



2018 ANNUAL REPORT

Policy Innovators in Education Network



PIEⁿ
network

PASSING THE BATON

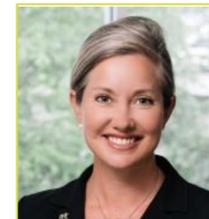
In 2018, the PIE (Policy Innovators in Education) Network passed a significant milestone. Early in the year, we announced plans to pass the baton to a new executive director to lead the next chapters of the Network's story. At its last meeting in 2018, the Network board tapped Jennifer Alexander, who has long been one of the Network's leading members, to head the Network starting in 2019.

Preparing for a smooth transition in leadership was a significant priority in 2018. The PIE Network, its board, and the team that sustains it are all stronger than ever. Similarly, the Network's never been on more solid ground financially, led by 2018 Board Treasurer and incoming 2019 Board Chair, Scott Laband. (Audited financials will be available in May 2019 and provided upon request.)

Over more than a decade, the PIE Network has grown six-fold: our first meeting in 2007 gathered 15 heads of advocacy organizations from 12 states along with leaders from four national policy organizations, all united by policy ideals that reached across conventional ideological divides. In 2018, the Network grew by 22 members, and now connects 109 member organizations, including 87 state-based advocacy organizations from 35 states and Washington, D.C., along with 22 national partners.

That commitment to cross-ideological policy innovation has endured. Through this Network, leading advocates and policy researchers have worked together to find smart policy solutions and reflected on lessons learned across state lines. Indeed, discussing best laid plans gone awry is often essential to seeing good ideas well implemented. Over the years, we have discussed the art of building coalitions and authentic engagement with educators, parents, and community leaders. A spirit of candid reflection has become a part of the Network's brand.

We pass the baton to a new executive director and board chair in 2019 knowing that the Network's role in uniting the advocacy sector could not be more important. The PIE Network—indeed, all networks—are co-creations requiring shared values and goodwill from all corners. We are grateful for the goodwill, the spirit of “give and get,” and the willingness to engage in tough conversations that once again made the Network a vital resource to its members in 2018. And we are grateful to our many funding partners and sponsors who support its vital work. Thank you for your contribution in 2018 and in the year ahead.



Jamie Woodson
2018 Board Chair



Suzanne Kubach
2018 Executive Director

Jamie Woodson *Suzanne Kubach*

THE PIE NETWORK

87 Advocacy Organizations in 35 States and D.C. and 22 National Partner Organizations

The PIE Network is committed to building a lasting education reform movement, maximizing resources across state lines. Our team works to...

- **Connect the movement** through meetings and virtual connections, accelerating impact through collaboration, sustaining relationships, and seeding innovation by tuning into needs, trends, and opportunities.
- **Build capacity and spread best practices** by being an information aggregator about what's happening in the sector and investing in leadership and infrastructure that sustains connections across state lines.
- **Amplify the movement's voice** by promoting advances on common goals to prove that political will can be changed, motivating the entire Network to raise their game.

POLICY ISSUES

2018 HIGHLIGHTS

Working to support and strengthen the teaching profession

This was the top issue for the Network in 2018, with nearly 50 percent of advocates taking on initiatives in Educator Policy. Educator recruitment and preparation initiatives sought to tackle shortages and the quality of prep experiences, and advocates also led efforts to make compensation and career ladders more competitive and strategic. A growing number of Network organizations are working to equip educators with tools to address school climate, social emotional learning, and personalized learning.

Expanding choice and improving the environment for charter schools

Charters and choice work took many forms in 2018, but by far the biggest push has been around equitable funding—including per pupil, special needs, and facilities. We anticipate this work to continue over the coming years. Advocates also continued to push for expansion of state tax credit scholarships, vouchers, and education savings accounts in hopes of serving more students.

