

# PLAN FOR IMPACT

2018–2021

EMPOWERING LEARNING COMMUNITIES  
THAT TRANSFORM LIVES.



LOS ANGELES  
EDUCATION  
PARTNERSHIP

202 West 1st Street, Suite 6-0410, Los Angeles, CA 90012  
T: 213-629-5237 | F: 213-6295288 | [info@laep.org](mailto:info@laep.org) | [www.laep.org](http://www.laep.org)



# TABLE OF CONTENTS

## INTRODUCTION . . . 03

### WHO WE ARE

Our Vision, Mission and Values

Equity Statement

Our Story and Team . . . 04-07

### WHAT WE DO

Our Programs

Our Impact

Our National Reach . . . 08-11

### STRATEGIC PLAN

Organizational Excellence

Communication

Strategic Alliances

Sustainability . . . 12-17

### OUR GLOSSARY . . . 18-19



## Introduction

Every child deserves the opportunity to attend a high-quality school that is inspiring and brings out the best in them. Every parent deserves the respect of being their child's first teacher. Every teacher deserves the opportunity to be an instructional leader and work in a school that supports their success. Empowering learning communities will transform lives.

At LAEP, we believe this is the look of educational equity.

Why are we so passionate about our work? Because we know what's possible when children, parents, teachers, administrators and community members come together to foster hope and opportunity for all. Our new mission and vision statements reinforce this view.

Included in these pages is our new strategic plan to further focus our efforts, deepen understanding of our impact, and share our strategies and success with policymakers, practitioners and community members. Three years from now, we intend to report that schools in our targeted neighborhoods continue to improve faster than similarly situated schools, that we trained and hired

more people from our partner neighborhoods for our childcare program, that we helped more schools across the country be collaborative and resilient.

We hope you'll join us on this journey – whether conducting a mock interview at one of our partner schools, hiring us to provide childcare for your next event, promoting our resilient schools, joining our active resource council, or any way you want to help.

Thank you for championing educational equity with LAEP.

  
Ellen Pais  
President and CEO

  
Brenda Gonzalez  
Chairperson, Board of Directors

Every child deserves the opportunity to attend a high-quality school that is inspiring and brings out the best in them.



