



# **E<sup>3</sup> Alliance Strategic Plan 2010-15**

**State P-16 Council Meeting**

**August 11, 2010**

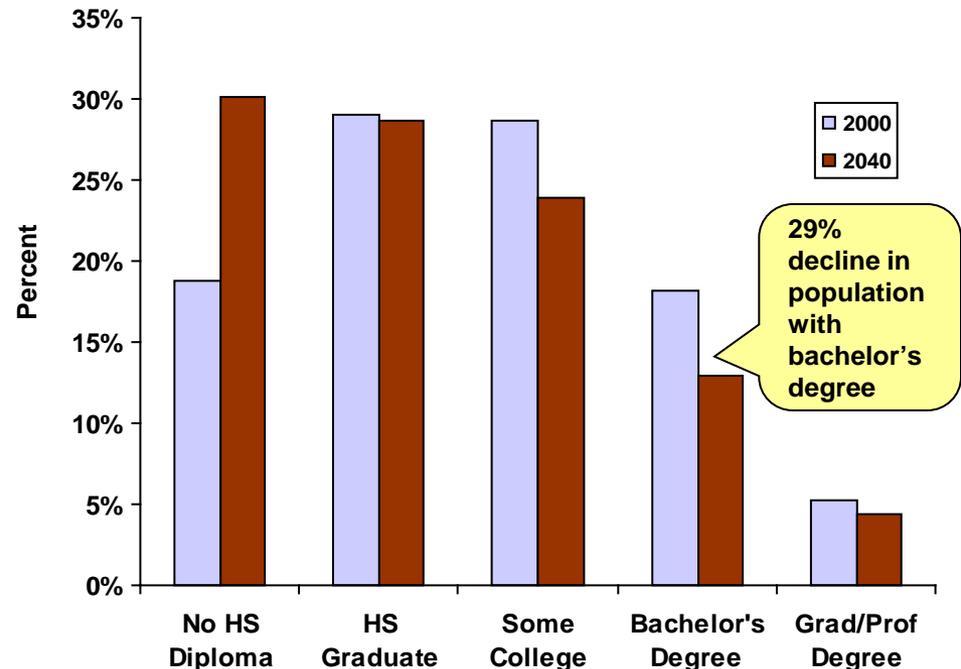
[www.e3alliance.org](http://www.e3alliance.org)

# Background

- E3 Alliance founded May 2006
  - Not originally designed as a P-16 Council!
- Sep 2009 – launched intensive strategic review and planning project
  - Objective review of accomplishments, gaps, lessons learned, possible future scenarios to take work “to the next level”
- TEA & Gates helped to support this work – looking for implications for P-16’s and other groups
- Not intended to be a “cookie cutter” answer for any other entity

# E<sup>3</sup> Alliance Was Founded to Reverse Projected Declines in Educational Attainment that Threaten Central Texas' Prosperity

## Projected % of Texas Population Ages 18 to 65 By Education Outcomes



## Effects on Central Texas

- Particular issue in Central Texas
  - Rapid demographic changes
  - Large base of jobs requiring higher education
- Impact on Central Texas by 2030:
  - Loss of 85,000 jobs
  - \$10B decline in personal income
  - \$40B decline in local spending

*E3 adopted a data-driven, systems-focused, regional approach aimed at improving outcomes by increasing effectiveness and alignment*

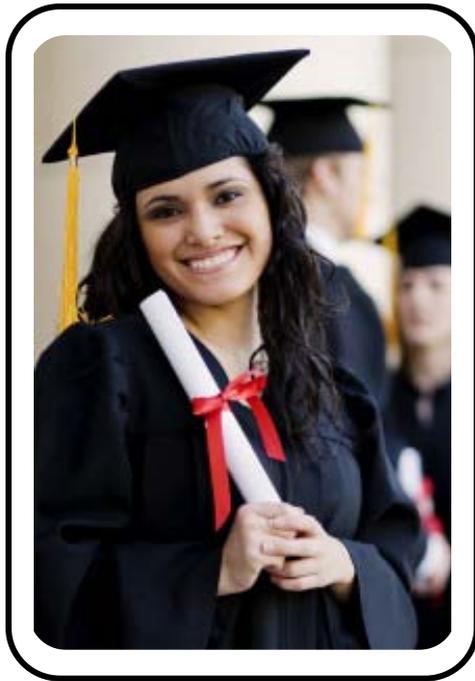
# E<sup>3</sup> Alliance is a Catalyst For Educational Change in Central Texas

