



2017 Strategic Plan





The Achievement Network works **alongside** school leadership teams to strengthen teaching practice and culture school-wide of using learning standards and achievement data to get **breakthrough results** for students.

2017 Goal and Headlines of Our Strategy



Execute well
as we scale

100,000

250,000
Students



Move from school-wide
to system-wide impact

Harness the power of
the Common Core



A Net will focus on great execution at increasing scale, and four key investments



Key Investments:

- 1. Aligned assessments:** Build on market-leading position and transform interim assessment products to meet school needs for Common Core
- 2. Instructional guidance:** Capitalize on uniquely diverse school network and rich data to provide teachers with recommendations for instructional action
- 3. Great coaching:** Ensure highly effective and efficient coaching at greater scale that is both differentiated and consistently high quality
- 4. District support:** Deepen district-level engagement to set up the conditions for success in each school building across the district



1

Build on market-leading position and transform interim assessment products to meet school needs for Common Core

- **Delivery and Reporting: Develop computer-based assessments,** and enhance utility of results to more accurately assess progression of learning and produce results that translate into instructional improvements
- **Core product expansion: Design and pilot assessments** for high school (math/ELA) and science, and develop diagnostic assessments
- **Item development: Expand item types** (performance tasks, revise math/literacy content) and align to the Common Core Standards (seamlessly tag items to multiple standards)
- **Assessment sequencing and design: Streamline assessment development process** by building a better assessment design tool (improved item selection, increased design flexibility), which will enable improved alignment between school/district needs and assessment product



2

Capitalize on uniquely diverse school network and rich data to provide teachers with recommendations for instructional action

- **Personalized recommendations:** Develop *The Achievement Network Insights Engine* through a more robust data analytics infrastructure to enable grade-, subject-, and performance-specific resources that are recommended to teachers based on analysis of historical data trends, item analysis, and concrete objectives.
- **Seamless experience on educator portal:** Develop the MyANet 2.0 experience for educators that has greater navigation capabilities to make it a more intuitive, one-stop-shopping portal with reports, sequence of assessed standards (SAS), standards, and resources offered in a seamless interface and connected by standard, objective, teaching method, stems, etc.



3

Ensure highly effective and efficient coaching at greater scale that is both differentiated and consistently high quality

- **Technology-enabled hub:** Build coaching hub 2.0 – an easy to access coaching information and communication hub (including interactive content, ability to communicate with other coaches and schools, best practice video collections of exemplary teachers and leaders, and support around portfolio reporting and communication)
- **Video module content:** Develop a library of 30-40 core topics, which include conceptual content and exemplars and artifacts from the network, that leverage multiple mediums to implement including online group settings, and one-to-one support
- **Differentiated, data-informed coaching:** Refine and differentiate coaching role and coaching activities to align to coach skills and school needs, including leveraging internal expertise across networks and providing data-driven recommendations for coach activities
- **National learning opportunities:** Launch cross-network community and targeted national events for high-capacity teachers and leaders to share best practices/resources and network



4

Deepen district-level engagement to set up the conditions for success in each school building across the district

