



THE
COLORADO
EDUCATION
INITIATIVE

2013
Annual Report

innovate to **EDUCATE**



THE
COLORADO
EDUCATION
INITIATIVE

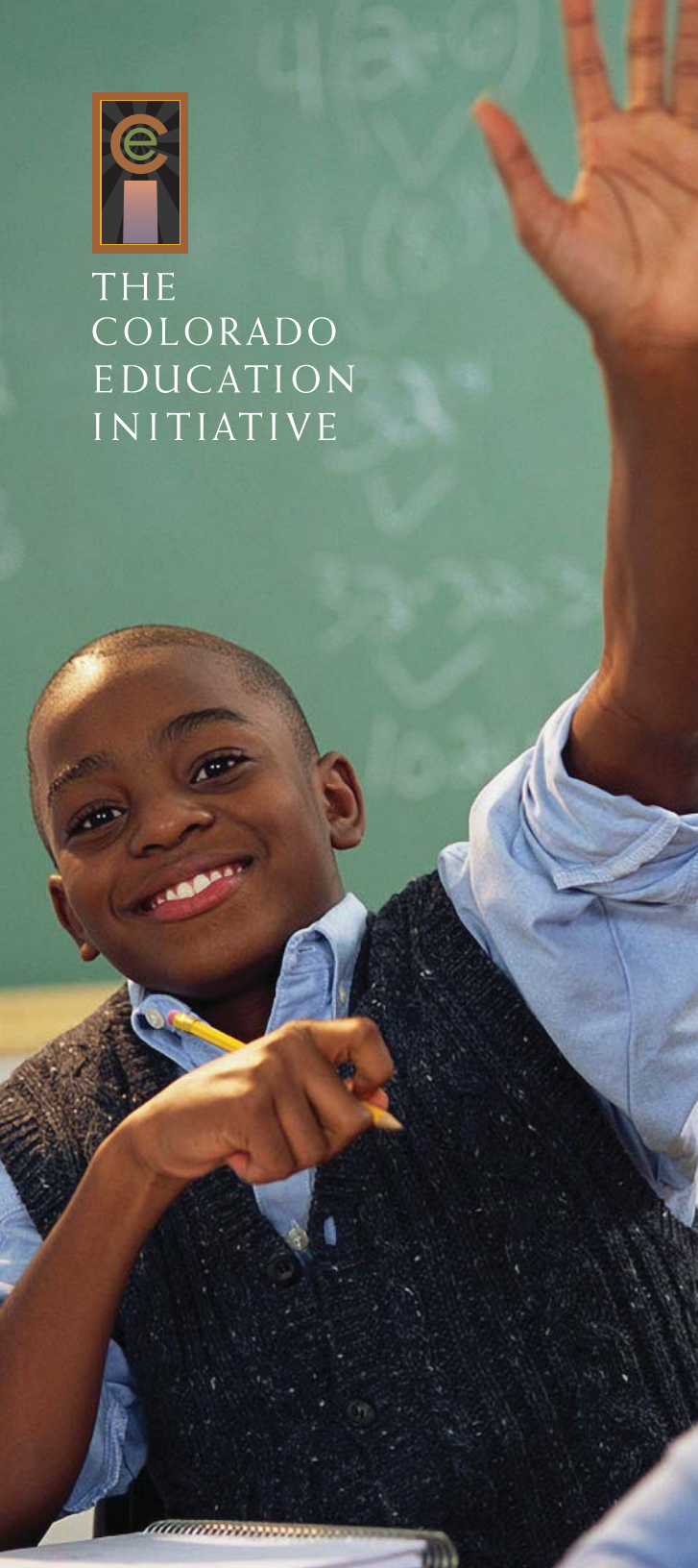


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A Message from Our President and Board Chair

This past year presented the Colorado Legacy Foundation with multiple opportunities to catalyze bold improvements in Colorado public education to ensure that all students graduate college- and career-ready.

We are proud of what we have achieved working with groups throughout the state in service to Colorado's students.

We also are proud of what the Colorado Legacy Foundation has come to embody.

Now, it is time for our name to more accurately reflect our work. The Colorado Legacy Foundation has changed its name to The Colorado Education Initiative.