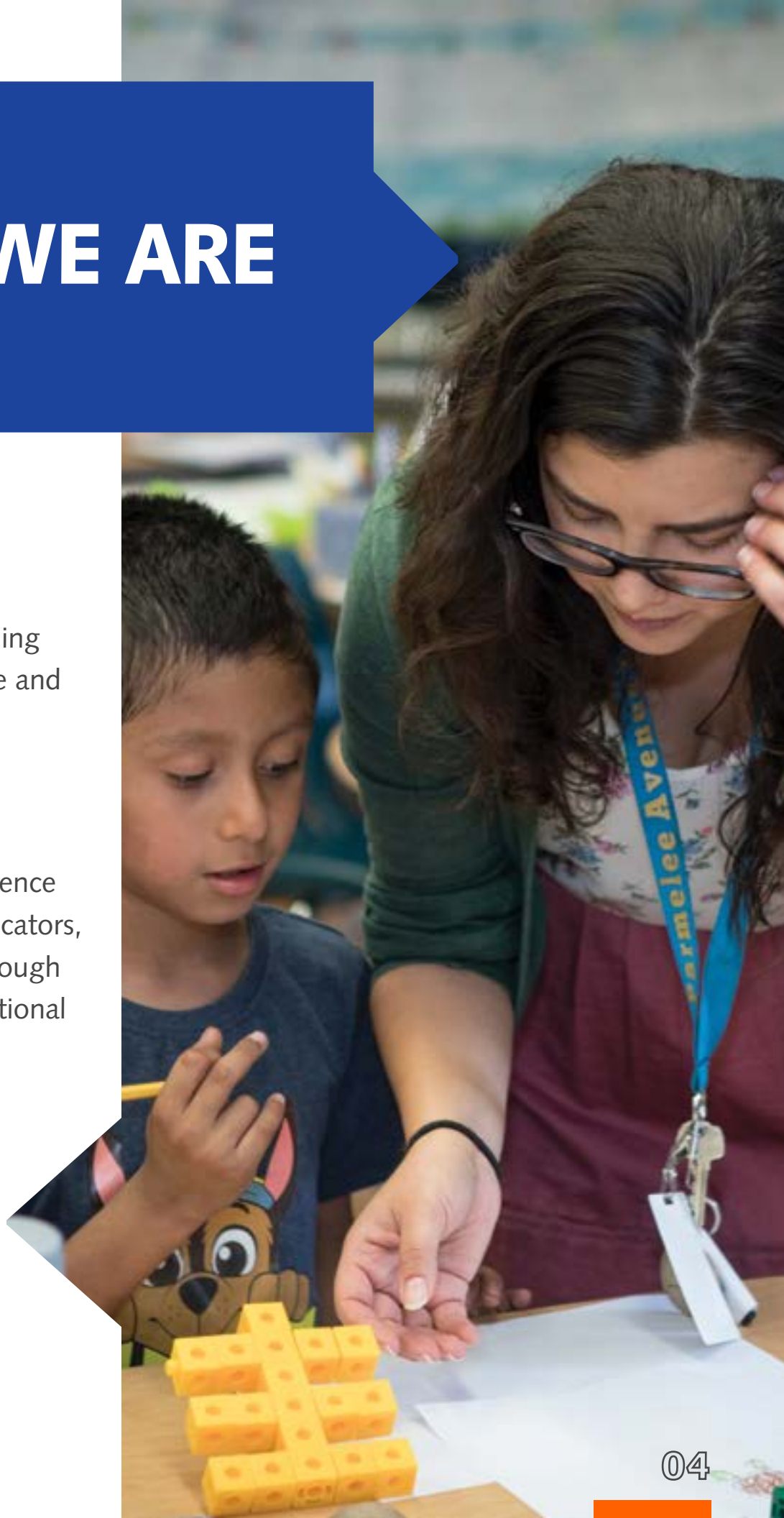
# WHO WE ARE

## Our Vision

LAEP envisions a world where empowered learning communities foster hope and opportunity for all.

## Our Mission

LAEP cultivates the resilience and achievement of educators, children and families through collaboration and educational equity.



“I learned how to play a bigger role in my child’s education.” – Rubi Flores, LAEP parent

## Our Values

Our organization’s values drive our work, our team and our impact forward.

- Teachers are professionals.
- Parents and other responsible, caring adults are partners in education.
- Students are self-advocates and actively engaged in learning.
- School administrators have the autonomy to respond to local challenges and opportunities.
- Communities are integral to student success.

## Equity Statement

LAEP recognizes that systemic barriers result in an uneven playing field for learning opportunities and achievement. Our commitment to equity ensures that our vision, mission and strategies remove the barriers and promote agency, thereby creating equity. We celebrate and incorporate the diverse perspectives and histories of our staff and communities into our work. LAEP’s intentional activities to achieve equity drive both the day-to-day operations and the long-term vision of the organization.



## Our Story

Founded in 1984, LAEP was the first nonprofit in Los Angeles to focus exclusively on educational equity and among those at the forefront of the educational transformation movement nationwide. Over the decades, our cutting-edge efforts in smaller learning communities, pilot schools, interdisciplinary curriculum, career-themed instruction and inquiry-based teaching became recognized best practices.

Our work continues to evolve to meet the interests and needs of educators, students, families and communities. Our approach is multi-pronged and holistic because that is what every child needs and equity demands. Our story shaped the values we highlight.

**Teachers are professionals.** LAEP began providing small grants to teachers to test their new ideas while developing programs to support the professional growth and leadership of teachers. In partnership with LAUSD and teachers, we have fostered the expansion of teacher-driven professional development and networks and the creation of urban learning centers, such as Foshay Learning Center, and pilot schools like Social Justice Humanitas and Humanitas Academy of Art & Technology. Today, LAEP is pioneering trauma-responsive and resilient school teams to advance academic outcomes for students and improve well-being for staff and students.

**Parents and other responsible, caring adults are partners in education.** As LAEP was working with teachers, we recognized we needed to get involved earlier with children and more deeply with families. In response, by 1989 we were working with schools to develop early childhood programs and resource-rich parent centers and Healthy Start collaboratives to increase school readiness. Our emphasis on promoting parents as their child's first teacher lifted up the underutilized talents of community residents and led to their employment at LAEP as health promotoras, home educators and childcare workers.

