



School Empowerment Network

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# Annual Report

## 2023-2024





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# A MESSAGE FROM THE CEO

Since 2015, School Empowerment Network has been dedicated to transforming education for students facing barriers to quality schooling. Over the past nine years, we've partnered with districts nationwide, positively impacting over 100,000 students.

Our vision is ambitious: we aim to increase the number of districts and school leaders creating schools where learning is joyful, and every student experiences belonging and esteem as they are prepared for a successful future. With our three-year plan launched in 2023-24, SEN is set to expand our impact by 50%, improving outcomes for more than 60,000 students by the academic year 2025-2026.

Guided by our theory of change, we close the achievement gap by focusing on the instructional core and developing local leaders to drive improvement efforts. This year, we are expanding our reach with additional leadership programs, piloting integrated supports in San Antonio, and pursuing a charter for an innovative school model.

To fuel this growth, we aim to increase our budget from \$6 million to \$10 million through earned revenue and philanthropic support. During the 2024-2025 school year, we plan to surpass \$7 million in annual revenue on the way to our ultimate three-year goal.

We are deeply grateful to our supporters and incredible staff, whose dedication drives our mission. Together, we are creating a transformative educational landscape where every child can reach their full potential.

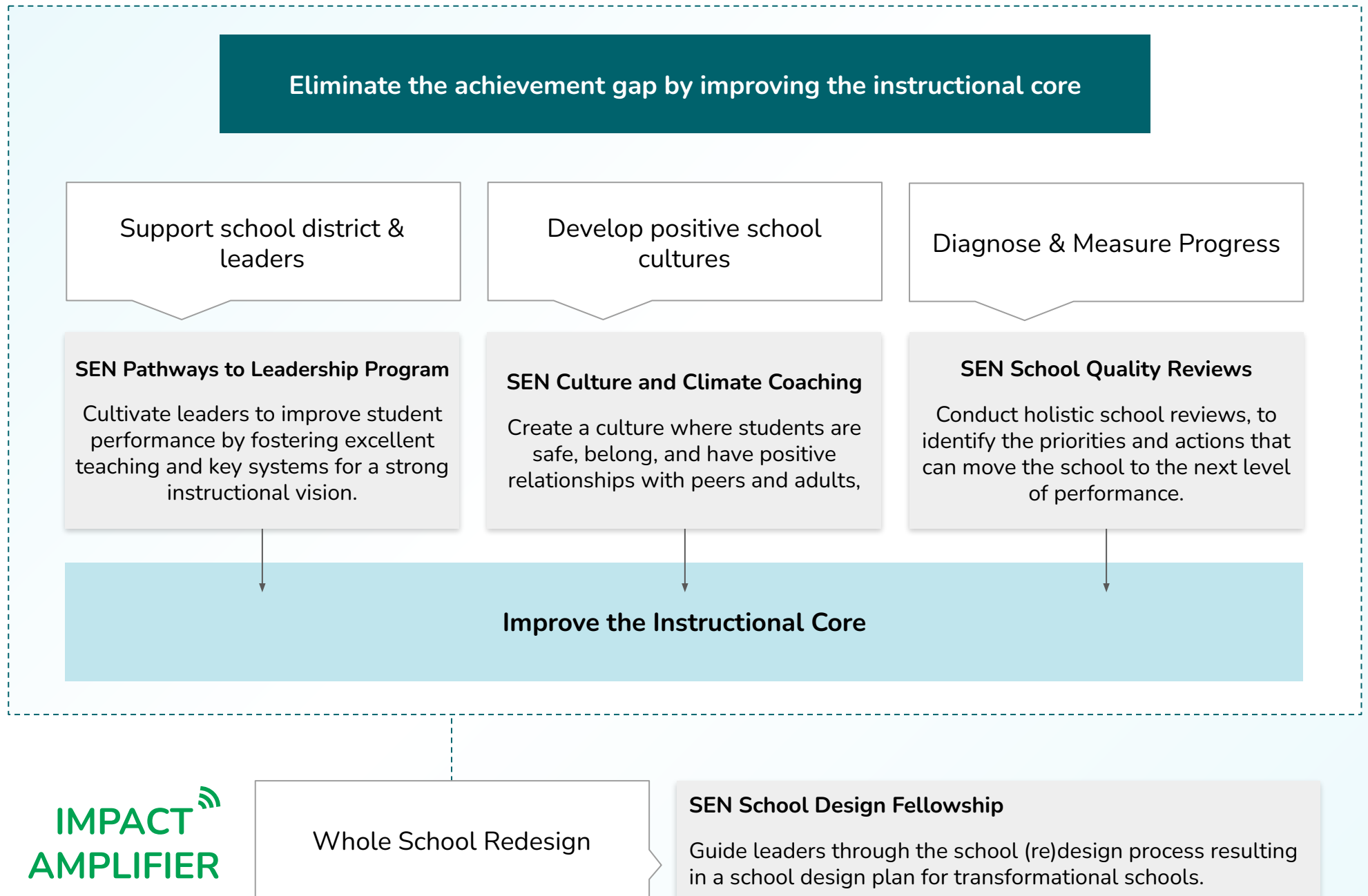
**Alex Shub**

Chief Executive Officer

September 2024



Our three-year strategy is rooted in a **theory of change** aimed at closing the achievement gap by strengthening the instructional core in schools—a goal that is supported by all of SEN’s services.



# HIGHLIGHTS FROM THE REPORT

## Improving Academic Outcomes



Since 2021, the Pathways to Leadership Program (PLP) has driven progress in the Springfield Empowerment Zone (SEZP). Schools in the program for 2+ years saw NWEA math gains 36% higher and ELA gains 39% higher than the SEZP average, while 3-year schools achieved math gains 80% higher and nearly triple the ELA gains. In Texas, 63% of schools led by SEN School Design Fellowship graduates outperformed non-SEN-supported Title 1 schools in math, with 27 leaders engaged in new school design for 2024-2025.