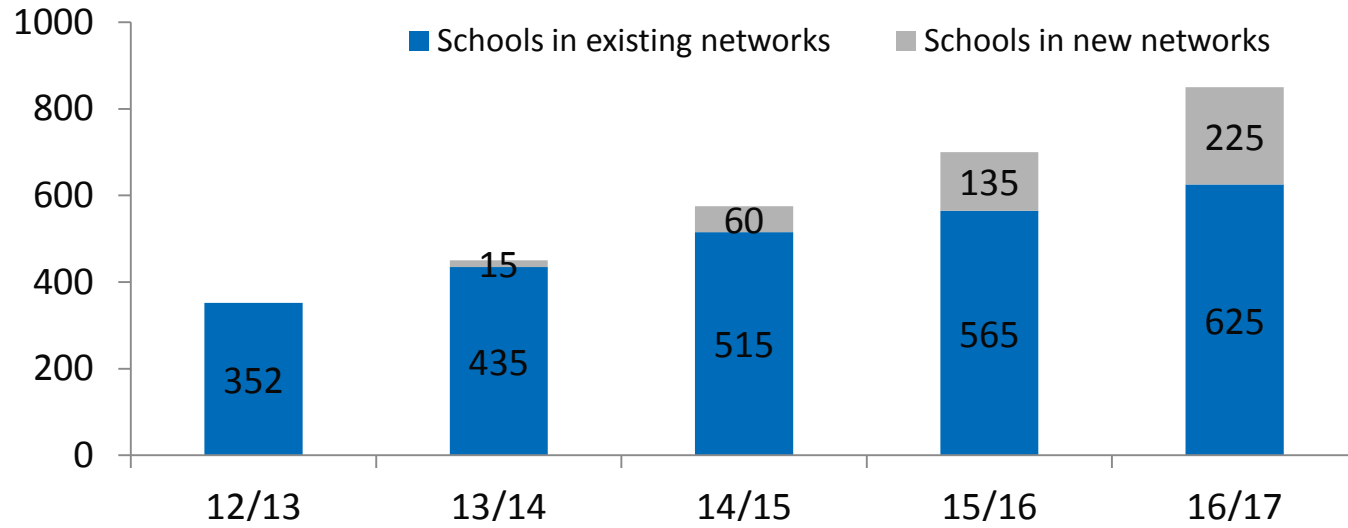
- **System-Level Rubric:** Refine and codify *ANet System-Level Rubric* that identifies the key competencies at the system level needed for schools and teachers to implement a culture of learning standards and achievement data
- **Whole-System Engagement:** Design and pilot a multi-year, whole-district engagement that cycles schools through a progression of ANet supports and services that leads to substantial embedded capacity to do the work at the system level
- **System coaching engagement:** Develop model for coaching at the system level that is aligned to framework, supports district structure and on-going management work, and includes diagnostic and readiness support
- **Pilots of new configurations:** Launch innovation fund to offer our products and services in different configurations to meet the needs of our partners, which we will do to accomplish the goal of higher penetration rates of our full service mode

We will grow to 250,000 students by 2017 by deepening impact in existing regions and strategically expanding in new networks



The Achievement Network schools, 2012-2017

Number of schools



<i># of students</i>	103,000	132,000	169,000	206,000	250,000
<i># of schools</i>	352	450	575	700	850
<i># of networks</i>	8	9	11	12	13
<i># of educators</i>	11,500	14,500	19,000	22,500	27,000

We will measure the impact of these initiatives through goals and management metrics aligned to three priority areas



Priority #1: Achievement

Priority #2: Growth

Priority #3: Sustainability

2017 impact goals

- Replicate historic impact at over 3x school volume
- Demonstrated evidence of teacher practice improvement

- Serve 250,000 students in ~850 schools
- Deepen penetration in existing networks and open ~6 new networks

- Cover >70% of operating expenses and >90% of total expenses with earned revenue
- Recruit and retain top-tier, diverse talent

Sample annual metrics to assess progress

- % of schools meet annual goals
- % of schools meet teacher action goal and leader lever goal
- % of schools agreeing that ANet is a top partner that drives student achievement

- % growth in existing networks
- % renewal rate of schools
- % of schools satisfied with ANet/Net Promoter

