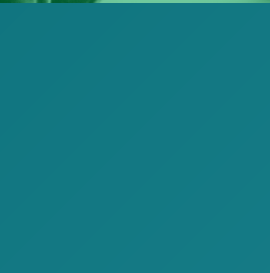
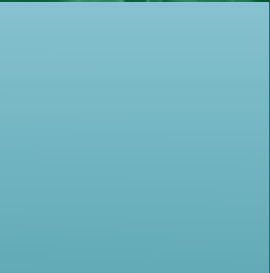


School Empowerment Network

Annual Report

2024-2025



A MESSAGE FROM THE CEO

This year, as School Empowerment Network moves into our second decade as an organization, we are seeing powerful evidence of what sustained and coherent work can achieve. When schools attend to every element of improvement, including leadership, instruction, culture, and strategy, and maintain that focus over time, transformation follows.

Across Massachusetts and Texas, the results are clear. Schools that once made modest gains now show substantial progress toward state targets, double-digit increases in student achievement, and cultures where teachers and students thrive together. These outcomes reflect not a single initiative but consistent alignment to a clear vision, steady follow-through, and leadership that builds trust and momentum year after year.

It's also evident that this level of growth is possible at scale when every layer of the system, from the classroom to the cabinet level, pulls in the same direction. That insight is shaping our path forward. Our deepening partnerships with charter networks and districts have sparked two major steps in Texas: a three-year statewide effort to strengthen early childhood education supported by the Moody Foundation, and the launch of our first charter school, Arcadia, built from the ground up to meet the evolving needs of 21st century education.

As we look ahead, our purpose remains unchanged. We will continue to develop strong leaders, align systems for impact, and ensure that every school we support becomes a place where all students are treasured, challenged, and inspired.

Alex Shub

Chief Executive Officer



OUR REACH IN 2024-2025

60K

Students



Positively impacted through coherent leadership, rigorous instruction, and school cultures where every student is known, valued, and inspired to achieve.

210

Leaders



Developed through coaching and leadership pathways that strengthen instructional vision, build strong school cultures, and drive measurable improvement across classrooms & teams.

120

Schools



Strengthened across 24 districts through aligned leadership development, data-driven instructional systems, and school cultures centered on relationships, belonging, and high expectations.

WHAT YOU WILL FIND IN THIS REPORT

This year's report tells a story of transformation, from individual classrooms to entire districts, and of what's next as we continue to grow our impact nationwide.

You'll see how determined school leaders and SEN coaches are proving that lasting change is possible when instruction, culture, and coherent systems move in sync.

1. Moving the Needle: Durable Gains (pp. 6–9)

Clear signs of academic momentum across states:

- **Lubbock ISD (TX):** Four of five SEN-supported schools made double-digit gains.
- **Lawrence (MA):** Big improvements for multilingual learners and struggling readers.
- **Springfield (MA):** Proficiency gains in schools with the most complex student populations in the state.

2. Service Spotlights (pp. 10–15)

How SEN services strengthen instruction, culture, and leadership:

- **Early Childhood:** Building joyful, knowledge-rich Pre-K classrooms.
- **Schools Designated for Comprehensive Support:** Helping seven schools make meaningful gains.
- **Montessori Model:** Creating a new public Montessori approach.
- **School Quality Reviews:** Providing clear, actionable feedback driving improvement across districts.
- **Culture Coaching:** Improving safety, engagement, and adult culture in Southbridge schools.

3. School Spotlights (pp. 16–19)

Stories of schools moving forward with SEN support:

- **Wester Elementary (Lubbock, TX):** From "F" to "A," with gains exceeding district growth.
- **Dever Elementary (Boston, MA):** Major one-year turnaround in state outcomes.
- **Promesa Academy (San Antonio, TX):** From two "F"s to a "C," showing steady gains.

OUR ORGANIZATION

We believe lasting change begins with clarity of purpose, shared direction, and trust. When those elements come together, schools become places where both students and educators thrive and academic success follows.