**Students are self-advocates and actively engaged in learning.** In 1985, teachers designed LAEP's student-centered, interdisciplinary Humanitas model to promote educational rigor, critical thinking and communication skills using locally relevant and culturally rich instructional material. Student-led conferencing, promoted by Humanitas, encourages students to own a vision for their

future and to share it, plus their progress, with parents and caregivers. In 1986, LAUSD and business leaders expressed a desire to increase the opportunity for high school students to get real-life relevance and experience while in school. The result was LAEP's development of career-themed academies linked to local industries. Now, our classroom-embedded college and career readiness skills ensure that all students have a strong foundation upon graduation from high school.

**School administrators have the autonomy to respond to local challenges and opportunities.** Our signature work with administrators and teachers builds their capacity for distributed leadership and collaboration to foster mission- and vision-driven schools. Our experience confirms that collaboration and an unwavering focus on mission and vision are the keys to school success—not a cookie-cutter or silver bullet solution.

**Communities are integral to student success.** Every school and community is different, with varied resources that can be harnessed to support learning. Since launching the first resource-rich parent center in the northeast San Fernando Valley, we have prioritized assisting schools in building a collaborative infrastructure. These community collaboratives address the specific needs of each school's students and families by integrating community assets into school services and creating opportunities for expanded learning. LAEP is the local leader in developing such community schools and is an influential partner in the state and national movements.

## Our Thanks

LAEP thanks the thousands of educators, students, parents and caregivers, civic leaders and advocates, partners and funders for making our amazing history possible. We extend a special note of gratitude to our founders, Peggy Funkhouser, David Abel and Rod Hamilton, and to the many people who have served our board or worked at LAEP.



## 2018 - 2019 Board Members

**Brenda N. Gonzalez, Board Chair**  
Director, Affiliate Engagement, CA UnidosUs

**Ana Sheila Victorino**  
Director, Product & Customer Experience, Kasey Dreier

**Brian Meath, Board Treasurer**  
Partner, Nigro Karlin Segal & Feldstein, LLP

**Gio Aliano, Audit Chair**  
Senior Vice President, Principal Architect, Abode Communities

**Greg Durkin, Communication & Marketing Chair**  
Principal Guts + Data

**Heather Ayers-Cluff, LCSW, Resource Council Chair**  
Clinical Advisor, UCLA Behavioral Health Associates

**Jennifer Janofsky Ralls, M.Ed., Ph.D.**  
Director, Social-Emotional Learning & Impact, Para Los Niños

**Marcia Gonzales-Kimbrough, Board Secretary**  
Deputy City Attorney, Los Angeles City Attorney's Office

**Michael Beller**  
Principal, The Heron Collaborative

**Pauline Avendaño**  
Chief Marketing Officer, CoBird

**Rod Hamilton**  
Principal, WRH Advisors LLC

**Roberto Viramontes**  
Director of Public Affairs, Educare Los Angeles at Long Beach

**Tracy Yen**  
Senior Research Manager, Lieberman Research Worldwide

**Trevor Jackson**  
Senior Consultant/Vice-President, Consulting, Summit Strategies Group

### LEADERSHIP TEAM

Ellen Pais, JD, **President & CEO**  
Kevin Matthews, FCCA CFE, **Chief Financial Officer**  
Elvia De La Torre, **Chief Operating Officer**  
Xiomara Mateo-Gaxiola EdD, **Senior Director of Transform Schools and RISE**  
Gustavo Morales, **Director of Community Schools**  
Lauren Hummel, MBA, **Director of Strategic Development and Communication**  
Nancy Villarreal, MS, **Early Childhood & Family Engagement Director**  
Lauren McCabe, NBCT, **Director of Teaching and Learning**



# WHAT WE DO



## OUR PROGRAMS (cont.)

### Transform Schools

Transform Schools supports administrators, teachers, students, families and partners to develop school environments that foster high-quality instruction and to coordinate services that reduce barriers to learning, advance equity and address opportunity gaps. LAEP promotes a whole-school transformation model based on our Six Core Elements: high-quality instruction, teacher leadership and collaboration, college and career prepared, parents as partners, youth empowerment, educational equity. To implement the model, our work is divided into the four main focus areas. This work is supported by philanthropy or available on a fee-for-service basis.

