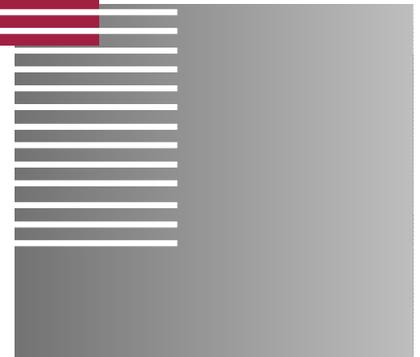
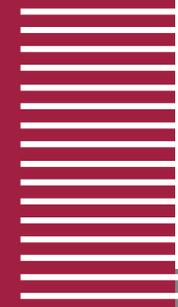


# IEL 2018-2023 STRATEGIC PLAN

INNOVATION, EQUITY, & LEADERSHIP



*“To us, equity is about creating more opportunities for success in education and workforce development for children, youth, adults, and families in communities where opportunity is lacking.”*

Dr. Johan E. Uvin, President, Institute for Educational Leadership

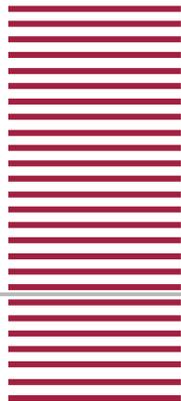
# OUR VISION

A society that uses all of its resources effectively to provide an equal opportunity for all children and youth to learn, develop, and become contributing citizens of our democracy.



# OUR MISSION

Equipping leaders to better prepare children and youth for college, careers, and citizenship.



# OUR VALUES

- We are a 55-year old diverse national nonprofit that acts as a catalyst and capacity builder at the intersection of education and workforce development to effectively provide equal opportunity for all children and youth.
- We are an organization that values equity, inclusion, cross-sector collaboration, and impact.
- We identify and implement high-quality innovation and leadership development at scale, where significant educational, economic, and social challenges or gaps exist.
- IEL has developed, trained, and supported thousands of leaders across its vast networks.
- IEL has leadership competences, a diverse, and multi-generational team; demonstrated leadership capacity and professional development and support-that reflects our strengths and the foundation on which we will build the next five years.





# OUR BIG IDEA

Notwithstanding numerous reforms and incremental progress, we have not as a nation been able to achieve equity in education and workforce development over the last 55 years.

Our big idea is that we can improve opportunity and outcomes and close gaps in access and achievement in education and workforce development through innovation and leadership development.