Strengthen Instruction

We partner with school leaders to strengthen the instructional core so all students access grade-level, standards-aligned content. Through data-driven instruction, high-quality materials, and School Quality Reviews that identify priorities, we help educators refine practice and accelerate learning.

Cultivate Leadership

We develop educators into transformational leaders who elevate instruction, build strong cultures, and drive results. Our leadership pathways and coaching build the mindsets and skills needed to guide teams, sustain progress, and create schools where students and staff thrive.

Design for Transformation

We guide leaders through whole-school redesigns and the launch of new, high-quality schools. By reimagining systems, staffing, and practices, including supports for students with additional needs, we help schools and districts create learning environments that inspire and challenge every student.

Align Strategy for Impact

We coach district and cabinet-level leaders to align priorities, resources, and initiatives around student outcomes. Drawing on insights from School Quality Reviews and other data, SEN helps leaders clarify strategy, sharpen focus across teams, and strengthen the conditions for lasting improvement.



MOVING THE NEEDLE

From breakthrough gains in Lubbock to sustained growth in Springfield and clear momentum in schools designated for Comprehensive Support and Improvement, our work is driving measurable improvement where it matters most.

RELAUNCHING LUBBOCK ISD SCHOOLS FOR SUSTAINED GAINS

As part of our **School Design Fellowship**, SEN has partnered with Lubbock ISD since the 2019–2020 school year to relaunch five historically struggling schools. McCool Academy, Wester STEAM Elementary, Brown STEM Elementary, Bean Elementary, and Carmona-Harrison Elementary reflect a focused effort to reimagine schools with compelling new models that reengage families and students and boost academic achievement.

Clear Gains Across the Portfolio

- 4 out of 5 SEN-supported Lubbock ISD schools posted **double-digit gains** in the percentage of students Meeting or Exceeding grade level on STAAR from the start of SEN support to June 2025
- All four gains **exceeded the district's improvement** over the same period.



These gains are especially meaningful because **Bean, Brown, and Wester each serve far more economically disadvantaged students than the district** with rates higher by +21.6, +23.8, and +18.3 percentage points, respectively.

DRIVING INSTRUCTIONAL GAINS IN LAWRENCE'S HIGHEST NEED SCHOOLS

SEN's Intensive School Support (ISS) helps school leaders strengthen teaching and learning through clear plans, leadership training, and ongoing coaching that lead to lasting improvement in student outcomes.

The Leahy School

Students who struggled most made gap-closing gains in reading, with **57%** improving on the MAP ELA assessment

English Learners grew on ACCESS by **18.8 points**, nearly tripling the district's gains and exceeding the state target.

The Leonard School

In reading, **45%** of students made gap-closing gains on MAP, and in math **41%** of students showed similarly strong improvement, both above district averages.

English Learners improved on ACCESS by **6.6 points**, meeting the state goal.

Unidos Dual Language

Chronic absenteeism dropped by **20.4 points**, surpassing the school's target.