## Vision

*The Central Texas education system will be strong and aligned, enabling each student to succeed from “cradle to career,” thereby ensuring regional economic prosperity*

## Mission

*E<sup>3</sup> Alliance uses objective data and focused community collaboration to align our education systems so all students succeed and lead Central Texas to economic prosperity*



*E3 Alliance serves as the  
Central Texas regional P-16 Council*

# In Its First Three Years, E<sup>3</sup> and its Many Partners Have Already Shown Ground-Breaking Success

## PLANNING

Led the creation of The Blueprint for Educational Change, the region's Strategic Plan to build the strongest education pipeline in the country

## RESOURCES

Brought over \$1.1M in new funding for districts in 2009 alone, and more for CBO's and higher ed

## ENGAGEMENT

Brought together >1000 "unusual suspects" in 9 communities for intense dialogues on educational change

## DATA

Delivered the most comprehensive set of objective education trends and outcomes data ever available for any region in the state

## ALIGNMENT

Facilitated Taskforce with 14 districts in the state's 1st student school readiness standard - 212 teachers and 3,600 students in year 1

## PIPELINE TO JOBS

Instantiated the 1<sup>st</sup> college credits for engineering in the state; increased the secondary engineering pipeline of students by 70%

## INTENSE COLLABORATION

Spearheading a unique collaboration of districts and funders to transform middle school teaching and learning

*And much more...*

# Primary Findings from Extensive External Stakeholder Review & National Research:

- Model is **unique in the nation** in impact and reach
- Stakeholders feel E3 is **pursuing the right strategies**, but work is still early – continue to focus to drive impact
- **Few structural incentives** or mandates for players to align – influence is critical
- Very effective at **data** and **convening** to influence key stakeholders; may now need new approaches to community engagement and stronger partnerships
- **The Blueprint for Educational Change** contains the right vision, goals, and metrics for the region
- Focus on Central Texas now; replicate opportunistically