Implementing ESSA plans and addressing assessment concerns

After last year's work centered around influencing state ESSA plans, this year was focused mostly on implementation, namely around rolling out report cards and maintaining accountability systems. Several states faced major testing administration challenges in 2018, and others are undergoing or considering significant changes to their state assessments. Most Network advocates are focused on holding the line to protect annual assessments and transparent reporting, and there is a budding tension as some advocates are starting to explore more flexibility for testing requirements.

POLICY ISSUES

2018 HIGHLIGHTS

Laying the groundwork for state finance system reform

Over time, Network members have learned that it takes multiple years of focused, long-term advocacy work to achieve breakthroughs on an issue as complicated as systemic school finance reform. In 2018, while no member successfully pushed through a funding formula rewrite in their state, 29 organizations reported actively working on the issue. Specifically, members worked to develop support for more equitable funding formulas, increase the amount of funding for schools, and improve transparency around spending and student performance.

Preparing students for college and career

Initiatives to prepare students for college and career continued to grow, with advocates working on these issues in over half of Network states. This work included improving student access to rigorous coursework, expanding work-based learning opportunities, and improving linkages between K-12 and higher education. Advocates sought to ensure that high quality experiences ensure high quality options for students after graduation.

OTHER ISSUE HIGHLIGHTS

- **Focusing on school discipline and climate initiatives:** At least 13 organizations, across a variety of different state political contexts, worked on this.
- **Engaging in elections:** At least 17 organizations, focused on this, particularly at the local level for school boards and union leadership.
- **Prioritizing policy implementation work:** At least 30 organizations zeroed in here, in areas ranging from school report cards and assessments to educator policy and district/charter partnerships.

Explore what advocates across the country have been working on: pie-network.org/map

BUILDING THE MOVEMENT

2018 Highlights

Connected the Movement

- Grew the Network by more than 20 percent
- Engaged 88 percent of the Network in at least one in-person meeting
- Synthesized and spread intel on 230+ 2018 legislative actions
- Hosted seven in-person events that earned an average rating of 4.4 out of 5

Built Capacity and Spread Best Practices

- Attracted the fourth, and most diverse, Leadership Institute cohort
- Spotlit models for engaging teachers garnering 1,200 website views
- Expanded virtual learning opportunities with 15 highly-rated webinars

Amplified the Movement's Voice

- Provided quick access to more than 2,100 advocacy resources
- Amplified the work of nearly 100 percent of the Network via social media and blogging

STORIES OF IMPACT

Launching Educator Voice Work in NC

BEST NC began new educator engagement and recruitment efforts in 2018, and PIE Network was eager to help. The Network team connected BEST NC with TeachStrong to talk about how to craft and roll out policy recommendations with teachers, and BEST NC worked with other leaders at the PIE Network Educator Voice Meeting to refine plans for their new initiative. BEST NC also spoke with Educate Texas and other advocates after the meeting to share strategies on teacher recruitment campaigns. This past summer, BEST NC launched the First in Teaching (FIT) Leaders initiative, working with over 70 educators to identify barriers and solutions to improve the teaching profession in their state.

Celebrating Innovative Schools and Districts

In education advocacy, we are often focused on describing the worst parts of our school systems. However, highlighting the educators and schools that are innovating to better support learners creates a positive narrative that can encourage others to learn from their work. The Tennessee State Collaborative on Reforming Education (SCORE) launched the SCORE Prize in 2011 to recognize educational accomplishments with a \$10,000 prize to elementary, middle, and high school winners and a \$25,000 prize to the district winners. Colorado Succeeds also launched The Succeeds Prize in 2017, awarding \$150,000 to schools and educators in the state to recognize and reward excellence. Leaders from SCORE shared their best practices and awards process, as well as their marketing campaigns with the Colorado Succeeds team.

