This report represents Education Pioneers, Inc.'s responses to Charting Impact, a joint project of BBB Wise Giving Alliance, GuideStar USA Inc, and Independent Sector. Charting Impact uses five simple yet powerful questions to encourage strategic thinking and help organizations share concise information about their plans and progress toward impact.

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**Mission:**
Education Pioneers exists to identify, train, connect, and inspire a new generation of leaders dedicated to transforming the educational system so that all students receive a quality education.

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1. What are we aiming to accomplish?

In order to systematically deliver a high-quality education to all students, it is vital that we attract and retain a critical mass of exceptional leaders and managers. To that end, Education Pioneers will build a critical mass diverse leaders working at all levels across the education sector.

2. What are our strategies for making this happen?

To achieve our long-term goals, Education Pioneers has established three strategic priorities to advance our mission and work from 2015-2019: Strategic Priority 1: Deploy the right leadership and management talent to the right places to drive transformative change. We will expand our offerings to meet a broader range of critical leadership and management needs while intensifying our efforts with organizations and in geographies where our talent can have the greatest impact. Strategic Priority 2: Spur educational improvement and innovation far and wide. We will bring new knowledge about leadership and management into the sector and foster sector-wide learning and connections. Strategic Priority 3: Build a great organization that will drive lasting impact. We will build a thriving team and culture, a sustainable financial model, and a strong brand.

3. What are our organization's capabilities for doing this?

We have developed a strong leadership team, a diversified revenue model, a track record of successful growth with quality, and strong external partnerships that will support our progress to our long-term goals. The most important ingredient to advance Education Pioneers' work is our own team of leaders and managers. Over the past 10+ years, we have built a strong, entrepreneurial, and diverse team. Our National Leadership Team is made up of senior organizational, functional, and regional leaders. Our governance structure includes a national board of directors that guides the organization's overall strategic direction and champions our work, as well as local boards and alumni boards to support our local growth and sustainability. Education Pioneers operates with a blended revenue model which leverages national investments, local investments, and fee-for-service earned revenue from our Partners to fund our operations. In recent years, we focused on growing the revenue generated from local sites through local investors and earned income. We have built a strong brand as a result of our track record of successful growth with quality. We have also built a powerful recruitment model that enables us to attract, prepare, and advance a network of diverse, effective talent. This reputation for quality enables us to continue to attract exceptional talent and talent-focused partners to join our network. Our program model is driven by strong collaborations with high-performing organizations that understand the importance of accessing our broad, deep bench of diverse, multidisciplinary talent for immediate and full-time needs. For example, over the past decade, we have built strong partnerships with leading charter schools, charter management organizations, and charter support organizations that need great people to fuel their performance. Among charter schools and charter management organizations alone, we have deployed nearly 600 Fellows to date, and over 250 Alumni are currently in full-time roles. Beyond our fellowship partnerships, we manage an online network platform, the Exchange, established in collaboration with The Broad Center and Harvard's Strategic Data Project, to expand recruiting efforts, share tools and resources, and build a common network to connect and empower our Fellowship participants, Alumni, and Partner agencies. These dynamic relationships with our hiring partners and network collaborators have, in turn, enhanced our own organizational effectiveness through increased market intelligence and the exchange of best practices.

4. How will we know if we're making progress?

Education Pioneers continues to be rigorous in our use of evaluation to understand how we progress against goals, inform strategy decisions, and communicate impact. We have built internal systems and tools to continuously monitor and evaluate our performance, as well as external protocols and tools to measure our impact for stakeholders, including pre- and
post-fellowship surveys for Fellows, mid- and post-fellowship surveys for Partners, and annual network surveys for Alumni. To date, our evaluation efforts have focused primarily on assessing our recruitment efforts and measuring program effectiveness for Fellows, Partners, and Alumni. To ensure that we have dedicated capacity to refine and deepen our evaluation methods and activities as we drive toward our strategic priorities, we have established an internal Evaluation & Learning department which leads our work internally and collaborates with external thought partners to ensure that we are asking – and substantively answering – the right questions about our impact. We have identified 5 key overarching evaluation questions to demonstrate our impact: 1. Are we increasing and improving the pipeline of leadership and management talent? 2. Is the talent we place driving transformative change individually, within key education organizations, and collectively across the sector? 3. Are we a strategic source of leadership and management talent for key education organizations? 4. Are we increasing awareness of the importance of leadership and management talent in driving improvement in the education sector? 5. Are we building the necessary connections between leaders and managers to spur systemic educational improvement and innovation? As we prepare to deepen our impact in the years ahead, we're moving beyond our reliance on self-collected and self-analyzed organizational data and building on the 2014 external research completed by Mathematica Policy Research. To that end, we have contracted with the American Institutes of Research (AIR) to conduct a comprehensive, independent impact evaluation of our work, the most ambitious research initiative EP has ever undertaken. Upon completion of the evaluation in fall 2016, EP will disseminate the findings to benefit EP and the broader field, while also applying the findings to determine next steps for the refinement and evaluation of our model. We believe this evaluation will help to position EP at the center of data-driven storytelling in education so that we have an outsized visibility and influence in the conversation about how educational leadership can drive sector transformation.

5. What have and haven't we accomplished so far?

Education Pioneers has developed, launched, and grown programs and services that meet critical talent needs for key organizations within the education sector. From 2004-2015 we have dramatically increased the quantity of leaders we bring to our Partners, while delivering exceptional value to our Fellows and Partners. Key highlights include: *EP has been increasing the number of participants placed in partner organizations. Specifically, the number of EP Fellows has grown at a compound annual growth rate of 41% from 2004 to 2015. *93% of EP Alumni are proud of their EP Affiliation *Over 6 in 10 Alumni working in education say they wouldn't be where they are professionally without EP *87 % of EP Alumni believe that EP is an asset to their resumes. Education Pioneers alumni enter the education sector and then continue to advance along education leadership and management career pathways at high rates following their fellowships, providing a growing bench of full-time talent for Partners and the sector. Key highlights include: • 70+% of our working Alumni are in in the education sector; • 60% of our Alumni are serving in a management role; and • More than 30% of our Alumni working in education hold significant management responsibilities including managing managers, organization functions, business units, or entire organizations. While our existing programs recruit, train, and advance high-caliber talent from diverse backgrounds, we know that our partners’ needs extend much further. For instance, a recent study of the “autonomous and accountable public school sector” forecasts that 32,000 new mid- to senior-level leaders will be needed across the 50 largest cities in the nation by 2023. The report was consistent with what we've been hearing on the ground through our work with talent-focused Partners across the nation, including the need for people with expertise in areas such as finance, operations, management, human capital, product and service management, and marketing. We are excited to help address these needs by scaling our pipeline of leadership and management talent in education. To achieve this, we will expand our programs, professional development, and other services. We will also focus our work in new ways. By concentrating a subset of our talented leaders in the organizations and regions that are poised to make the most dramatic strides for students, we will grow a critical mass of talent that can drive transformative change across the sector.