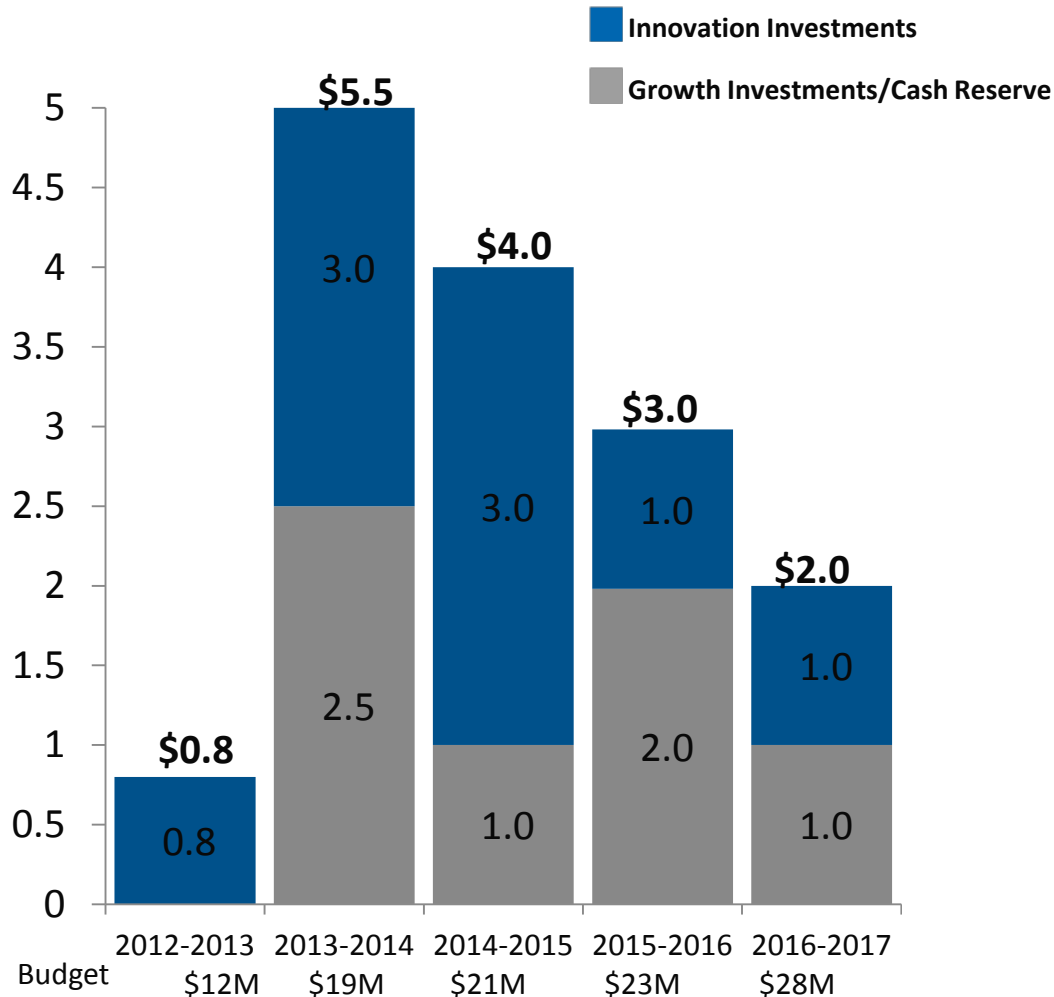
- 25% of yearly costs in reserves
- % retention of staff meeting or exceeding expectations
- % of staff identify as people of color

In total, our strategic plan will require a \$15M investment over 5 years: \$9M for innovation and \$6M for growth investments



\$15M Investment to reach our 2017 Impact Goal

Dollars (\$M)



The \$6M in “Growth Investments” will fund the startup of new networks

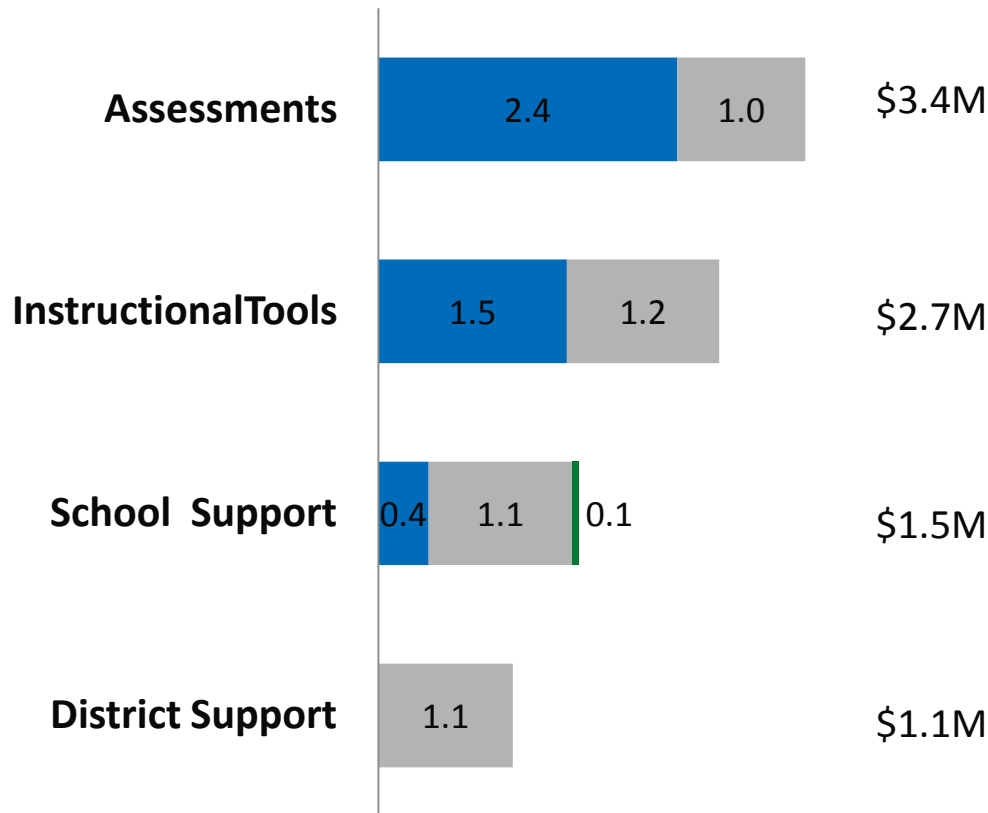
The \$9M of “Innovation Investments” will fund the execution of our four key programmatic initiatives. See the next page for additional information.