The Colorado Education Initiative better describes where we do our work, who we serve, and our bias for action. We have always been dedicated to our mission, tenacious about our goals, and focused on results.

The vision, mission, and values of our organization remain the same. We incubate innovation; shine a spotlight on success; and invest in organizations, schools, and ideas that improve outcomes for students.

Inside the 2013 annual report, you will learn more about our work in five major areas and how that work is funded. We rely on the generous support of corporations, foundations, and individual investors, and we use each investment to identify and pilot promising practices in high-impact areas to improve outcomes for students, educators, and leaders.

We look forward to sharing our success and hope to have an opportunity to work with you.

Sincerely,



Helayne Jones, Ed.D.
President and CEO



Stephen Shogan, M.D.
Board Chair

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innovation; shine a
spotlight on success;
and invest in organizations,
schools, and ideas that
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Who We Are

The Colorado Education Initiative (CEI) is an independent nonprofit that collaborates with the Colorado Department of Education (CDE) as well as schools and districts across the state to accelerate achievement for all Colorado students. We believe every student can reach his or her full potential with the right set of supports. This means having effective leaders in every school, effective teachers in every classroom, and healthy and engaging environments that ignite a passion for learning in every student. Our innovative partnership with CDE and Colorado schools and districts helps us find innovative ways to reach every learner every day. We believe in igniting the power of public education.

- **We believe healthy schools are not just about physical fitness.**

We know that children need to be nourished and well-rested. We also know they need to feel safe and secure at school. Students need positive peer and adult role models and should feel comfortable asking for help and taking risks as learners.



- **We believe learning is not one-size-fits-all.** We know brain cells don't turn off when the school day ends. We understand that to reach their full potential, students need to be inspired by personalized approaches to learning that meet their unique needs.

- **We believe in innovative ideas.** We believe in the power of doing. We fund initiatives and work to increase capacity and create momentum for successful strategies. We constantly evaluate what works and what doesn't to get the best information into the hands of our educators and the minds of our students.



- **We believe in sharing what we learn.** Our role as a critical friend and partner with CDE and as a catalyst for innovation in schools and districts has garnered national attention and interest from several states considering the creation of similar organizations. We are excited to find ways to pass on the good work we are doing with others.



VISIT bit.ly/InnovateToEducate to learn more about who we are and what we do.



Our Work



Educator Effectiveness

Every child in every community deserves excellent classroom teachers and building leaders. Our work in educator effectiveness seeks to ensure that the right components are in place to improve student outcomes and provide a professional environment for educators.

Did you know?

- ✓ In spring 2013, CEI gathered 66,304 student surveys from Colorado's Student Perception Survey, providing feedback about more than 1,400 teachers in 86 schools.
- ✓ We have trained nearly 1,500 teachers in the Literacy Design Collaborative (LDC), and more than 1,200 people have accessed CEI's toolkit for locally implementing LDC.
- ✓ CEI supports the District Sample Curriculum Project at CDE, which has engaged more than 500 teachers in creating nearly 700 curriculum samples aligned to the Colorado Academic Standards.

Highlights from 2013:

- **EDUCATOR EVALUATION**

CEI staff is working with school district and Boards of Cooperative Educational Services (BOCES) administrators throughout Colorado to review opportunities and challenges associated with Colorado's new educator evaluation system. In response, CEI is developing an online toolkit with resources for administrators that will include examples of policies and practices adopted by other districts and questions that districts should raise with their legal counsel as the components of the evaluation system are implemented.

- **STANDARDS AND ASSESSMENTS**

The Common Assignment Study finished its pilot year in 2013-2014, with teachers from the Thompson and Eagle County school districts working with teachers from two Kentucky school districts to co-develop and teach common units of study based on the academic standards. Forty-five teachers from Colorado and Kentucky implemented 13 common units this year, each containing an LDC module as its core.

CEI is partnering with four Colorado institutes of higher education to bring LDC and the Math Design Collaborative (MDC) to college campuses across the state. Both teacher candidates and practicing teachers have taken advantage of graduate-level coursework designed to strengthen the alignment of standards and assessments using the LDC and MDC frameworks.



