Columbia. The initiative rethinks the relationship between high school, higher education, and the workforce. Rather than solely funding school districts, this program takes a new approach by funding partnerships among school districts, institutions of higher education, and employers. Participating students will access career advising and navigation, dual enrollment, work-based learning, and workforce credentials. All4Ed is actively working to ensure Congress continues funding for the program.

**State Policy Center:**

In October of 2023, All4Ed launched its State Policy Center (SPC), a groundbreaking initiative focused on advancing educational equity and providing vital support to state policymakers and advocates. This significant step builds on All4Ed’s unwavering commitment to delivering impactful education policies that benefit all students, from the classroom to Congress. We launched the SPC with an initial 12 pieces of model legislation across three key areas:

1. **College and career pathways:** Model policies to develop, strengthen, and sustain critical college and career pathways that offer students high-quality academics, work-based learning, and skills to become life-long learners.

2. **Digital equity:** Model policies to support students as digital citizens and ensure access and opportunity to effective digital teaching and learning for all students.

3. **Next-generation accountability:** Model policies to build, reform, and support state accountability systems so that they ensure equity, prioritize excellence, and foster continuous improvement.

**State Policy Center Highlight:** In February 2023, Jenn Ellis, Director of State Government Relations at All4Ed testified before the Georgia Senate in support of SB 52, which sought to strengthen dual enrollment and provide insight into whether the benefits of this program are available to all Georgia students. It would also have provided lawmakers with data to make changes and home policies. All4Ed worked on this legislation through our long relationship with Senator Elena Parent. A portion of the bill language was later incorporated into a larger legislative package that passed into law.
Undermeasuring – College and Career Readiness Indicators
In 2023, our report titled "Undermeasuring: College and Career Readiness Indicators May Not Reflect College and Career Outcomes" revealed that many states underestimated—or “undermeasured”—high school students’ postsecondary potential. It also shed light on the problem of highly qualified students being “undermatched” and not enrolling in colleges that align with their abilities. The report provided several recommendations for state leaders to enhance their college- and career-ready indicators, including strategies to prevent undermeasuring.

College and Career Close-Up Series
The College and Career Readiness Close-Up briefs showcase innovative approaches to college and career readiness (CCR) indicators in multiple states, crucial components of high school accountability systems. These briefs delve into transformative state policies aimed at measuring, incentivizing, and promoting high school pathways to better prepare students for success in postsecondary education and the workforce.

Credit Transfer Policies
"Giving Credit Where Credit is Due" highlights the importance of effective college credit transfer policies for dual enrollment programs. It emphasizes that the success of dual enrollment, which allows high school students to take college courses and save on costs, depends on the smooth transfer of credits. The report outlines four key transfer policies for state policymakers, provides examples of successful state policies, and offers comprehensive recommendations.
Throughout 2023, All4Ed staff remained highly sought after as experts in education, frequently contributing insightful perspectives to news articles across a spectrum of reputable outlets including The Wall Street Journal, USA Today, Education Week, The 74, Chalkbeat, NPR, and El Tiempo Latino. Our team’s expertise and analysis were not only sought by news outlets, but also in the publication of opinion pieces and blogs, catering to both English- and Spanish-speaking audiences.

These engagements underscore our unwavering commitment to fostering informed dialogue and advancing equitable education for all.

**Making Headlines**

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**As Seen In...**

**USA Today**

“As high school exit exams disappear across the US, are American grads ready for college?”

**The Wall Street Journal**

“Oregon Latest State to Scale Back High School Graduation Tests. Others May Follow.”

**El Tiempo**

“El financiamiento equitativo para nuestras escuelas es fundamental para los estudiantes latinos”
Education Week

“Low-Performing Schools Are Left to Languish by Districts and States, Watchdog Finds”

Chalkbeat

“U.S. math scores dropped, but reading and science results held steady on key international test”

“Exit exams a hurdle for some La. students”

All4Ed staff quoted in the following publications:

- Education Week
- Chalkbeat
- The 74
- EL TIEMPO
- NPR
- Education Week®
- USA Today
Amplifying Our Voice

The All4Ed suite of podcasts, including "Leading from the Library," "UnDisrupted," the "All4Ed Flash," and "Leading Through Unprecedented Times," continue to serve as influential platforms within the education community, captivating audiences with their insightful discussions and timely topics. With a diverse array of voices and perspectives, these podcasts have garnered widespread popularity, serving as invaluable resources for educators, policymakers, and stakeholders seeking innovative solutions and best practices in education. Through engaging content and dynamic storytelling, these podcasts continue to expand their reach, fostering meaningful conversations and driving positive change in education.

Future Ready Librarians are facing uncertainty as they return to learning. "Leading from the Library" is hosted by Future Ready Advisor Shannon Miller. Shannon and her guests share stories of how they are tackling the unique issues that are facing school libraries today from planning for remote student learning with equity in mind, creating flexible schedules to supporting parents and families with blended learning environments.

In 2023 All4Ed relaunched and rebranded our podcast the “Federal Flash” to the new “All4Ed Flash”. The All4Ed Flash is a video-shorts podcast series focused on important developments in education policy on the federal and state levels. Episodes are in English and Spanish and can be viewed on our YouTube channel as well as the All4Ed website.
“Leading Through Unprecedented Times” is hosted by All4Ed’s Thomas C. Murray. The podcast examines how today’s leaders are working to maximize student learning experiences and break down traditional barriers while facing adversity. Each week, guests share powerful stories of resilience, vulnerability, equity, and the importance of collaborative leadership. These stories provide inspiration, hope, and support for your professional practices, irrespective of your position.