#### Teaching & Learning

LAEP promotes vision- and mission-driven schools that strategically, collaboratively plan for and implement change. We support the capacity of administrators and teacher-leaders to drive school success through coaching, professional development, and networks with other educators. LAEP's approach to teaching and learning prioritizes trust-building and school climate, while also increasing educators' capacity to develop rigorous, engaging curriculum and relevant assessments.

#### Community Schools

LAEP's community-school model leverages and aligns community resources and school assets to build collaborative, problem-solving systems that address barriers to learning and create ways to address the opportunity gap. LAEP's community-school coordinators work with educators, nonprofits, government agencies and businesses to transform the schools into hubs for integrated services for students and families, as well as culturally vibrant educational centers.

#### College & Career Pathways

LAEP supports the creation of college-going cultures at all schools. We work with high schools to organize partners and resources to provide students and their families with assistance in completing college and financial aid applications. LAEP helps teachers design and implement curricula for advisory periods and classroom instruction that focus on college and career awareness and readiness. LAEP awards workforce readiness certificates to students who complete résumé-writing and dress for success workshops, plus mock interviews.

#### Trauma Responsive & Resilient Schools

Building on LAEP's expertise in trauma-informed and school-climate strategies, LAEP provides workshops and coaching to assist schools in becoming trauma-responsive and resilient—safe, respectful learning environments that promote well-being for all members of the school community. LAEP is partnering with Kaiser Permanente on a twenty school, national pilot project, in which schoolwide leadership teams learn to implement and promote policies and practices that build trusting school climates and increase the health and well-being of staff and students.

## OUR PROGRAMS

### Early Childhood & Family Engagement

Our Early Childhood & Family Engagement programs build school readiness in children ages 0 to 5, their families and neighboring schools. We foster catalytic change by working with families and leading community initiatives that improve early childhood systems and access to resources.

#### Early Head Start and School Readiness Programs

We enrich parental skills, starting with prenatal development, and empower parents to be early childhood and educational advocates. We offer home visits, social and health services, prenatal education and support, educational playgroups and activities, and assistance for families with children who have special needs. Our holistic approach eliminates barriers to success and aids parents in becoming their child's first teachers and leaders in their communities. We partner with elementary schools to involve parents early in the schools their children will attend.

#### Childcare

We offer high-quality childcare for parent workshops, meetings, conferences and other activities on a fee-for-service basis. We bring all the necessary materials and supplies for an enriching childcare experience and provide a safe environment where children are treated with respect. Our staff is bilingual (English and Spanish), certified in CPR and first aid, and trained in developmentally appropriate practices.



## OUR IMPACT

In 2017-18, LAEP's Transform Schools and Early Childhood programs served 1,783 educators and 11,822 children from birth through high school. Children were 93% Latino, 5% African American, 1% white, and 1% other ethnicities. At least 91% of students were low-income, based on eligibility for free or reduced-price lunch.

10.7

LAEP's partner schools four-year graduation rate exceeds LAUSD's by 10.7 percentage points (2016-2017).

990

In 2017-18, 990 students had mock interviews with 263 volunteers.

90%

90% of the children in the Early Head Start program met all or almost all of the developmental benchmarks.

91%

91% of school staff in LAEP partner schools agree that this school is a supportive and inviting place for staff to work. (2016-2017)

95%

95% of parents indicate the Early Head Start program helped them to do activities with their child that help them learn.



**This work is invaluable to our communities. For me, it is the continuation of the East LA walkouts and other historical movements demanding that education be responsive to community needs. LAEP not only acknowledges the problem, but it is courageous enough to create the solutions we need with the limited resources that our district provides.**

*-Hugo Lujan, former LAEP community school coordinator*



## OUR NATIONAL REACH

Greater Bay Area, CA  
**Transform Schools**

Greater Los Angeles, CA  
**Transform Schools**  
**Early Childhood**  
**Fee for Service & Consulting**



Denver, CO  
**Transform Schools**



Atlanta, GA  
**Transform Schools**





# STRATEGIC GOALS



## OUR STRATEGY

The priorities of the next three years are to deepen our impact and ensure our sustainability, with a focus on building our own capacity for excellence, growing our profile locally and beyond, and increasing revenue from our expertise-based social enterprises.