“When you talk about implementing new standards, new practices, new evaluations, it just takes time. But we don’t want to rush it and push people away from the work. Hopefully the work we’re doing is going to give other districts the tools to communicate and share. Foundationally, it’s exactly the work we need to be doing.”

– *Principal Chris Hinger, Pagosa Springs Middle School*

- **INTEGRATION**

The Integration Liaison Project kicked off its yearlong engagement with 20 districts, including Integration and pilot districts; a majority of those districts participated in a statewide cohort of teacher and principal leaders. Integration Liaisons are co-designing and co-leading the implementation of the new educator evaluation system and the Colorado Academic Standards in their school districts. Each district set up the liaison role tailored to the specific needs of the district. The statewide cohort met regularly during the 2013-2014 school year.

The 2013-2014 school year also marked the final year of a three-year grant to support the Colorado Integration Project, a collaborative effort led by 13 Colorado school districts to pilot a more integrated model of teaching and learning designed to significantly improve the number and rate of students who graduate from Colorado high schools college- and career-ready. The districts are among those leading the state in implementing standards, assessments, and educator evaluations.

- **STUDENT PERCEPTION SURVEY**

To create a reliable tool that makes it safe for teachers to experience actionable feedback from students, CEI created Colorado’s Student Perception Survey. Developed with input from more than 1,400 Colorado teachers and grounded in best practices for fair evaluation, the survey is currently in use across Colorado and the nation.



VISIT bit.ly/CEIee to learn more about CEI’s educator effectiveness work.



Health and Wellness

No matter how good the teaching, how interesting the curriculum, or how beautiful the school, students will not achieve unless they are healthy, feel safe, and have the skills to handle whatever may be going on in their lives.

We take a systematic, strategic, and coordinated approach to supporting students' wellness, including social, emotional, nutritional, and physical wellness.

Did you know?

- ✓ Healthy School Champions in 200 schools across Colorado completed the Healthy School Champions Score Card to assess their progress in establishing health best practices and to compete for cash awards totaling \$42,500. Thirty-four schools were recognized at the 2013 Legacy Summit.
- ✓ In 2013, CEI's Healthy School Districts project supported 11 school districts and one charter school in implementing best practices for increasing students' physical health and wellness, affecting nearly 85,000 students.
- ✓ In 2013, CEI supported five school districts and four schools in implementing best practices to ensure safe, welcoming schools for all students, affecting more than 177,000 students.

"If we can
keep our staff
and kids healthy,
learning progresses."
– Ed Longfield,
Superintendent, Manitou
Springs School
District 14

Highlights from 2013:

• SMART SOURCE

CEI was awarded a five-year grant in partnership with CDE and the Colorado Department of Public Health and Environment to create the Colorado Healthy Schools Smart Source, a streamlined and coordinated system to collect school-level health and wellness policies and practices across Colorado. Through this system, schools, partners, and stakeholders throughout the state provide valuable data to drive programmatic decisions and identify needs and gaps for school health efforts.

• SCORE CARD CHAMPIONS

The Healthy School Champions Score Card is a voluntary self-assessment tool and recognition program to celebrate the healthiest schools in the state. Thirty-four schools were recognized for their best practices in the eight Coordinated School Health components.

• SOCIAL AND EMOTIONAL WELLNESS

In 2013, CEI released two critical resources to help schools address students' social, emotional, and mental health needs. The Transforming School Climate toolkit offers four evidence-based strategies for creating safe and welcoming school climates and highlights the work of CEI demonstration sites. The online interactive toolkit also offers "See It To Believe It" videos, a student skill-building curriculum, anti-bullying campaign materials developed by students, and professional development tools for educators. Just a few months after the launch of the toolkit, CEI released the Colorado Framework for School Behavioral Health Services, a comprehensive guide to assist schools in building a system of behavioral health supports for students. The Framework has received both state and national attention, and highlights 48 concrete tools to help schools.



VISIT bit.ly/CEIhealthandwellness to learn more about CEI's health and wellness work.



Next Generation Learning

When the bell rings at 3:15 p.m., students' brain cells don't switch off. Next generation learning is about innovative teaching and learning designed to ignite the unique potential of every student. It integrates a range of new and existing teaching and learning tools, resources, and approaches into a more personalized, engaging, and relevant learning experience for students.