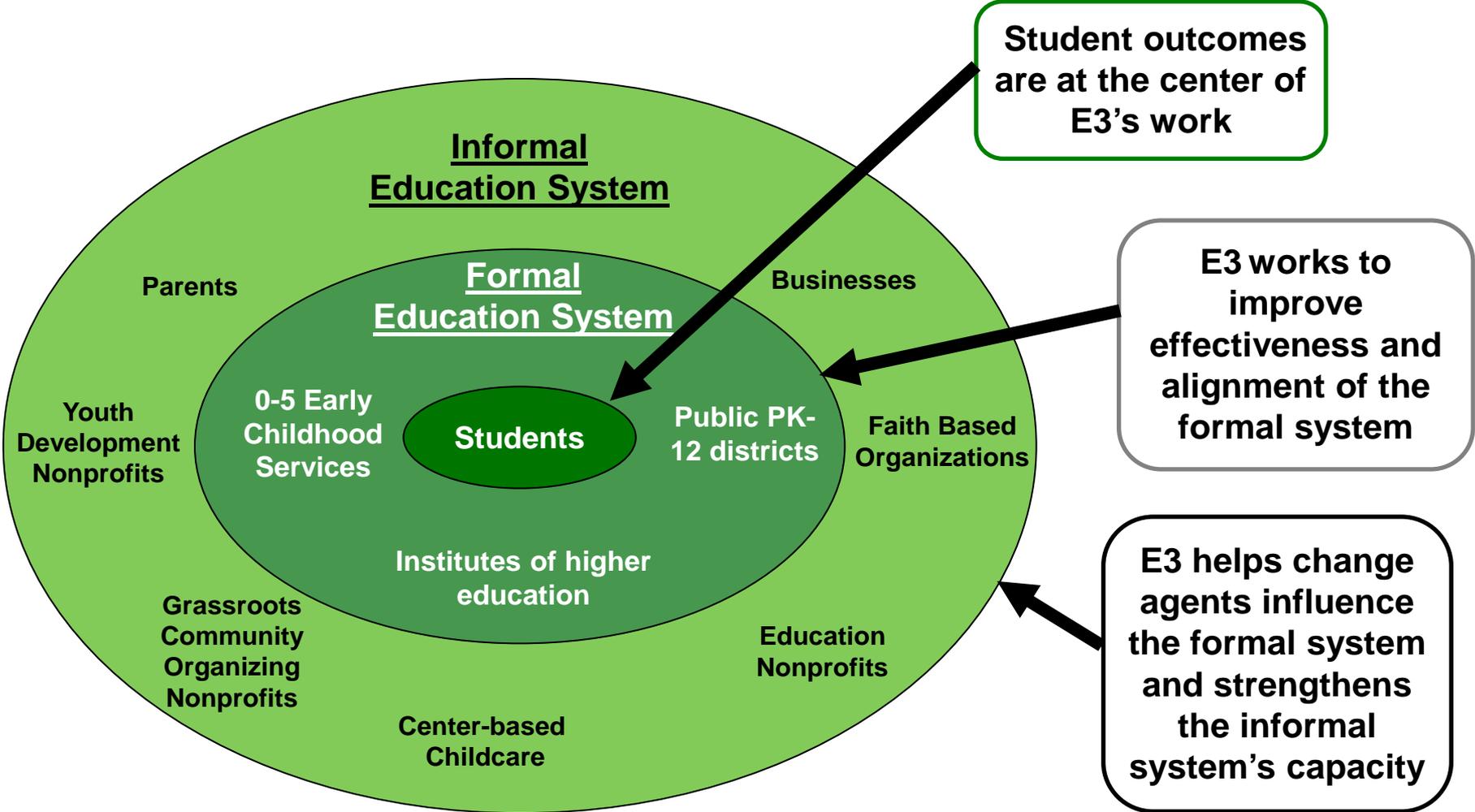
# Going Forward, E<sup>3</sup> Strategy Will Build on the Organization's Unique Elements

- **Regional** organization focused on Central Texas
- Education as an engine for **economic growth**
- **Nonpartisan** approach
- Work **across the education pipeline** on **vertical and horizontal alignment**
- **Use objective data** to inform decision-making and action
- **Convene** regional stakeholders to improve alignment
- **Facilitate** the Blueprint Goal Teams
- **Build collaboration** across and within stakeholder groups
- **Catalyze** action