**1 Organizational Excellence**  
Put in place the systems of support and learning that maximize impact and make LAEP a great place to work

**2 Communication**  
Further promote our philosophy and practice around educational equity

**3 Strategic Alliances**  
Establish mutually beneficial partnerships that help further our mission and financial sustainability

**4 Sustainability**  
Achieve a diversified, sustainable funding mix

Following the strategies are process and outcome measures associated with each goal ("How We Know We're Making Progress"). Annually the board of directors and leadership team will review a dashboard with annual targets for each measure, where applicable. An annual operating plan, developed by the staff and reviewed by the board twice yearly, will detail the key tasks – along with persons responsible and timing – required in a given year to make progress towards strategic plan goals.



## Goal 1 – Organizational Excellence

**Put in place the systems of support and learning that maximize impact and make LAEP a great place to work**

From its founding, LAEP has been an organization that brings together practitioners and community members to develop impactful educational strategies. In the coming years, we want to further codify and refine our model to support coherence and consistency across departments and partner schools. We want to update our frameworks and ancillary materials to reflect evolving practice and research. We believe we can increase our impact, and be a great place to work, by further integrating reflection and knowledge sharing into our practices, growing supports for new and existing staff, and upgrading our internal systems to support more seamless operations.

### Strategies and Activities

- 1.1. Ensure that LAEP’s model reflects the entire knowledge, theory and practice of the organization.
- 1.2. Further embody a learning organization.
- 1.3. Make investments in infrastructure, systems and training to improve the efficiency of our operations.

### How We Know We’re Making Progress

- Established departmental and organizational goals that are interconnected
- Updated six core elements and IC map
- Established, operational system for new employees
- Increase scores from new, annual, employee-satisfaction survey on measures related to work environment and organization climate
- Increase scores from new, annual, board self-assessment on measures related to satisfaction
- Increase in board engagement through financial or in-kind contributions or building connections for LAEP
- Additional performance metrics on partner-school and early-childhood outcomes to be developed



## Goal 2 – Communication

**Promote our philosophy and practice around educational equity**

LAEP’s unique approach to educational equity - along with the breadth of our services - creates a complex communication challenge for the board of directors and staff. We need to evolve our brand, including language and graphics, so that we can describe LAEP in clear and powerful ways to a wide range of local, statewide and national stakeholders. We need language and communication strategies that elevate our profile in the education capacity-building and early childhood fields. Our communication plan will position LAEP as the go-to source on matters of practice and applied policy.

### Strategies and Activities

- 2.1. Refresh our language and materials about our work and impact.
- 2.2. Elevate the profile of LAEP among local, state and national players in educational equity.

### How We Know We’re Making Progress

- Increase participation and acknowledgement from outside organizations through publications, conferences, etc.
- Increase in consumption of LAEP media on website, including using childcare registration form and downloads of fee-for-service menu
- Increase the number of presentations at national conferences and events
- Increase in search results when people are looking for information on LAEP’s areas of expertise
- Periodic internal and external focus groups to monitor their understanding of what we do



“I’m really grateful. I have been teaching ten years and this is the first PD program we have implemented that I look forward to. I feel like change comes from the discussions at the leadership meeting. I feel good having this place saying everything I think/feel/believe. My favorite program in ten years.” - Teacher





## Goal 3 – Strategic Alliances

**Establish mutually beneficial partnerships that help further our mission and financial sustainability.**

Our work has relevance and resonance beyond the immediate homes, schools and communities in Los Angeles where we maintain an active presence. Moving beyond communication strategies, we are eager to develop and deepen partnerships that introduce our approach and learnings to new audiences and communities. In the coming years, we will partner with practitioners, researchers and advocates to broaden our impact in education outside of LAUSD, to continue to learn and innovate, and to grow our revenue-generating enterprises in service of financial sustainability.

### Strategies and Activities

- 3.1. Pursue partnerships that connect us to new opportunities and increase our access to workforce.
- 3.2. Increase organizational capacity and visibility in partnership with mission-aligned organizations and activities.
- 3.3. Leverage volunteers to increase LAEP’s capacity, connect our schools with local leaders, and build support for LAEP.