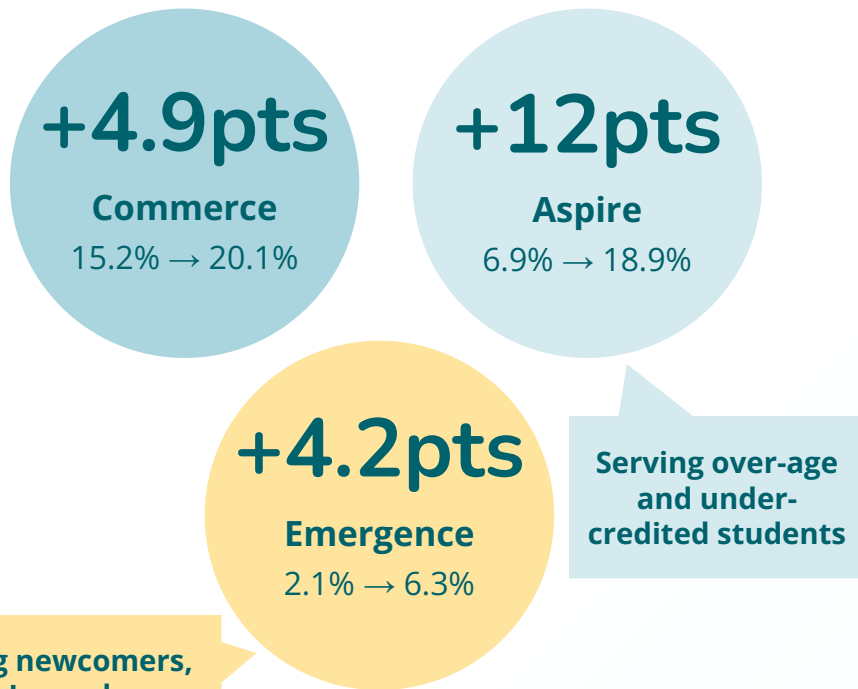
English Learners grew on ACCESS by **6 points**, meeting the state goal.

TRANSFORMING SPRINGFIELD'S MOST CHALLENGING SCHOOLS

As part of our **Pathways to Leadership Program**, SEN supports three unscreened high schools in Springfield, MA. These campuses serve students with some of the most significant and wide-ranging learning needs in the state.

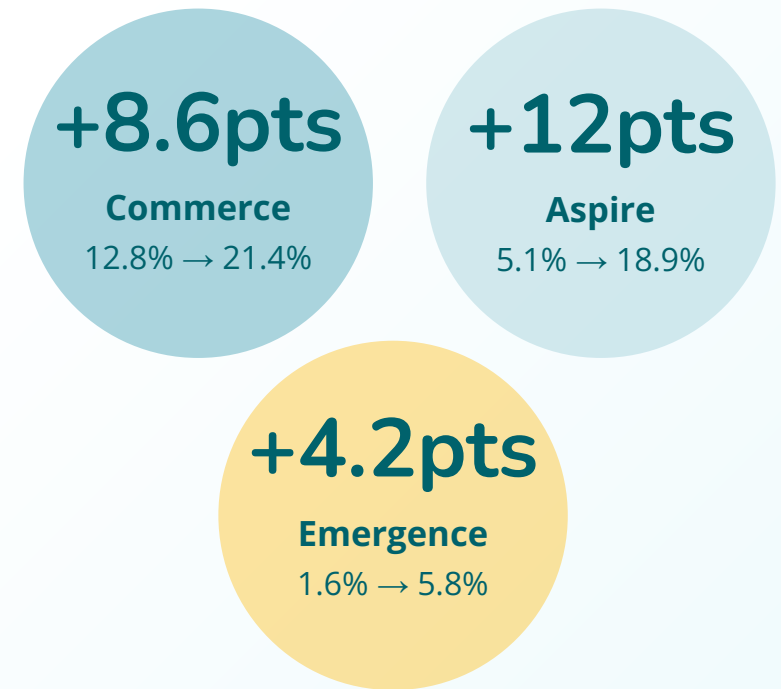
ELA Proficiency¹ Growth

% of students scoring proficient on NWEA MAP test
(Fall to Spring)