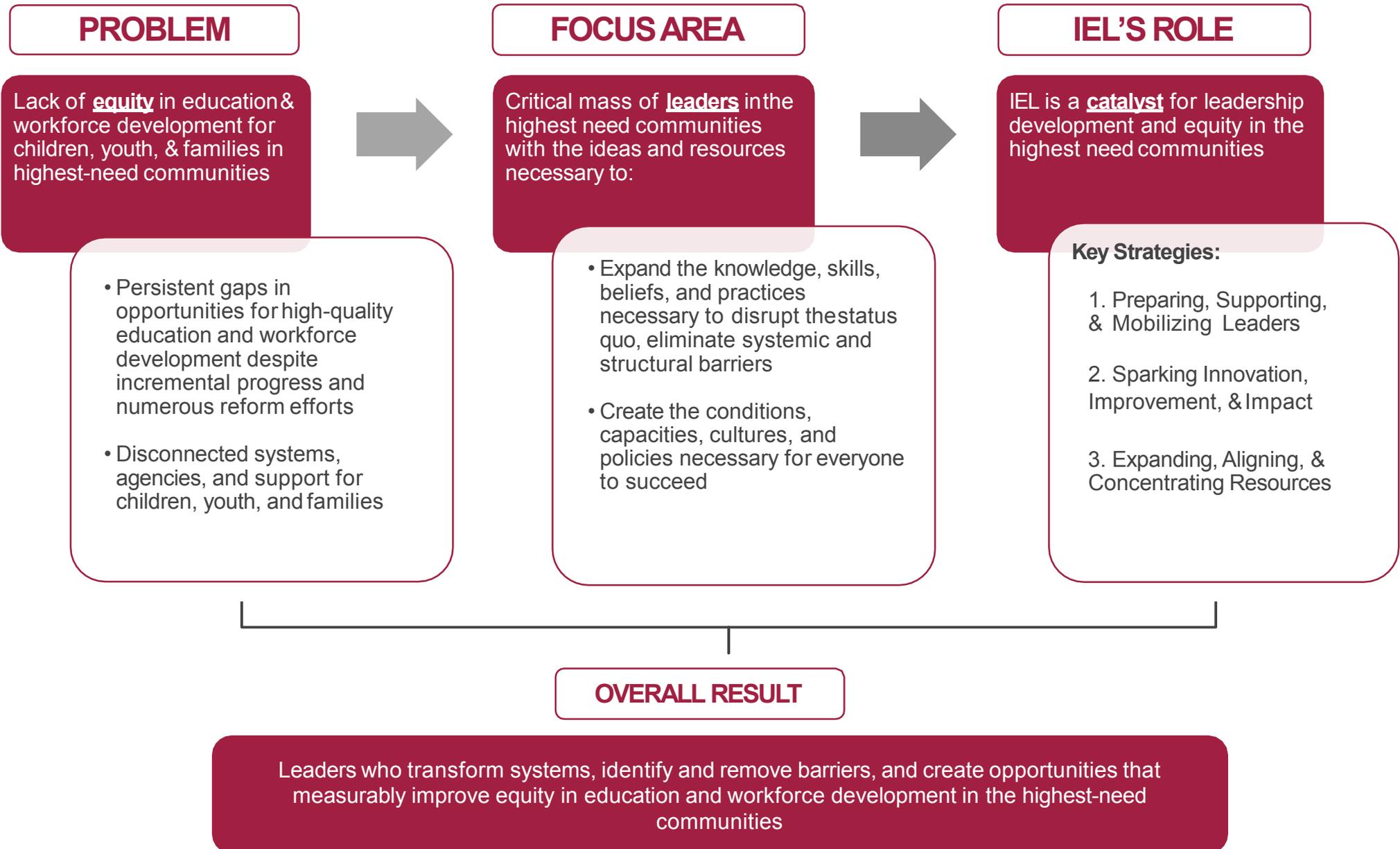
If we invest in community leaders of all ages, stages, and sectors, we can change the odds.

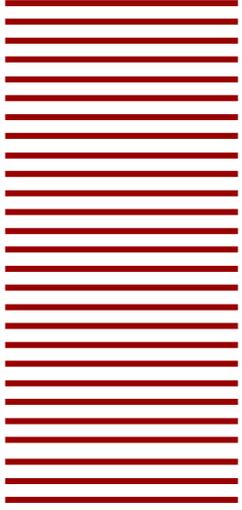
# OUR FIVE-YEAR OVERARCHING GOAL

Leaders are prepared to eliminate systemic barriers in education and workforce development, and to create conditions, capacities, cultures, and policies necessary for everyone to succeed.



# THEORY OF CHANGE

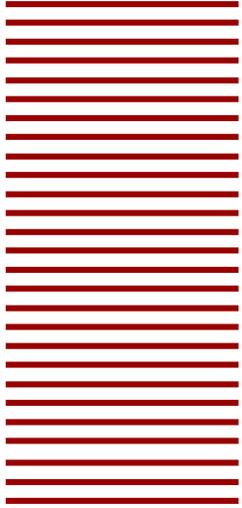




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# OUR STRATEGY: WE INNOVATE

We challenge, incentivize, and support communities to innovate. We model and simulate policy and program ideas that promise to increase access and outcomes in education, youth development, and workforce development before implementing and scaling them.