## Building Positive School Cultures



SEN's culturally-responsive coaching has transformed school environments, fostering a culture where every student is valued and supported. In Southbridge, Massachusetts, SEN's coaching led to a 10% increase in staff satisfaction and a 71% reduction in suspensions at West Street Elementary, as well as a 9% rise in student satisfaction at Southbridge Middle School.



## Strengthening & Diversifying School Leadership

The Pathways to Leadership Program in Springfield, Massachusetts, has made substantial progress in increasing the representation of leaders of color in school leadership roles. The proportion of assistant and associate principal positions held by leaders of color has grown significantly, rising from 43% to 65%.



## Expanding into the Charter Schools Sector with Combined Services

In 2024-25, SEN will expand its work in San Antonio, building on the 2023-24 School Quality Reviews. SEN now offers a comprehensive suite of integrated services to improve instruction, foster positive school cultures, and provide strategic guidance. Partnering with City Education Partners, this initiative focuses on three charter schools to close the achievement gap and strengthen instructional practices.



## Evaluating Impact and Growth

During the 2023-2024 school year, SEN conducted 126 quality reviews across 100 schools. An overwhelming 95% of school leaders found the recommendations clear and actionable for developing strategic plans and setting annual goals. For many schools, these reviews served as a valuable starting point for deeper collaboration with an SEN coach.



## Expanding into Early Childhood

This year, SEN was awarded over \$1 million by the Moody Foundation to boost kindergarten readiness in math and literacy and improve educator effectiveness in Texas. Over the next three years, SEN will work with three diverse district partners to refine their early childhood models using data to inform adjustments, coach educators and collect, analyze and share finds to help scale quality PK programs statewide.