Improving Data Transparency

As Minnesota works to improve the transparency of its data system, two PIE Network members, Educators for Excellence Minnesota and EdAllies, are pushing their state department to provide the data in a way that meaningfully engages the community and gives policymakers useful data, with their sights set on improving funding overall. As they began working on fiscal issues, the Network team provided E4E Minnesota with a landscape of fiscal transparency and funding reform efforts. Staff from E4E Minnesota and EdAllies also participated in a PIE Network fiscal transparency working group, which has included presentations on fiscal transparency data best practices and school finance messaging. Now, with the Minnesota Department of Education convening a fiscal transparency stakeholder group, the Network team connected EdAllies with useful data visualization tools from Ed Trust New York and others, which has pushed the department's thinking on what's possible.

Changing the Narrative Around Assessments

In early 2018, PIE Network released case studies showcasing best in class educator engagement in assessment rollout. Elizabeth Ross, Director of State Policy at NCTQ, shared:

"The PIE Network's elevation of promising practices in educator engagement is useful not only for current policymakers, practitioners, and advocates looking to become smarter and better in our work, but also for the next generation of educational leaders. Specifically, I relied on two PIE Network case studies regarding educator engagement in Louisiana and Tennessee to inform my own work, as well as to illustrate how policies can play out on the ground for my graduate education policy students."

STORIES OF IMPACT

Improving Diversity, Equity & Inclusion Efforts by Sharing Frameworks

Leveraging staff members from Network organizations who currently employ diversity, equity, and inclusion (DEI) directors are creating economies of scale for other members looking to strengthen in this area. 29 participants from 20 organizations in 11 states and D.C. connected virtually to share tools and offer advice on best practices and tips such as: making DEI a part of core values, how to host impact conversations, doing intercultural inventory assessments, and more.

“Thank you for pulling together this presentation and best practice exchange. Having just had a DEI assessment, evaluation, and recommendations I found it very helpful. It was so helpful to have a member available to discuss what this looks like in practices.” - Leann Arend, COO, League of Education Voters

Benchmarking Organizational Resources and Development

Through an operations-focused Google Group and resource exchange, leaders are gaining quick access to address immediate challenges and finding best practices they can use to benchmark their own work. Fifteen Network organizations participated in a digital meet-up where leaders shared challenges ranging from communicating benefits changes to handling federal regulatory shifts and prioritizing work initiatives. Participants found instant advice and expertise among peers who have dealt with similar issues. Participants rated their experience a 4.43/5.

“All the items that are part of the resource discussion are items we are placing under review and in the process of refining and updating. Participation is a real value to us.” - Diane Hopkins, Executive Vice President, Georgia Partnership for Excellence in Education

Bringing the “Mississippi Model” of Pre-K to Idaho

At the PIE Network Summit in Boston, Rachel Canter unpacked Mississippi First’s work to pass her state’s first state-funded pre-K program into law. Mississippi First also won an *Eddies!* award for this work. Rod Gramer from Idaho Business for Education (IBE)—also in a state without state-funded pre-K—followed up with Rachel after the Summit to learn more about her efforts. Rachel and Rod have since had regular check ins, about pre-K and other challenges, and Rod invited Rachel to Idaho to share the “Mississippi model” for pre-K. The Idaho School Readiness Act, modeled after Mississippi’s legislation, made it to the House Education Committee agenda last year. Though it didn’t get a vote, IBE plans to refine and help reintroduce the bill again in 2019 so that Idaho is no longer one of the last remaining states without a pre-K program.

Credentials for Success in Massachusetts

Linda Noonan, former executive director of the Massachusetts Business Alliance for Education (MBAE) connected with The Foundation for Excellence in Education (ExcellinEd) at the most recent Executives’ Meeting about the growth of middle skills jobs and the need to do something to get ready. ExcellinEd gave MBAE’s entire staff a webinar on the industry credentialing program they’ve done in Florida & seven other states. MBAE took model credentialing legislation provided by ExcellinEd’s credentialing program and customized it for Massachusetts. MBAE is currently advocating for their program, Credentials for Success, to become law. Their bill has 40+ sponsors.