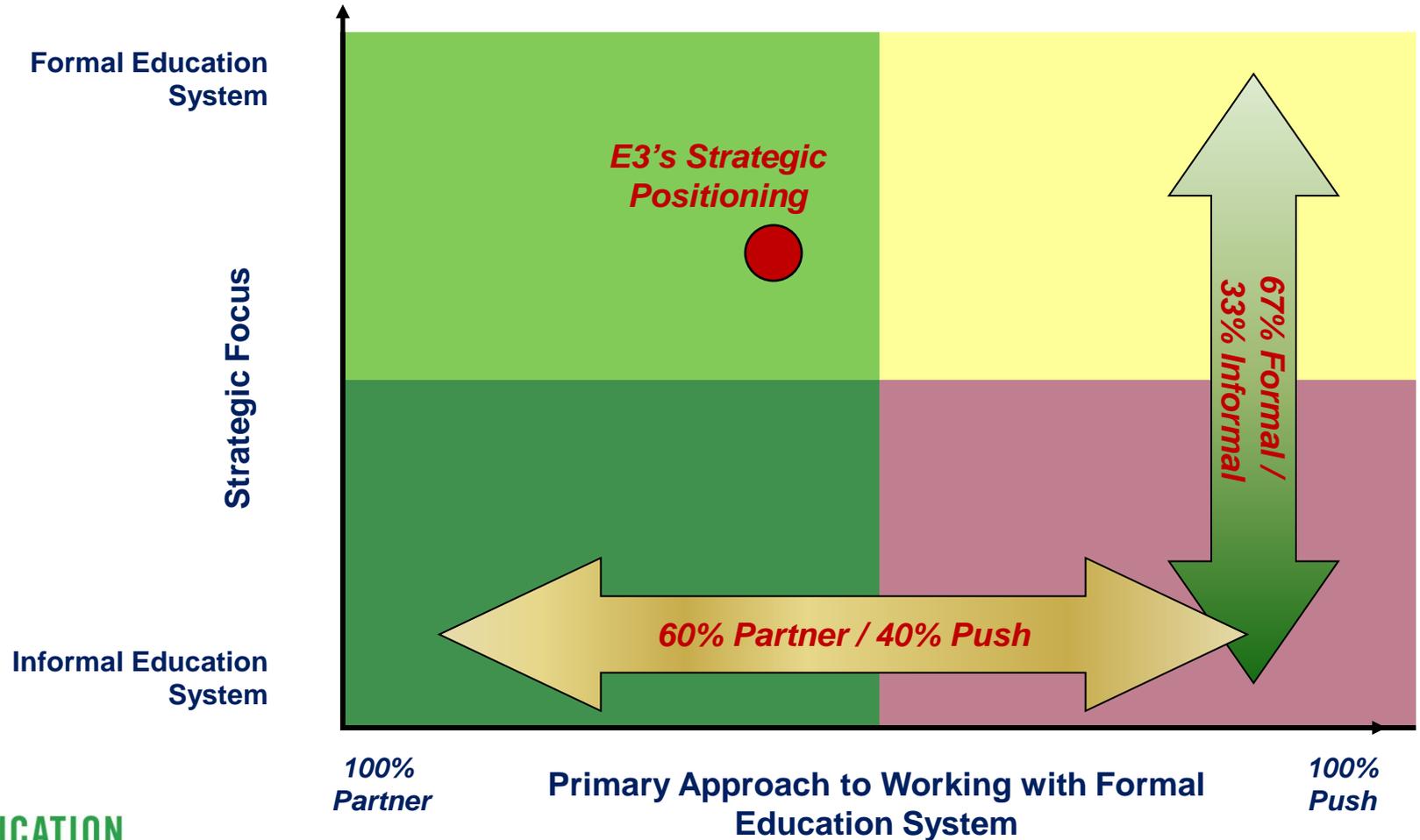
*Build on these elements but focus tactics and partnering approach*

# Work with the Formal and Informal Education Systems to Ensure Student Success



# Strategy: Overall Approach Overview

E3 Alliance Is Adopting a Hybrid Partner/Push Approach to Engaging Institutions and Individuals Both Inside and Outside the Formal Education System



# How E3 Alliance Achieves Its Vision

For Staff Use Only

Vision

*The Central Texas education system will be strong and aligned, enabling each student to succeed from “cradle to career” and thereby ensuring regional economic prosperity*

Student Outcomes

Children Enter Kindergarten School Ready\*

Central Texas Eliminates Achievement Gaps for All Students while Improving Overall Performance\*

Students Graduate College – and – Career Ready and Prepared for a Lifetime of Learning\*

System Outcomes

Capacity of formal education institutions and systems, and informal systems, are built

Central Texas as a Community Prepares Children to Succeed\*

Alignment Activities

Selectively build capacity of informal organizations and of Central Texas Region

Convene formal education institutions to promote vertical and horizontal alignment