Did you know?

- ✓ In 2013, CEI partnered with more than 30 organizations to advance next generation learning.
- ✓ CEI partnered with CDE and an education design lab to connect more than 300 Colorado educators.

Highlights from 2013:

• **NEXT GENERATION SYSTEMS INITIATIVE**

Next Generation Systems Initiative is an effort to create conditions at the school and district level that support next generation learning and whole-school personalized learning, models in a growing number of schools. In Colorado, CEI partnered with three districts—Adams County School District 50, Colorado Springs District 11, and Thompson School District—and CDE to form the Colorado Coalition. Coalition partners developed a strategic plan in 2013 that will be implemented over the next two years. The plan focuses on deep school redesign and implementation support in six schools, capacity building for more educators and schools across each district, and district-level redesign.

• **NEXT GENERATION EARLY ADOPTER PORTFOLIO**

CEI partnered with more than 30 organizations in 2013 to learn from and support their work. Partners included eight schools participating in Colorado's TIME Collaborative, a partnership with Boulder Valley School District, Denver Public Schools, Jeffco Public Schools, the National Center on Time & Learning, and CDE to increase and leverage time differently to support next generation learners and educators; West Generation Academy and Generation Schools Network, five model classrooms in Colorado Springs District 11, 16 elementary classrooms from 14 districts in the San Luis Valley, and the Children's Museum of Denver, in partnership with Butterfly Pavilion and Denver Botanic Gardens; and a blended learning pilot in partnership with Landmark Academy at Reunion, a K-8 public charter school, and Education Elements, a leading developer of blended learning solutions.

• **NEXT GENERATION INNOVATION NETWORKS**

CEI is learning from and helping to connect educators to the next generation learning vision by fostering the spread of innovation networks statewide. In 2013, CEI partnered with CDE and education design lab 2Revolutions to launch Colorado ConnectED, a next generation knowledge and social networking platform to connect more than 300 Colorado educators with peers, ideas, and experts. CEI also supported 15 school design teams as they rethink use of time, talent, and blended learning. We partnered with the Rose Community Foundation to engage 10 school teams in a Seeing is Believing tour to highlight next generation learning across metro Denver.



VISIT bit.ly/CEInextgen to learn more about CEI's Next Generation Learning Initiative.



Colorado Legacy Schools

College success begins with high school success and an early introduction to the rigorous coursework students will encounter in college. Students who have the advantage of Advanced Placement (AP) classes are more likely to go to and graduate from college. Our Colorado Legacy Schools Initiative works to dramatically increase student enrollment and success rates in AP math, science, and English courses in Colorado schools. It encourages students to pursue majors and careers in the rapidly

growing STEM (science, technology, engineering, and math) fields.

“The best thing about AP classes is you get the prep for college and you get to learn so much more than you ever would have imagined in high school.”

– Megan,
Junior, Arvada
High School

Did you know?

- ✓ In the first year of program implementation, the Colorado Legacy Schools Initiative increased the total number of qualifying scores on AP exams by 68 percent, including a 106 percent rise among African-American and Hispanic students, and a 78 percent increase among female students.
- ✓ In the first year of program implementation at 23 Colorado high schools, the Colorado Legacy Schools Initiative provided over 200 teachers with more than 100 hours of additional professional development each. This included one week at the AP for All Summer Institute, the only AP Summer Institute in the world designed to support the specific needs of AP teachers working to differentiate rigorous coursework to a diverse group of students.

Highlights from 2013:

• STEM MENTOR PROGRAM

The Colorado Legacy Schools Initiative piloted the STEM Mentors Program with Xcel Energy and four other Colorado companies in three high schools to build connections between AP achievement and career success; provide current, real-world applications to classroom work; and share personal examples of pathways to STEM careers for historically underrepresented students.