### How We Know We’re Making Progress

- Produce research publications with partners
- Increase in the total number of partnerships
- Organize, promote or participate in one forum annually
- Increase in fee-for-service work with partners
- Increase in the volunteer offerings
- Increase in total number of volunteers and repeat volunteers
- Increase in volunteer connection points and engagement with LAEP



## Goal 4 – Sustainability

**Achieve a diversified, sustainable funding mix**

LAEP dedicates our philanthropic efforts to the neighborhoods of the Northeast San Fernando Valley, East Los Angeles and South Los Angeles in pursuit of educational equity. While LAEP has benefited from long-standing relationships with foundations, the full cost of delivering high-quality programs and services in homes, schools and communities is often beyond our fundraising capacity. Thus, this strategic plan emphasizes on achieving a robust, diversified mix of funding sources. LAEP is focused on growing our two social-enterprise activities, event childcare and educational consulting, both of which generate valuable unrestricted dollars while also extending the reach of our practice and influence.

### Strategies and Activities

- 4.1. Increase the profile and operating effectiveness of consulting and revenue derived from it.
- 4.2. Increase the profile and operating effectiveness of childcare and revenue derived it.
- 4.3. Maintain current levels of foundation and other institutional support, increase support from partner schools and jointly pursue additional funding

### How We Know We’re Making Progress

- Maintain levels of foundation giving
- Increase revenue from fee-for-service activities
- Establish a reserve and innovation fund
- Increase the diversity of clients for childcare and consulting work

**“ I am the lead teacher for Medical Science Academy (MSA). In the last two years I have gained confidence and a greater ability to act decisively when leading my Academy. My partnership with LAEP has enhanced my leadership skills and given me tools to hold productive meetings. ”**

*-Alka Amar, NBCT  
Lead Teacher MSA  
San Fernando High School*





# OUR GLOSSARY

## Community School

Partnerships among school staff, students, parents and community organizations to coordinate academic, health and social services in order to address systemic inequities and student needs. LAEP's community schools embrace cultural competence, remove barriers to learning, leverage resources and increase opportunities.

## Distributed Leadership

Shared responsibility among all staff for school outcomes and implementation of the school's mission and vision, encouraged by school leaders. All members of the school community give input and share information.



## Educational Transformation

The collaborative process of bringing people together to work towards a shared school vision and implementation of LAEP's community school model. The process includes strengthening a school's assets, removing ineffective strategies, and developing the optimal culture and climate for students, staff, parents, and community members.

## Innovation Configuration (IC) Map

A rubric that describes the six core elements of LAEP's model and levels of fidelity to the model observed in implementation.

## Learning Organization

An organization that facilitates the continuous learning and improvement of its members for greatest impact and satisfaction.

## Parents as Partners

Partnership with parents in educational decision-making for their children, school and community. Schools and partner organizations conduct outreach to parents and caregivers and provide them with information and tools so they can fully participate. Parents and caregivers actively support and advocate for their children's learning and development.

## Partner School

A school dedicated to the implementation of LAEP's six core elements and that uses LAEP's expertise in Transform Schools or Early Childhood.

## Six core elements of LAEP's work

High-Quality Instruction, Teacher Leadership and Collaboration, College and Career Prepared, Parents as Partners, Youth Empowerment and Educational Equity

## Social Enterprise

A fee-for-service activity provided by LAEP that capitalizes on its core competencies and contributes net revenue to the organization.

## Strategic Alliances

An agreement with another organization to engage in collaborative, meaningful work.

## Youth Empowerment

Encouraging students to reflect on their needs, advocate for themselves, drive their own learning and harness the assets of their community to become inspired learners prepared for postsecondary education, career and civic participation. To achieve this, school staff create opportunities for student leadership, decision-making and voice in academic, classroom and social experiences.



**Collaborate.  
Innovate.  
Educate.**



**LOS ANGELES  
EDUCATION  
PARTNERSHIP**

202 West 1st Street, Suite 6-0410, Los Angeles, CA 90012  
T: 213-629-5237 | F: 213-629-5288 | [info@laep.org](mailto:info@laep.org) | [www.laep.org](http://www.laep.org)