## Deepening STEM Learning

In 23-24, SEN expanded its partnership with Victoria ISD to build out a complete PK-12 STEM pathway by improving vertical alignment and coherence of STEM pedagogy. This includes launching a cohort of STEM teacher ambassadors and peer mentors, creating shared STEM family engagement opportunities, and enhancing instructional leaders' ability to coach and ensure STEM learning in every classroom. This work builds on the foundation of our K-8 STEM and P-TECH Playbooks.



## Launching Innovative School Models

SEN is preparing a charter application to launch the Arcadia school model in Texas. Arcadia combines SEN's proven strategies with personalized instruction, integrating AI tools for real-time feedback and an innovative team-based staffing model that builds a talent pipeline from within the community. SEN aims to raise \$4.4M by 2028-2029 to open the first Arcadia School in the 2026-2027 school year.

# SEN SERVICES SPOTLIGHT: PATHWAYS TO LEADERSHIP

## Overview

Leaders must be cultivated and developed over time to orient them to the task of visionary leadership centered on students. The **Pathways to Leadership Program** (PLP) was created to offer leadership development and access to career pathways, particularly for aspiring leaders of color. The program aims to identify talented and high potential educators early in their careers, train them to lead adults in their school community, and nurture them toward opportunities for increased impact.

## Springfield Empowerment Zone MA (SEZP):

### Academic Results 2023-2024



**Math Gains:** Schools partnering with PLP for 2+ years saw their NWEA math gains surge to **36% higher than the SEZP average**. And for schools in the program for 3 years, those gains skyrocketed to **80% higher than the SEZP average**.



**ELA Gains:** Schools working with PLP for 2+ years achieved NWEA ELA gains that were **39% higher than the SEZP average**. Even more impressively, those in the program for 3 years saw their gains **nearly triple the SEZP average**.

### Leadership Pipeline Results 2023-2024



Since the PLP's launch in 2021, the percentage of assistant and associate principal roles held by leaders of color in SEZP has grown from 43% to 65%, significantly boosting diversity in the leadership pipeline.

**Based on the PLP results, the Barr Foundation has committed support for two additional years of PLP in SEZP. 100% of schools have elected to use their discretionary school funds to participate in the second phase of the program**

## Program Expansion in 2024-2025

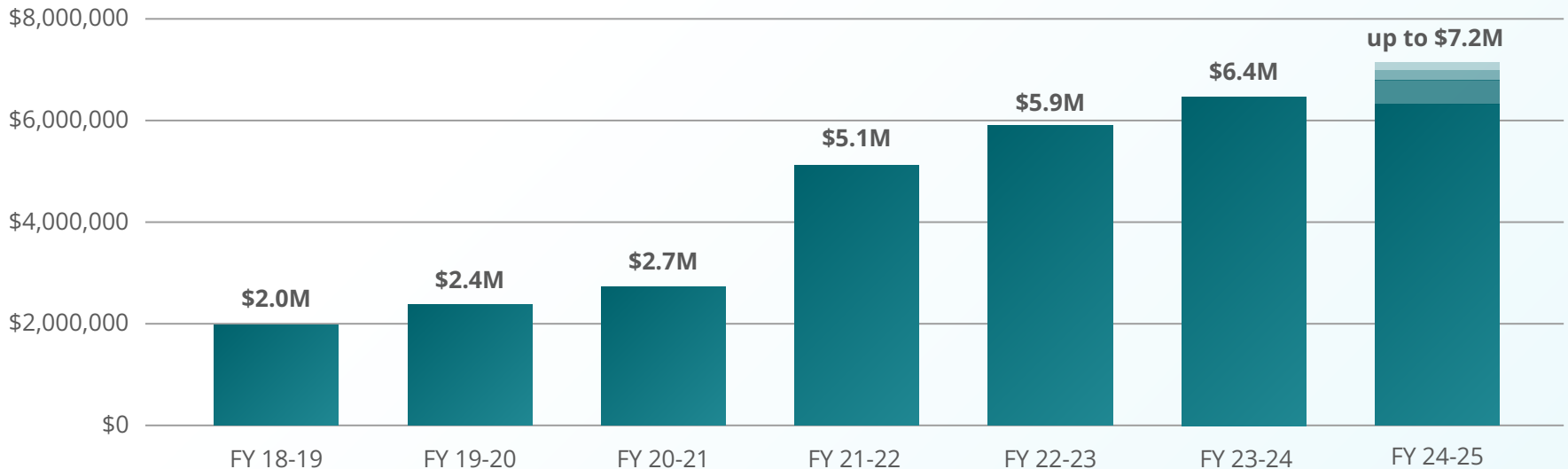
In 2024-25, the Pathways to Leadership Program (PLP) expanded from Massachusetts to Texas as part of a new initiative supporting charter schools in San Antonio. This effort includes a comprehensive suite of services—strengthening the instructional core through leadership pipeline development, fostering positive school cultures, and offering executive coaching. This expansion aims to bring the proven impact of PLP to a new region, helping San Antonio's charter schools close achievement gaps and build sustainable leadership.