Math Proficiency¹

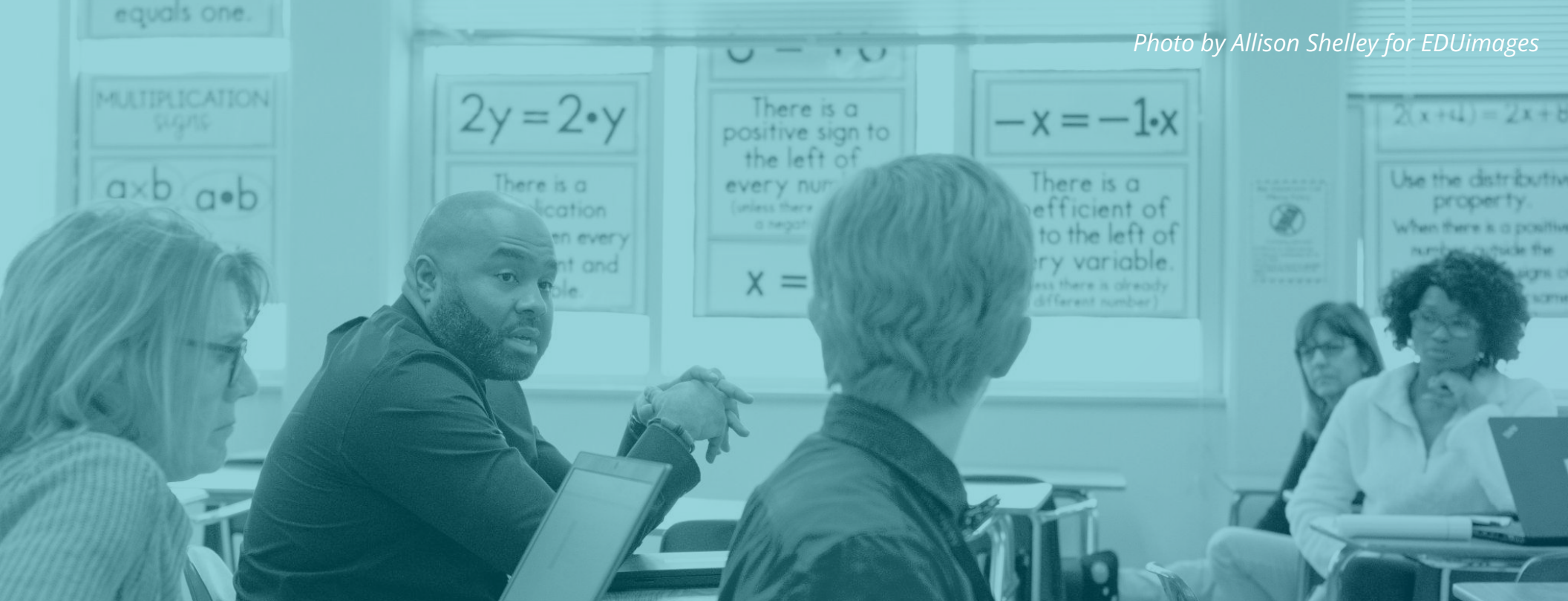
% of students scoring proficient on NWEA MAP test
(Fall to Spring)



Average gain: +7 percentage points across all three schools in ELA proficiency

Average gain: +8.3 percentage points across all three schools in Math proficiency

(1) MAP Proficiency refers to NWEA benchmarks that predict students' likelihood of scoring proficient on the state assessment.



SEN SERVICE SPOTLIGHTS

This year's spotlights highlight five areas of SEN's work: strengthening early childhood programs, improving outcomes in schools designated for Comprehensive Support and Improvement, supporting innovative Montessori models, using School Quality Reviews to drive actionable next steps, and building positive, student-centered cultures through SEN's coaching.

DEVELOPING AND STRENGTHENING EARLY CHILDHOOD CENTERS: BUILDING KNOWLEDGE THROUGH PLAY AND PURPOSE

SEN's early learning work, launched in 2024 through a competitive grant from the Moody Foundation, is helping Texas districts build joyful, purposeful Pre-K classrooms where students and educators thrive. Currently partnering with Austin, Hempstead, and Victoria ISDs, SEN provides targeted professional development and on-site coaching that bring knowledge-based learning to life for both new and veteran teachers, leaders and district staff.

Joyful Beginnings

Based on classroom observations, we've seen a clear shift toward intentional teaching where play is purposeful and learning is deep. By elevating Pre-K quality, students are gaining confidence, resilience, and knowledge.