Of our \$15M fundraising need, roughly \$9 million will support program innovation in four categories



Four year investment initiative, millions

■ Technology ■ People ■ Other



Total investment Investments by initiative:

- Core product development
- Item Development
- Sequencing and Design
- Application

- Recommendation engine
- Data integration
- Automation
- My ANET interface/housing

- Tech-enabled coaching hub 2.0
- Video module content
- National learning opportunities

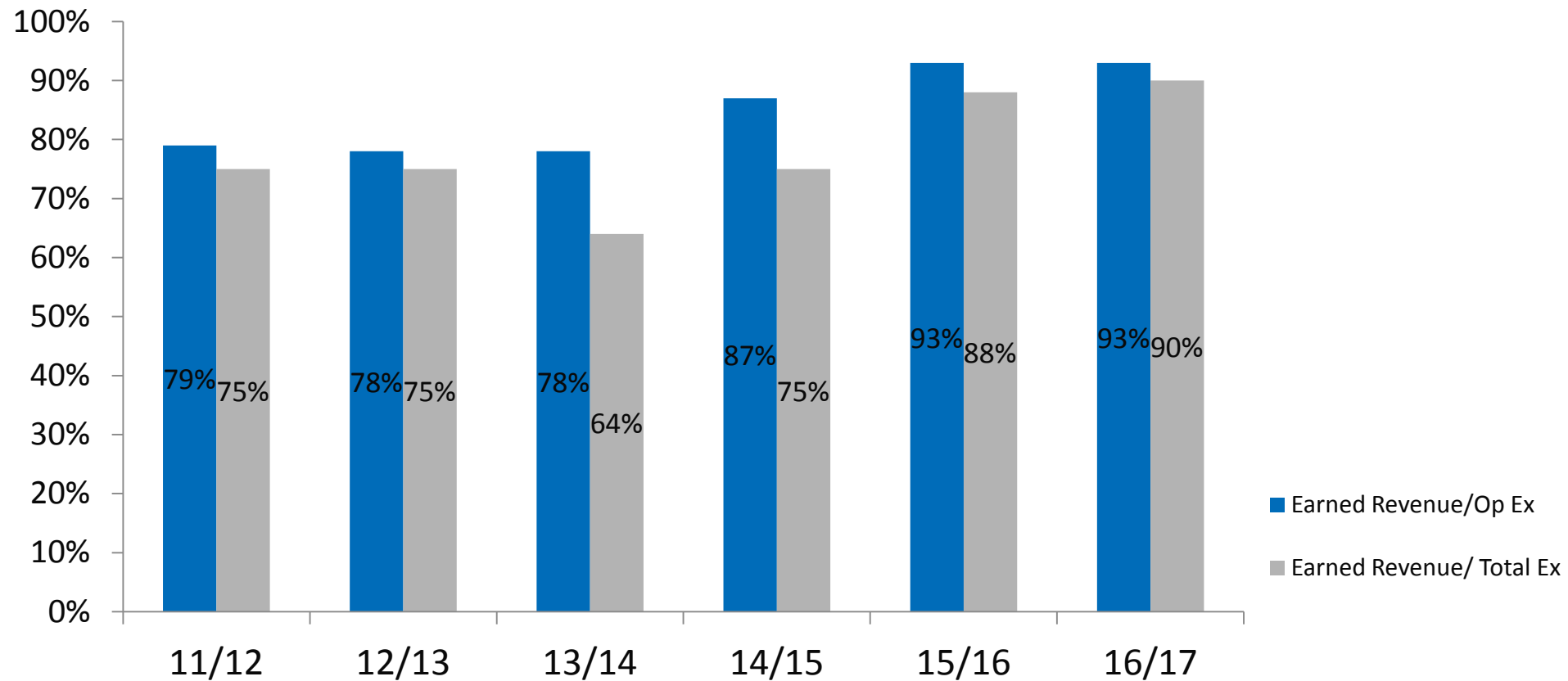
- System-level rubric
- Whole system engagement
- Pilots of new configuration
- Thought leader communication

\$8.7 M

By 2017 our plan will enable us to cover 90% of total expenses with earned revenue.