Selectively execute projects to align and improve systems

Build capacity of the Blueprint teams to achieve the goals of the Blueprint

Recruit, convene and facilitate Blueprint goal teams and task forces

Foundational Activities

**Data & Research**

- Identify and share systemic gaps and best practices
- Inform, track progress on, and refine Blueprint goals

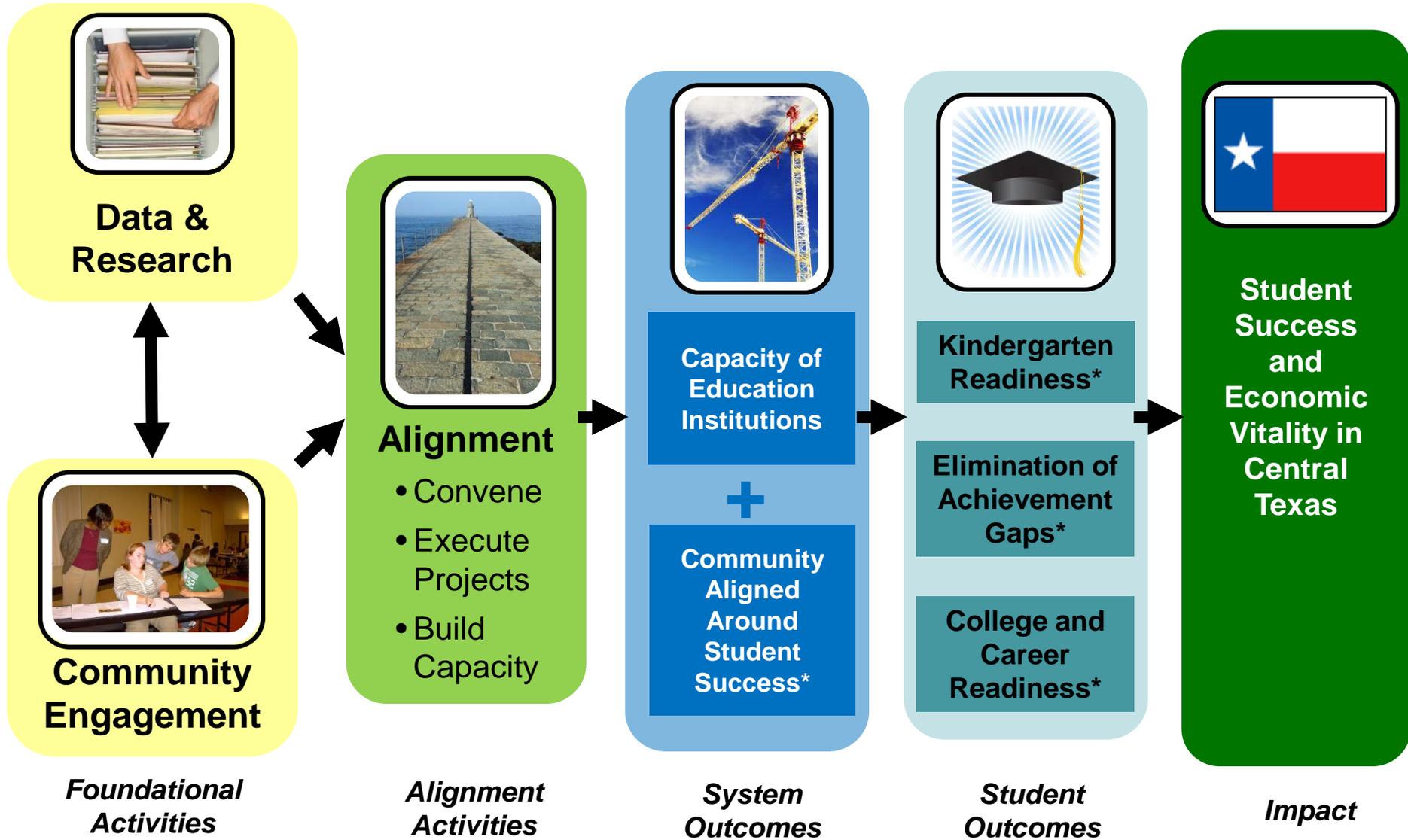
**Community Engagement**

- Galvanize business and community leaders
- Surface issues from and provide information to community members
- Raise general public awareness