• PROFESSIONAL DEVELOPMENT

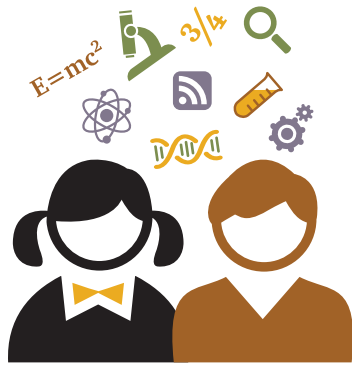
In the first year of program implementation at 13 Colorado high schools, the Colorado Legacy Schools Initiative provided 150 hours of training each to more than 200 Colorado teachers in 23 high schools.

• GRANT SUPPORT

To dramatically increase the number and diversity of students succeeding in AP math, science, and English courses, the Colorado Legacy Schools Initiative awarded grants to 10 new schools: Delta High School, Denver South High School, Greeley Central High School, Harrison High School, Northridge High School, Pueblo South High School, Rangeview High School, Sand Creek High School, Skyline High School, and Thomas Jefferson High School.



VISIT bit.ly/CEIlegacyschools to learn more about CEI's Colorado Legacy Schools Initiative.



STEM

Science, technology, engineering, and math (STEM) are driving our global marketplace. CEI is focused on preparing all Coloradans for success in a 21st century economy and community. We know achieving this goal requires strengthening STEM education and training, and providing a rigorous focus on these concepts in an integrated way. CEI began its STEM Education Initiative in 2013 to ensure students develop the academic, entrepreneurial, professional, civic, and personal competencies needed to succeed in a global economy and community. Effective STEM education engages students in real-world, rigorous problem solving and includes business, school, and community partners.

Did you know?

- ✓ CEI is engaging 69 school districts in the STEM district network to share effective practices, network, and collaborate via online Web meetings to advance STEM education across the state.

Highlights from 2013:

- **STEM EDUCATION IS IMPORTANT TO COLORADO**

Colorado has one of the most highly skilled workforces in the country, but employers must import talent. Not all of our students have access to STEM instruction. CEI initiated a three-year project to develop the Colorado STEM Education Roadmap that ensures all students have access to quality STEM education, defines quality in STEM, and aligns resources to close opportunity gaps.

- **COLORADO STEM EDUCATION ROADMAP**

CEI convened hundreds of stakeholders from state agencies, districts, schools, community-based organizations, postsecondary institutions, business, industry, and others to co-develop a plan for improving and advancing STEM education in Colorado.