Earned revenue as percent of expenditures, 2012-2017

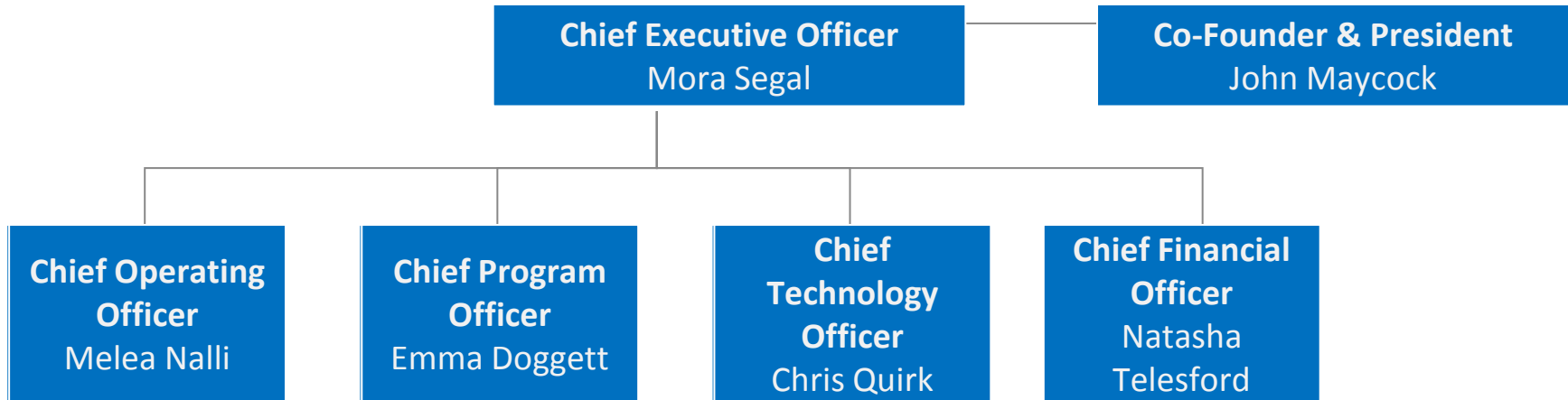


Annual Financial Summary – ANet 2017 strategic plan



Network Stats	12/13	13/14	14/15	15/16	16/17
Number of Networks	8	9	11	12	13
Total Schools	352	450	575	700	850
Revenue					
Total Earned Revenue	\$9,272,329	\$12,154,920	\$16,317,350	\$20,520,769	\$25,469,113
Total Unearned Revenue	3,357,079	2,400,930	2,392,784	960,000	1,040,000
Total Revenue	\$12,629,408	\$14,555,850	\$18,710,134	\$21,480,769	\$26,509,113
Expenses					
Direct Network Expenses	4,159,132	6,076,823	7,407,610	8,966,802	11,562,496
Program Shared Services	3,389,007	4,748,499	6,168,306	7,274,410	8,467,944
Support Shared Services	1,786,321	2,703,272	3,027,928	3,901,328	5,157,693
Total Network Expenses	9,334,460	13,528,594	16,603,844	20,142,540	25,188,133
Overhead	1,438,047	1,726,798	1,908,080	1,977,123	2,300,063
Growth & Innovation	1,577,257	3,802,192	3,323,912	1,328,602	903,878
Total Expenses	12,349,764	19,057,584	21,835,836	23,448,265	28,392,074
Net Income	\$279,644	(\$4,501,734)	(\$3,125,702)	(\$1,967,497)	(\$1,882,961)
Annual Funding Gap to Reach 3 Months Cash	(800,000)	(5,295,130)	(3,964,742)	(3,309,630)	(2,157,843)
Cumulative Funding Gap for 3 Months Cash		(6,095,130)	(10,059,872)	(13,369,502)	(15,527,346)
% Earned Revenue/Operating Expense	78%	78%	87%	93%	93%
% Earned Revenue/Total Expense	75%	64%	75%	88%	90%
Ending Cash % of Annual Operating Expenses	21%	25%	25%	25%	25%

The experience of our leadership team positions ANet well for effective implementation of our strategic plan



Collective leadership team experience includes:

- Experience founding and scaling multiple organizations
- Experience teaching and leading in high poverty schools
- Experience leading non-profit education reform organizations
- Experience in highly effective private sector organizations