# OVERALL IMPACT & FINANCIALS

We are on track to achieve our three-year goal of expanding our impact by 50%. This will be accomplished by increasing the number of transformational schools nationwide, ultimately benefiting over 60,000 students across 25 school districts.

	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Operating Budget	\$5.9M	\$6.4M	\$7.2M	\$9.5M
Students	41,200	43,200	51,700	62,000
Schools	103	108	129	155
Districts	19	21	22	25

SEN REVENUES 2018-2025



# LOOKING AHEAD: ARCADIA SCHOOLS

## Overview

### *A New Approach to Learning*

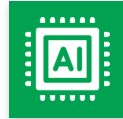
The Arcadia model blends the foundational strengths of SEN's proven strategies with a future-facing approach that prioritizes individualized, high-quality instruction. By leveraging a team-based teaching structure—where expert educators guide smaller groups of students—we ensure that every learner receives the personalized support they need to thrive.

At SEN, we believe that education must evolve to meet the demands of a rapidly changing world. The Arcadia School Model is our bold vision for transforming the student experience through innovative instructional practices and a redesigned learning environment.

### Key features of the Arcadia School Model include:



**Redesigned Classrooms:** A flexible setup with teams of 6 educators and 60 students allows for more small-group instruction and targeted interventions, fostering deeper learning.



**Strategic Use of Technology:** Advanced AI tools and real-time data feedback enhance personalized learning while maintaining the human connection that is central to effective teaching.



**Integrated Talent Pipeline:** The Arcadia model includes an internal teacher pipeline, training educators from within the student community, ensuring sustainable talent development and continuity.

## A Commitment to Student Success

SEN's success in redesigning schools has positioned us to lead this next phase of educational innovation. With Arcadia, we are building a school that doesn't just adapt to change—it drives it. Our goal is to empower students not only for academic achievement but for leadership in their communities and beyond.

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**We are excited to launch the Arcadia model and are seeking partners to join us in this mission. With an aim to raise \$4.4 million through 2028-2029, we are committed to launching the first Arcadia School and creating a new standard of excellence in education.**

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# OUR PARTNERS & SUPPORTERS



Barr Foundation



CITY EDUCATION PARTNERS



LAWRENCE  
PUBLIC SCHOOLS



Lubbock ISD  
*Every Child Every Day*



MASSACHUSETTS DEPARTMENT OF  
ELEMENTARY AND SECONDARY  
EDUCATION

MOODY  
FOUNDATION



SALEM  
PUBLIC SCHOOLS  
*Where belonging leads to opportunity.*



SAUGUS  
PUBLIC SCHOOLS

SEZP // Springfield  
Empowerment Zone  
Partnership



Southbridge  
Public Schools

TEA  
Texas Education Agency



EST. 1898

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