Increased Belonging

Prior to SEN engagement, Pre-K teachers expressed feeling overlooked and undervalued. In response to our Fall post-professional development survey, 100% of participating educators agreed, *"This learning makes me feel excited to be part of the early childhood community."*

Empowering Leaders

A veteran principal of 7 years said, *"Pre-K never felt like a true priority until this partnership. Now, I fully understand what strong Pre-K curriculum and implementation look like and I'm equipped to support teachers effectively."*

Through this grant, SEN will reach almost 2,000 children and over 75 educators across three districts, ensuring early learning becomes a centerpiece for student success.

COACHING LEADERS AND IMPROVING OUTCOMES WHERE IT'S NEEDED MOST

Across seven SEN-supported schools designated for Comprehensive Support and Improvement in 2024–25, every school demonstrated growth on the state accountability system. Six of seven increased their accountability percentile, and most earned a rating of “Substantial progress toward targets,” reflecting steady gains in Boston, Lawrence, and Springfield (SEZP).

Dever Elementary School (Boston)

Quadrupled its progress-toward-targets score (18% to 78%) and exited “requiring assistance or intervention” status for the first time in years

Emergence Academy (Springfield)

Serving English Learners and SLIFE students, Emergence outperformed the Springfield district average, meeting **57% of targets** and moving from the 8th to the 10th percentile.

Leahy Elementary School (Lawrence)

Raised progress-toward-targets from 44% to 55%, **quadrupled academic achievement points** (2 to 8), and sustained gains in attendance and English Learner progress.

Leahy Middle School (Lawrence)

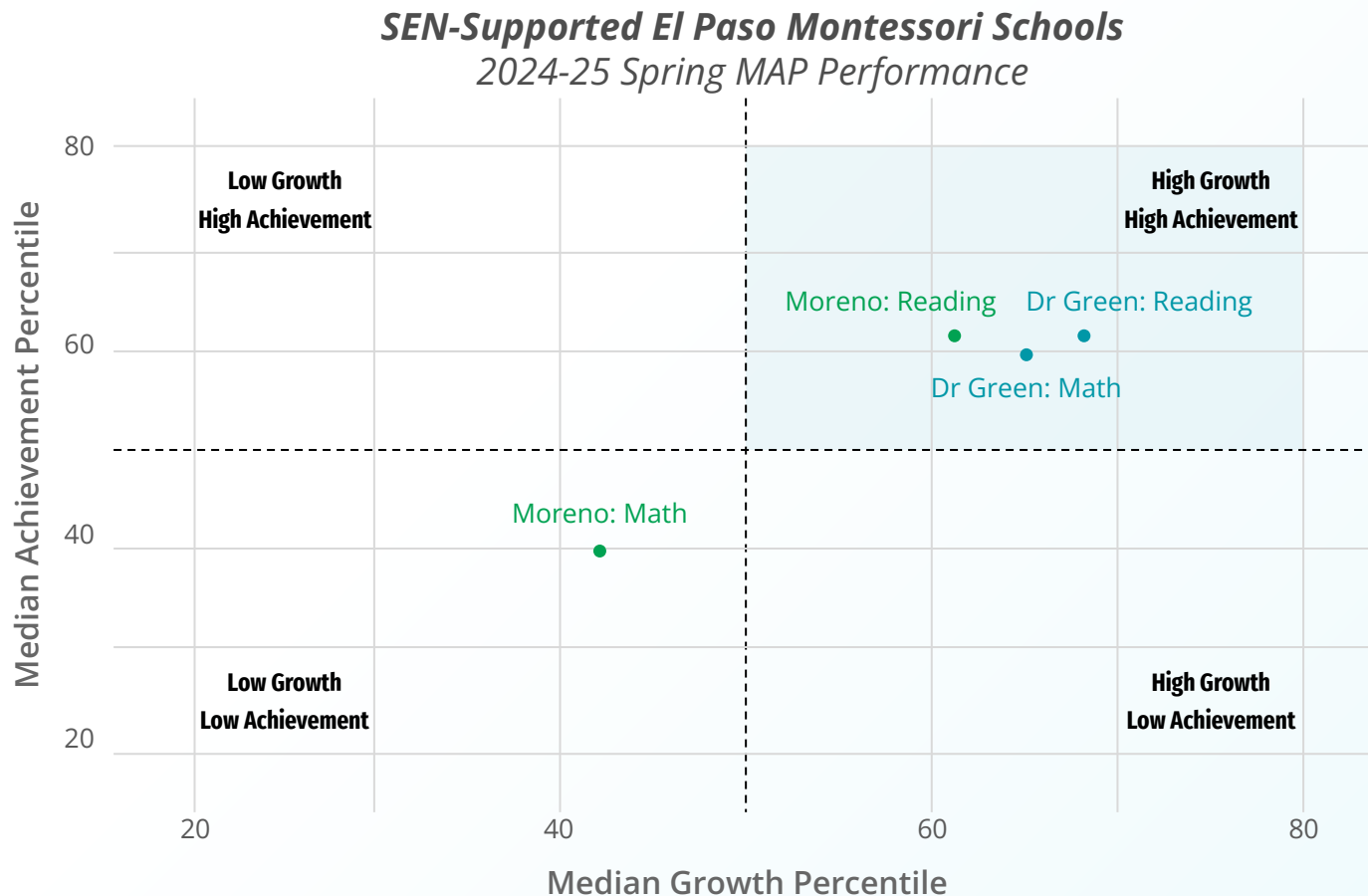
Improved from the 2nd to the 4th percentile and earned a “Substantial progress toward targets” rating, **increasing its overall score from 57% to 66%**. Demonstrated steady gains in ELA, math, attendance, and English Learner outcomes.