Future Ready Tech Leaders are used to handling all sorts of disruptions, but now more than ever post global pandemic there is a new set of challenges that will take our collective minds to tackle. Brought to you by All4Ed’s Dr. Adam Phyall and Future Ready Advisor Carl Hooker, “UnDisrupted”, is a Future Ready Schools podcast for school and district technology leaders. Listen to some of the nation’s top technology leaders as they discuss how they are finding opportunities in the midst of uncertainty.

Together we had over 40,000 episode downloads of our podcasts in 2023 with listeners from around the globe!
Impact In Action

Throughout 2023, All4Ed staff showcased their expertise and leadership at conferences and events nationwide, engaging with a diverse range of stakeholders including policymakers, advocates, educators, funders, and corporate partners.

From leading trainings and participating in roundtables to delivering keynote addresses, our team played a pivotal role in shaping conversations and driving innovation in education.

These impactful engagements not only amplified All4Ed's influence but also fostered collaboration and partnerships to advance our shared goals of educational equity and excellence.

FRS Leadership Forum in LA County, CA

Future Ready Schools held many in person events in 2023, especially in our fall season.

At our California event we teamed up with ISTE, UPenn, and Rowland Unified School District to bring a one-day professional learning event designed to help innovative educators (district leaders, principals, instructional leaders/coaches, librarians) learn how to lead and support a culture of excellence and innovation in their school/district.

We encouraged people to join like-minded education leaders to learn and grow through an interactive professional learning agenda that will spark ideas and actions for weaving digital innovation into practice.
All4Ed Bridges Global Education Insights

On December 5, 2023, All4Ed hosted an important discussion on the global launch of the 2022 PISA results, focusing on how school districts are addressing challenges as we emerge from the COVID-19 pandemic. The panel discussion featured esteemed experts including Andreas Schleicher, Director for Education and Skills and Special Advisor on Education Policy at the Organisation for Economic Co-operation and Development (OECD); Jerry Almendarez, Superintendent of Santa Ana Schools; and Rebeca Shackleford, All4Ed's Director of Federal Government Relations.

This event underscored the importance of international benchmarks in education and highlighted innovative strategies being implemented to enhance student outcomes. Our outreach efforts ensured broad participation and engagement, reinforcing All4Ed's role as a leader in educational policy and practice.

Engaging State Boards of Education

During the 2023 legislative conference hosted by the National Association of State Boards of Education (NASBE), Anne Hyslop, Director of Policy Development at All4Ed, and Ziyu Zhou, Research and Data Specialist at All4Ed, delivered a compelling presentation on their joint report titled "Undermeasuring: College and Career Readiness Indicators May Not Reflect College and Career Outcomes." Their insightful findings shed light on the discrepancy between readiness indicators and actual outcomes, contributing to discussions on the future of high school education. Other panelists included Jon Alfuth, Senior Director of State Policy, KnowledgeWorks; Dr. Robert Balfanz, Director, Everyone Graduates Center at Johns Hopkins University School of Education; Angelica Infante-Green, Rhode Island Commissioner of Education.
We gratefully acknowledge the generous support of the following foundations, corporations, and individuals in 2023. Through these partnerships, All4Ed influences education from the classroom to Congress to ensure all students, particularly those who have been systemically disadvantaged, graduate from high school prepared for success in college, work, and life.

### Individuals
- Christopher Cabaldon
- Enrique Chaurand
- Suzanne Clewell
- Lia Dossin
- Mahdi Farahikia
- Jessica Guzman
- Sara White Hall
- Dan and Sunita Leeds
- Sue Levine
- Phillip Lovell
- Charlie Rose
- Juan Sepúlveda
- Mark Strickland

### Foundations
- AT&T Foundation
- Bill & Melinda Gates Foundation
- Carnegie Corporation of New York
- Chan Zuckerberg Initiative
- Grantmakers for Thriving Youth Policy Working Group
- The Joyce Foundation
- National University Foundation
- Oak Foundation
- Resource Equity Funders Collaborative
- Stuart Foundation
- W.K. Kellogg Foundation
- Walton Family Foundation
- Peter Sterling Satre Charitable Fund
- Give Lively Foundation

### Corporations
- Amazon Web Services, Inc.
- Capstone Publishing
- Follett School Solutions, LLC
- Louisiana Association of Computer Using Educators
- Microsoft Corporation
- StickTogether Products, LLC
All4Ed Governing Board

These individuals served on All4Ed’s governing board as of December 31, 2023

Christopher Cabaldon
Mayor in Residence
Institute for the Future

Frank Gettridge
President and CEO
The Philanthropic Collaborative for Education

Dan Leeds
All4Ed Co-Founder
Founder
National Public Education Support Fund

Charles P. Rose
Governing Board
Treasurer
Hogan Marren Babbo & Rose, Ltd.

Juan Sepúlveda
Governing Board Chair
Ron Calgaard Distinguished Professor of Practice, Political Science
Trinity University

Dr. Gisele C. Shorter
President and CEO
Nellie Mae Education Foundation

Mark Strickland
Governing Board Vice Chair
Founder and Managing Partner
Schoolhouse Partners LLC
## Financial Report

### January 1 - December 31, 2023

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<th>2023 Revenue</th>
<th>Percentage</th>
<th>Amount</th>
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<tr>
<td>Foundations</td>
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<td>Corporations</td>
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<td>Fee for Service</td>
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<td>Individuals</td>
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<td>Multi-Year Grant Allocation</td>
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<td>Other</td>
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<td><strong>Total</strong></td>
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<table>
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<tr>
<th>2023 Expenses</th>
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<tr>
<td>Program</td>
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<td>Management and General</td>
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<td>Development</td>
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<td><strong>Total</strong></td>
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<td><strong>5,142,400</strong></td>
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“We think education is primary. Education can change the world.”

-All4Ed Founder
Gerard Leeds
From the Classroom to Congress