2018 NETWORK MEMBERS

Arkansas Learns

A+ Education Partnership

A for Arizona

Arizona Charter Schools Association

Expect More Arizona

Stand for Children Arizona

Educators 4 Excellence-Los Angeles

EdVoice

GO Public Schools

Innovate Public Schools

Parent Revolution

Teach Plus California

The Education Trust-West

A+ Colorado

Colorado League of Charter Schools

Colorado Succeeds

Democrats for Education Reform

Colorado

Ready Colorado

Stand for Children Colorado

Teach Plus Colorado

ConnCAN

Educators 4 Excellence-Connecticut

DC School Reform Now

Democrats for Education Reform, DC

BEST-NC

FOCUS

Parents Amplifying Voices in Education

DelawareCAN

Rodel Foundation of Delaware

Foundation for Florida's Future

Georgia Partnership for Excellence
in Education

GeorgiaCAN

HawaiiKidsCAN

BLUUM

Idaho Business for Education

Advance Illinois

Educators 4 Excellence-Chicago

Illinois Network of Charter Schools

One Chance Illinois

Stand for Children Illinois

Teach Plus Illinois

Institute for Quality Education

Stand for Children Indiana

Teach Plus Indiana

Aligned

Prichard Committee

Democrats for Education Reform Louisiana

Stand for Children Louisiana

Massachusetts Business Alliance for Education

Stand for Children Massachusetts

Teach Plus Massachusetts

The Education Trust-Midwest

EdAllies

Educators 4 Excellence-Minnesota

Children's Education Alliance of
Missouri

Mississippi First

The Education Trust-Midwest

NorthCarolinaCAN

Educate Nebraska

JerseyCAN

NewMexicoKidsCAN

Educators 4 Excellence-New York

New York City Charter School Center

NYCAN

StudentsFirstNY

The Education Trust-New York

Thomas B. Fordham Institute-Ohio

Oklahoma Achieves

Chalkboard Project

Stand for Children Oregon

PennCAN

RI-CAN

SouthCarolinaCAN

Campaign for School Equity

Stand for Children Tennessee

Tennessee Charter School Center

Tennessee SCORE

TennesseeCAN

Educate Texas

Stand for Children Texas

Texas Aspires

Black Education Strategy Roundtable

Democrats for Education Reform
Washington

League of Education Voters

Partnership for Learning

Stand for Children Washington

Washington State Charter
Schools Association

The logo for the PIE network, featuring the letters 'PIE' in a bold, sans-serif font with a small square above the 'E', and the word 'network' in a smaller, lowercase sans-serif font below it. The logo is set against a white circular background. The overall design of the page includes abstract shapes in shades of green and blue in the bottom right corner.

2018 NETWORK PARTNERS

50CAN

America Succeeds

American Federation for Children (AFC)

Center for American Progress (CAP)

Center on Reinventing Public Education (CRPE)

Collaborative for Student Success (CSS)

Data Quality Campaign (DQC)

Democrats for Education Reform (DFER)

EdChoice

Education Resource Strategies (ERS)

Educators for Excellence (E4E)

Foundation for Excellence in Education

Future-Ed

National Alliance for Public Charter Schools (NAPCS)

National Association of Charter School Authorizers (NACSA)

National Council on Teacher Quality (NCTQ)

Stand for Children

Students for Education Reform

Teach Plus

The Education Trust

Thomas B. Fordham Institute

TNTP

A great strength of networks is the ability to respond rapidly to changing circumstances and to spread ideas and resources quickly. That's possible when the network's habits for communication and connecting are clear and consistent, while its activities are highly responsive to evolving needs and opportunities.