Taken together, these results show clear signs of momentum and system stability: instructional growth is strengthening, attendance systems are beginning to take hold, and several schools are now on the cusp of exiting the state’s lowest performance band.

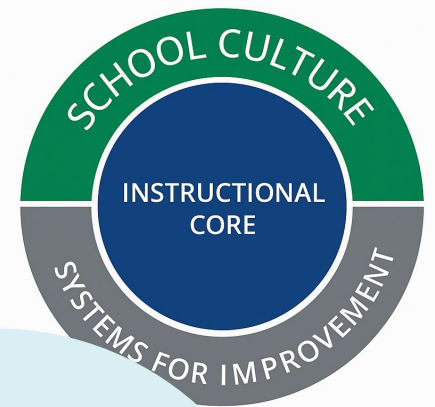
MONTESSORI MODELS DELIVERING STRONG EARLY RESULTS

El Paso ISD is building a high-quality public Montessori model grounded in three essentials: rigorous curriculum, a prepared environment, and global citizenship. SEN has been a strategic partner throughout the planning, launch, and ongoing growth of this district model, which includes Montessori programs at **Dr. Green Elementary School** and **Paul Moreno Elementary School**. SEN provides focused coaching, teacher development, and strengthening school systems to ensure a strong and sustainable implementation.

Early Outcomes: Results in the top right quadrant show the strongest outcomes on MAP for Dr. Green and Moreno Montessori programs, as students scored above national peers and made more progress than expected for their age.



SCHOOL QUALITY REVIEWS: A FOUNDATION FOR STRONGER SCHOOLS



During the 2024–2025 school year, **SEN conducted more than 100 School Quality Reviews across partner districts.** School leaders overwhelmingly reported that the feedback was clear, actionable, and helpful for shaping strategic plans, annual goals, and day-to-day leadership decisions.

Each review uses SEN’s research-based rubric to assess 11 indicators **across the instructional core, school culture,** and the **systems that support improvement.** This approach provides a clear picture of what students experience in classrooms and highlights the highest-leverage actions schools can take to accelerate progress.