- **BRINGING BUSINESS LEADERS TO THE TABLE**

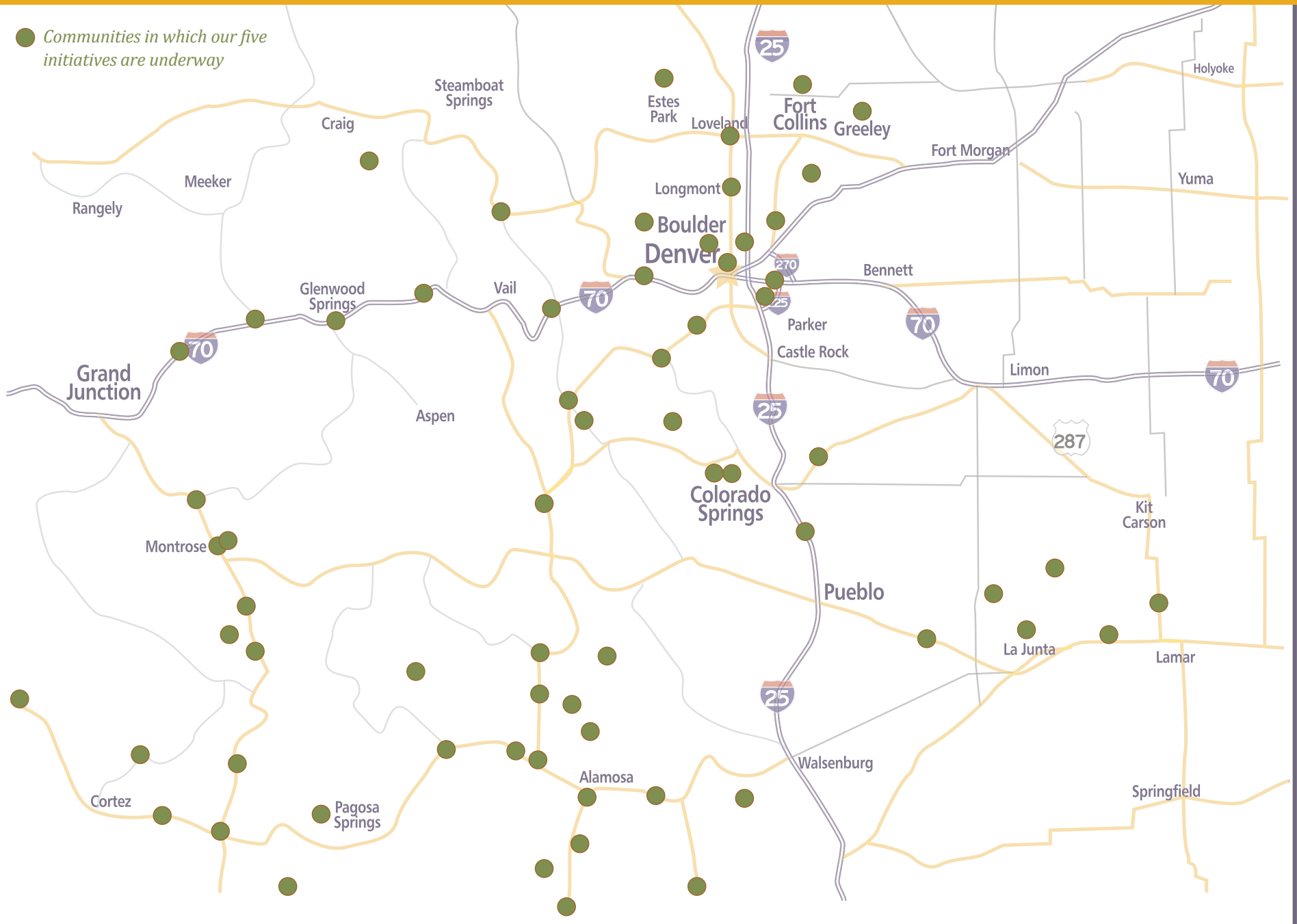
Through the generous support of the Gay & Lesbian Fund for Colorado and in partnership with the Colorado Technology Association, the Colorado Workforce Development Council, Comcast, JPMorgan Chase, IBM, ISSAC Corp, McKinstry, and Xcel Energy, CEI is ensuring that the Colorado STEM Education Roadmap delivers on ensuring students develop transferrable, competitive skills that matter to Colorado companies.



VISIT bit.ly/CEISTEM to learn more about CEI's STEM work.

Our Impact Across the State

● Communities in which our five initiatives are underway



Events and Convenings

We bring together the best minds in education who inspire and challenge us.

We provide a place for educators who are focused on new standards, assessments, and education evaluation to learn from one another about what works and what doesn't.

Creating communities of expertise throughout Colorado shines a spotlight on places that prove these major education improvements are possible and are happening right now.