PIEn
network

NEW 2018 MEMBERS

STATE-BASED ADVOCATES

Black Education Strategy
Roundtable (Washington)
Bluum (Idaho)
HawaiiKidsCAN
NewMexicoKidsCAN

Teach Plus California
Teach Plus Colorado
Teach Plus Illinois
Teach Plus Indiana

STATE-BASED CHARTER ADVOCATES

Arizona Charter Schools Association
Colorado League of Charter Schools
FOCUS

Illinois Network of Charter Schools
New York City Charter Schools Center
The Tennessee Charter School Center
Washington State Charter Association

NATIONAL PARTNERS

American Federation for Children
Collaborative for Student Success
EdChoice
FutureEd

National Association of Charter
School Authorizers (NACSA)
Teach Plus
TNTP

BOARD OF DIRECTORS

Lead Connectors

Derrell Bradford, Executive Vice President, 50CAN

Rachel Canter, Executive Director, Mississippi First

Jonah Edelman, Co-Founder and CEO, Stand for Children

Scott Laband, President, Colorado Succeeds

Patricia Levesque, CEO, Foundation for Excellence in Education

Nina Rees, President and CEO, National Alliance for Public Charter Schools

Aimee Rogstad Guidera, Advisor, Guidera Strategy

Evan Stone, Co-Founder and Co-CEO, Educators for Excellence

Suzanne Kubach, Executive Director, PIE Network

Tim Taylor, Co-Founder and CEO, America Succeeds

Jamie Woodson, Executive Chairman and CEO, Tennessee SCORE

FINANCIALS

Policy Innovators in Education Network, LLC has received clean audit results each year of operation. In supplement PIE Network, Inc. also participates in a performance review comparing the organization's financial records across more than 120 other alliance and advocacy organizations with revenue ranging between \$1M-\$10M and has received healthy scores across all categories. **Final 2018 audit results will be available May 2019 and available on request.** Here are our preliminary results:

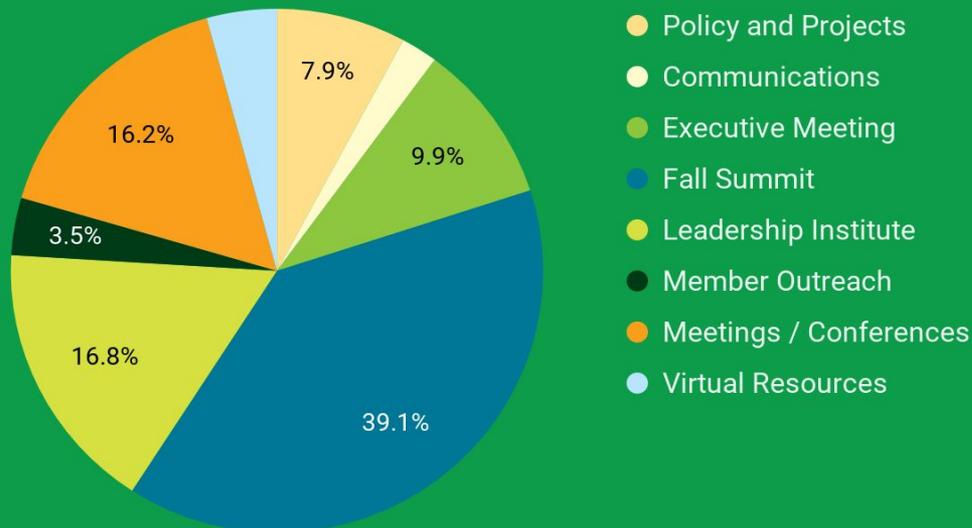
2018 Unrestricted Revenue: \$2,055,913

2018 Expenses :\$2,004,892

2018 Functional Expenses:

- Program: 85.24%
- Management: 10.21%
- Fundraising: 4.55%

Program Detail



THANK YOU

PIE Network gratefully acknowledges our Network funders and Summit sponsors, whose support makes our work possible.

FUNDING PARTNERS

Bill and Melinda Gates Foundation
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Bloomberg Philanthropies
Chan Zuckerberg Initiative
Carnegie Corporation of New York

The Bezael Fund, advised by the Charles and Lynn Schusterman Family Foundation
The Joyce Foundation
McKnight Foundation

SUMMIT SPONSORS

College Board
New Profit
Edmentum
Helios Education Foundation
Pearson