“

I look forward to this experience every year. As a relatively new administrator, I credit the SQR process for strengthening my leadership, deepening my awareness, and giving me a stronger toolkit to support educators.

— Lawrence, MA School Leader

”

What SQRs Provide

An SQR offers schools a rigorous, evidence-based diagnostic. Reviewers observe classrooms, speak with stakeholders, and analyze artifacts to surface strengths and targeted areas for growth, resulting in a clear set of priorities aligned to the school’s instructional vision.

How Leaders Use Them

Leaders use SQR findings to refine improvement plans, set measurable goals, and guide professional learning. The rubric provides a common language and consistent standards across schools, ensuring that progress is understood and tracked over time.

A Starting Point

For many schools, an SQR is the first step in a longer partnership with SEN. The review establishes the baseline needed to determine the right supports, tailor coaching, and monitor indicators of progress throughout the year. It serves as the foundation for coherent, targeted improvement.

CREATING POSITIVE LEARNING ENVIRONMENTS IN SOUTHBRIDGE

SEN's Culture Coaching helps schools build positive, **student-centered environments** where every learner feels known, safe, and supported. Through targeted coaching, schools strengthen relationships, deepen engagement, and **establish the conditions for lasting academic improvement**. Our partnership with Southbridge Schools, launched in 2021, shows the impact of this work on school climate and systems.

Southbridge Middle School

- Daily **classroom removals dropped by more than 60 percent**, and referrals decreased 27 percent since 2021.
- Student **attendance improved from 89 percent to 92 percent**, reflecting stronger engagement.

Southbridge High School

- **Staff satisfaction jumped 24 points** (69 percent to 93 percent), signaling a stronger adult culture and clearer alignment.
- **Student satisfaction held steady**, demonstrating continued progress toward a positive and predictable school environment.

Districtwide Results

- Student **suspensions decreased by 17 percent** across partner schools.
- **Staff attendance remained strong**, averaging 95–96 percent across campuses.

As Southbridge continues this work, SEN coaches are helping leaders deepen the connection between culture and instruction, ensuring that positive, relational environments remain a foundation for lasting academic improvement.



SCHOOLS SPOTLIGHTS

Spotlighting three schools at different stages of success: one that has sustained a full transformation, one that delivered a major turnaround in a single year, and one rapidly climbing toward strong performance with clear momentum.

WESTER ELEMENTARY SCHOOL, *Lubbock ISD*

Since SEN support began, Wester's results have climbed **from 24 percent to 56 percent of students meeting or exceeding grade level**, a 32-point gain. This growth comes despite serving a population where 90.3 percent of students are economically disadvantaged, far above the district average.

+32pts

**Meet/Exceed
Grade Level**

24% → 56%

Leading Wester's Transformation: Wester strengthened its instructional systems, aligned practices, and built a joyful, high-trust culture focused on clarity and ownership.

Empowering Teacher Leadership: ELA and Math coaches drive collaboration, feedback, and continuous learning.

Flipped PLCs and Goal Setting: Teachers use assessment data to set goals, plan instruction, and share accountability for results.

The Wester Way: Shared behaviors and mindsets reinforce joy, ownership, and accountability.

Focus on Rigor: A multiyear emphasis on rigorous instruction builds deep thinking, strong discussions, and confident problem-solving.

Data-Driven Feedback: Coaches provide targeted, quantitative feedback that guides timely instructional adjustments.

A Culture of Joy: Daily routines and celebrations cultivate a joyful environment that supports achievement and well-being.

These practices have transformed Wester into a high-performing, high-trust school where teachers thrive and students succeed.

THE DEVER ELEMENTARY SCHOOL, *Boston Public Schools*

In 2024–25, the Dever Elementary School achieved a striking turnaround, posting major gains in both state ratings and student learning. These results stem from SEN’s multi-year partnership, which includes triannual SQR-aligned progress-monitoring visits since 2019–20, sustained strategic-planning support, and—this past year—regular, targeted coaching that accelerated implementation and impact.