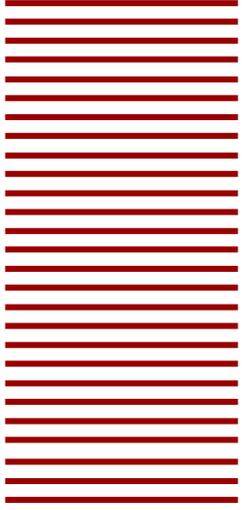


# OUR STRATEGY: WE PREPARE & SUPPORT LEADERS

We prepare and support leaders of all ages, stages, and contexts who can work effectively across sectors.

We do this work using various approaches and formats depending on context and need including: leadership and professional development programs, training and coaching, peer learning networks, and communities of practice, and community learning exchanges.

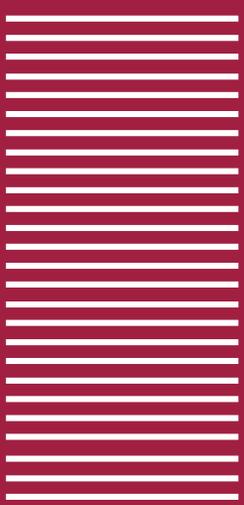
We also provide assistance with quality improvement and capacity building, which includes hands-on leader support in meeting adaptive challenges, assessing conditions and levels of practice, making recommendations for change, and supporting leaders in prioritizing and implementing those recommendations.



# OUR STRATEGY: WE MOBILIZE LEADERS

We organize leaders in networks to facilitate learning and scaling of transformative practices. We use bottom-up policy development and advocacy processes. We advance policy at the national and state levels in support of leaders and their communities.

We provide training and technical assistance to state leaders to better link their education, youth transition, and workforce development policies, practices, and programs.



IEL's unique contribution to the fields of education and workforce development will be leadership development and innovation in support of community leaders who want to change opportunity that is lacking today. These leaders look like, reflect, and represent community members. And, through their collaborative practice, more children, youth, adults, and families learn, earn, thrive, and prosper.

# THE IMPACT WE WANT TO MAKE

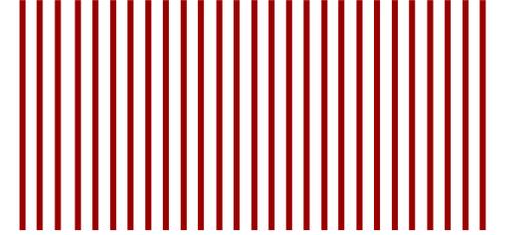
# FIVE-YEAR IMPACT STATEMENT

At least **2,000** leaders in the highest-need communities will report making measurable progress on identifying and eliminating systemic barriers, structural racism, and root causes of inequity in education and workforce development.

At least **100** of the highest-need communities will report making measurable progress on equity and achieving population-level improvement on at least two of the following key education and workforce development outcomes:

- Kindergarten readiness
- K-3<sup>rd</sup> grade chronic absenteeism
- 3<sup>rd</sup> grade reading proficiency
- 8<sup>th</sup> grade math proficiency
- Dual enrollment and credit opportunities
- Student enrollment (increase)
- Student mobility (decrease)
- STEM and gateway course access (AP, etc.)
- Youth violence
- High school graduation
- College credits earned at graduation
- Teacher absenteeism
- Post-secondary enrollment
- Post-secondary completion
- Entry into the workforce
- Reconnection rates for disconnected youth
- Fiscal equity: allocation and concentration of resources

# FIVE-YEAR IMPACT STATEMENT



IEL will support individual leaders and communities in making measurable progress on at least two of the six keystone education and workforce outcomes across the developmental continuum within five years:



IEL also will support individual leaders and communities in making progress on some of the leading indicators and drivers of those keystone outcomes such as:

- Improving school climate
- Reducing chronic absenteeism among students and teachers
- Increasing dual enrollment, STEM, gateway courses (AP) and college credit opportunities
- Increasing student enrollment and access to community schools
- Reducing student mobility
- Increasing rate of post-secondary enrollment
- Improving fiscal equity: allocation and concentration of resources



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