Conduct research & analyze data

\* = Blueprint goals

# E<sup>3</sup> Alliance Model for Change



# E<sup>3</sup> Alliance Strategy Is Based on Two Foundational Activities



## Data & Research

### Use objective data to:

- Identify systemic gaps and best practices
- Engage the community
- Inform and track progress on the Blueprint



## Community Engagement

### Engage the community to:

- Surface important issues from, and provide information to community members
- Cultivate community and business leaders and inspire them to action
- Build public awareness and will for change

***E3 Alliance uses data to engage the community, and engages the community to inform its research***

# From that Foundation, E<sup>3</sup> Pursues Educational Alignment through Three Key Activities



## *Alignment*

**Convene**

**Execute Projects**

**Build Capacity**

## Improve systemic alignment by...

Bringing together regional stakeholders to share best practices, improve alignment, and spur concerted action

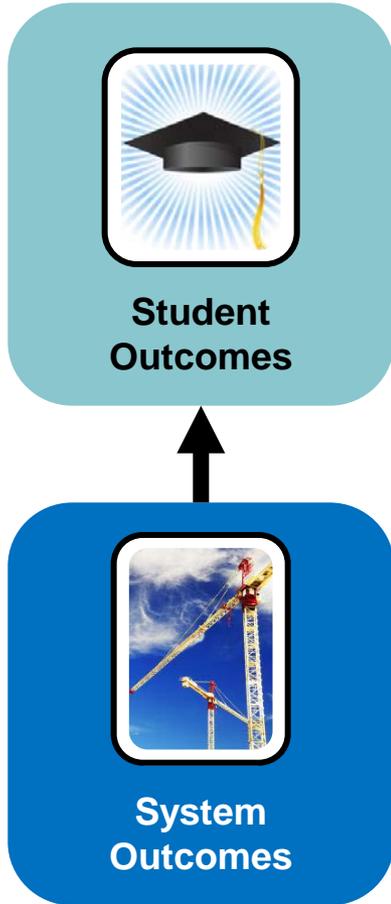
Catalyzing, incubating, and otherwise acting on opportunities that improve educational effectiveness and alignment

Strengthening educational institutions and key community organizations; raising additional funds on behalf of the region

***E3 Alliance works to improve alignment directly, as well as by supporting the regional Blueprint for Educational Change Goal Teams***

# E<sup>3</sup> Alliance Measures Its Success by the Success of the Region's Students

*Regional Targets for 2015*



- 70% of Children Enter Kindergarten School Ready
- Each group of 9<sup>th</sup> graders will improve over 60% on State Assessments from 2006 levels
- 95% of High Schoolers Graduate on time
- # of Central Texas Graduates Who Are College- and Career-Ready Doubles

There is a culture of shared accountability for student success in our region:

- Individuals share a sense of responsibility for school outcomes to create a “tipping point” in collective behavior
- # of established partnerships between public, nonprofit, and for profit institutions has doubled
- Formal and informal communities are connected

***Aligned education systems that ensure student success will fuel a vibrant economy in Central Texas***

# Strategic Planning – Applicable Lessons

- ✓ Platform of **objective, actionable data** is replicable to any region
- ✓ Have a broadly agreed-upon, measureable **strategic plan** (*our Blueprint was well validated through this effort*)
- ✓ No P-16 Council will ever have the resources to execute all the change that must happen: Strong **partnering** is key to gaining broad traction
- ✓ Collaborate, collaborate, **collaborate**
- ✓ Understand your **market positioning** – who are you working with and what is your relationship to them?
- ✓ Don't let your work get **politicized!**
- ✓ Be **persistent** – don't take no for an answer