Accelerated State Progress

Dever’s progress-toward-targets jumped from **18% to 78%**, earning a “Substantial progress” rating. The school’s state percentile rank rose from the **4th to the 6th**, a major step forward for a campus identified for Comprehensive Support and Improvement.

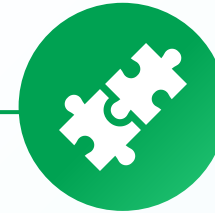


Dramatic MCAS Test Gains

Highlights include:

- **Grade 3 ELA tripled** (10% to 32%)
- **Grade 3 Math doubled** (22% to 44%)
- **Grade 5 Math** climbed from **2% to 33%**, one of the district’s largest single-year jumps.

Overall, ELA proficiency increased from **10% to 16%**, and Math from **17% to 24%**.



Holistic Improvement Across The Board

Multiple grades and subjects improved at the same time, signaling stronger instruction and a more stable learning environment. **For the first time in years, growth, learning, and attendance all improved together.**

PROMESA ACADEMY CHARTER SCHOOL, *San Antonio, TX*

Promesa Academy, supported by SEN, transformed its state rating from two consecutive “F” state ratings to a “C” in one year.

Strong STAAR Growth

70% of STAAR assessments showed student growth.



Increased Proficiency

Overall, the number of students meeting or exceeding grade level rose **6 percentage points**.



Significant "Approaches Grade Level and Above" Gains

Approaches and Above increased **13 points schoolwide**, driven by **+14 points in math**.



Progress for Long-Term Students

Continuously enrolled students showed exceptional progress, with an increase of **16 percentage points of students earning "Meets Grade Level" performance in math**.



Promesa is on track for a solid “B” rating from the Texas Education Agency for student academic performance and continued excellence through SEN’s partnership.

WHAT'S NEXT: 2026 & BEYOND

With our partners, we will deepen our focus on leadership, instruction, culture, and strategy to drive lasting impact for all students. Our commitment to educational transformation continues to drive us forward, with ambitious plans for the coming years.

EXPANDING SERVICE LINES

- **Special Education Systems & Instructional Improvement** - helping districts move beyond compliance so special education becomes a true driver of student success.
- **Data-Driven Instructional Leadership** - equipping leadership teams to use data to guide instructional improvement.
- **High-Quality Instructional Materials Implementation** - building teachers' and leaders' capacity to use HQIMs with consistency, clarity, and strong instructional practices.

STEM & SCHOOL DESIGN – FROM VISION TO INNOVATION

- **SEN is helping Texas build the next generation of STEM schools.** After launching a K–12 STEM pathway in Victoria ISD and supporting Smith STEM Academy's "B" rating, this work is now expanding statewide through a new STEM-focused School Design Fellowship.

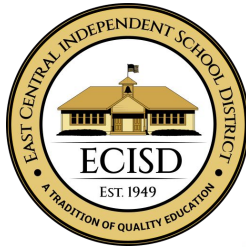
LAUNCHING ARCADIA SCHOOL

- **Arcadia, SEN's first charter school, opens in fall 2026.** Designed to deliver truly personalized learning through team-based staffing, flexible spaces, and a culture of belonging and rigor, Arcadia represents a bold next step for our organization. With \$550,000 already secured, Superintendent Mohamad Maarouf is now advancing site selection, hiring, and recruitment. Arcadia is poised to become a flagship model for what transformational schooling can look like nationwide.

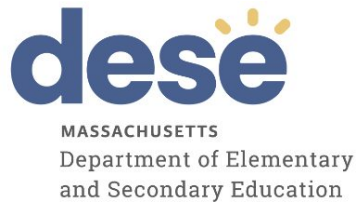
OUR PARTNERS & SUPPORTERS 2024-2025



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