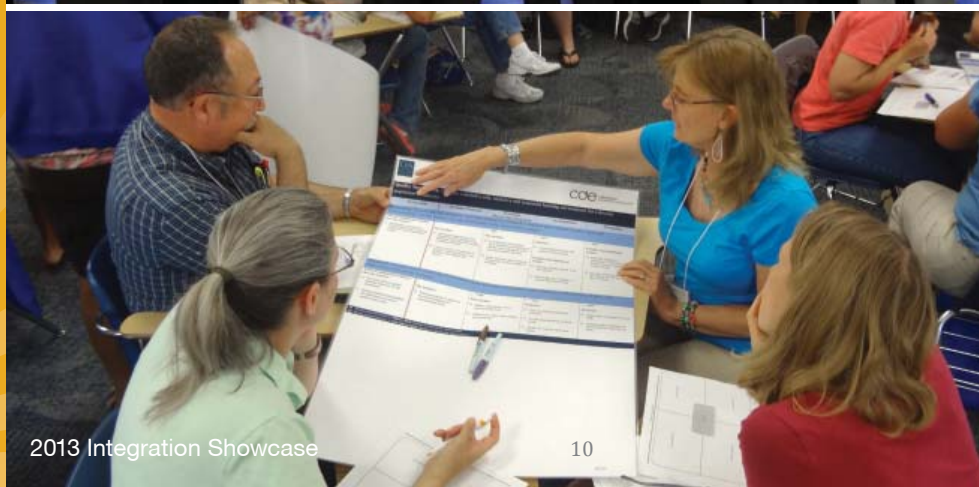
2013 Legacy Luncheon



2013 Legacy Summit



2013 AP for All Summer Institute



2013 Integration Showcase

2013 Audited Financial Overview



We target resources to incubate innovative ideas, arm educators with effective tools, identify proof points, and move promising practices into more schools. Our innovative partnership with CDE, districts, and schools gives educators a meaningful role in driving sustainable improvement in public education. The result: We are able to provide access to better instructional supports and more useful data. We give educators opportunities to learn from one another. We celebrate organizations, schools, educators, and ideas that help reach every learner every day.

Did you know?

✓ In 2013, across all initiatives CEI provided technical assistance and more than \$1.8 million in targeted, competitive grants to help districts and schools implement innovative practices that support healthy students who come to school ready to learn in safe, engaging environments led by effective educators.

Revenues, Gains, and Other Support

Organizational grants	\$7,262,505
Registrations and sponsorships	\$217,146
Contributions	\$102,060
Program registration fees	\$66,300
In-kind goods and services	\$39,479
Investment income	\$7,058
Other revenue	\$5,347
Total revenues, gains, other support	\$7,699,895

Expenses

Program services and grants	\$9,202,767
Management and general	\$780,404
Fundraising	\$451,546
Total expenses	\$10,434,717

Assets

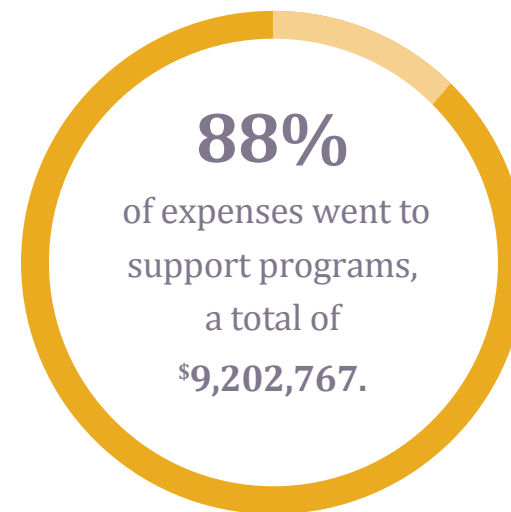
Net assets, beginning of year	\$10,649,408
Change in net assets	-\$2,734,822
Net assets, end of year	\$7,914,586

Total Revenues

Organizational grants	94%
Registrations and sponsorships	3%
Contributions	1%
Program registration fees	1%
Investment income and other revenue	1%

Total Expenses

Program services and grants	88%
Management and general	8%
Fundraising	4%



The Colorado Education Initiative Board of Trustees



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Giving

We work hard every day to ensure students have an effective leader in every school, an effective teacher in every classroom, and healthy and engaging environments that ignite a passion for learning in every student. The generous support of people like you makes that vision a reality. Whether you make a donation online or mail in a check, host a fundraising event, or volunteer, you will be supporting our work to accelerate bold improvement in education in Colorado. You can contribute by:

- **MONTHLY GIVING**

By enrolling in monthly giving, you provide CEI with ongoing, sustainable support for its work to ensure that all students graduate college- and career-ready. Even the smallest gifts add up quickly.

- **INNOVATION LEAGUE**

We invite you to join our Innovation League by pledging \$25 a month or making a \$500 investment in our work. In return, Innovation League members will receive recognition in our 2014 annual report and the knowledge that your commitment is helping to create a climate where every child in Colorado succeeds.

- **WORKPLACE GIVING/CORPORATE MATCHING GIFTS**

Many companies offer matching gift programs to encourage employees to contribute to charitable organizations. Check with your personnel department about your company's program. You can designate your donations to CEI by completing your giving form with our charity name and EIN number, #26-1597530.



VISIT bit.ly/SupportCEI to learn how you can support CEI's work.



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