



# Strategic Plan 2024 - 2029

Learn4Life 

# **Our Mission**

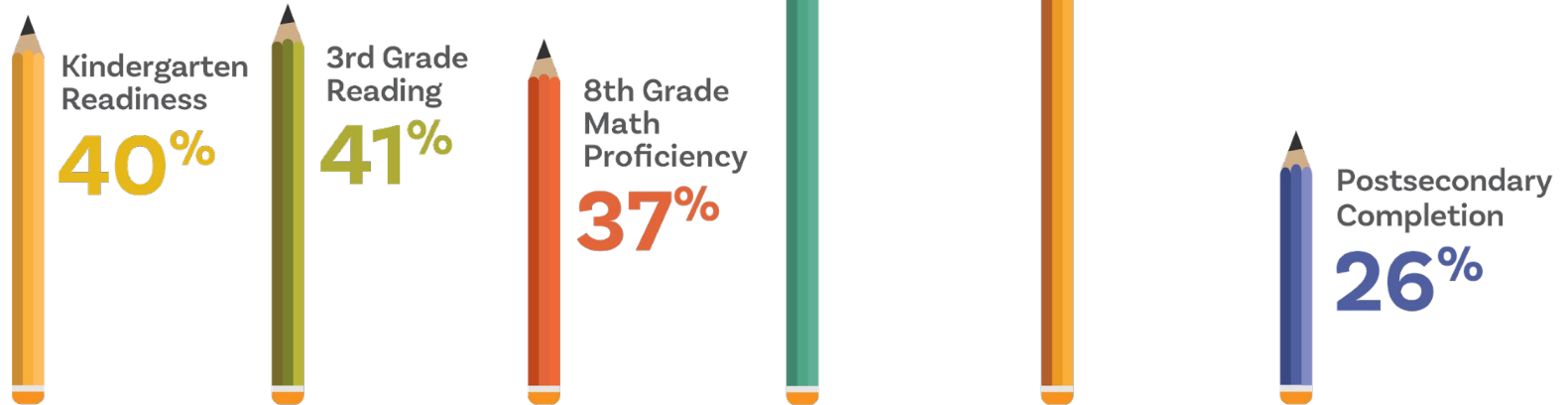
**To improve meaningful life outcomes across the cradle to career continuum for students historically underserved by education systems in metro Atlanta.**

## **L4L's Equity Stance**

**To achieve our mission, we must identify and address opportunity gaps experienced by underserved students, and illuminate the impact of systemic inequities on educational outcomes, especially for low-income and Black and Brown students.**

# **The Education Challenge in Metro Atlanta**

# Education in metro Atlanta is not meeting the needs of our students or the region



(2023 data)

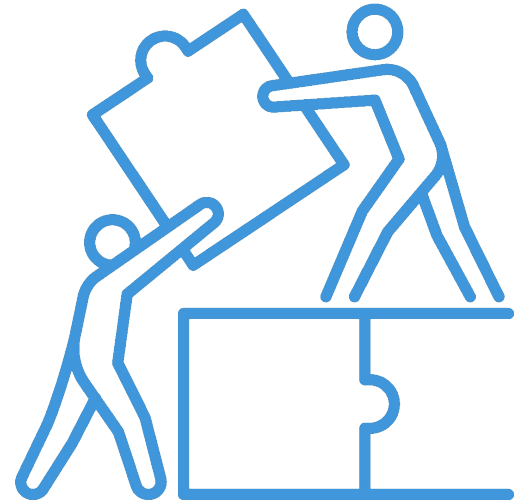
# The Need for L4L's Collective Impact Model

## Challenges

- Historically, organizations working in silos
- Significant data fragmentation

## L4L's Role

- Opportunity to accelerate progress
- Continuous improvement



# Learn4Life's Theory of Action

What we do:

Engage partners



Create shared understanding (of data)



Amplify Bright Spots



← Close opportunity gaps & advance equity →

# L4L engages in its work through three Change Action Networks

## Early Literacy



Kindergarten  
Readiness



3rd Grade  
Reading  
Proficiency

## 8<sup>th</sup> Grade Math



8th Grade  
Math  
Proficiency



High School  
Graduation

## Postsecondary Success



Postsecondary  
Enrollment



Postsecondary  
Completion

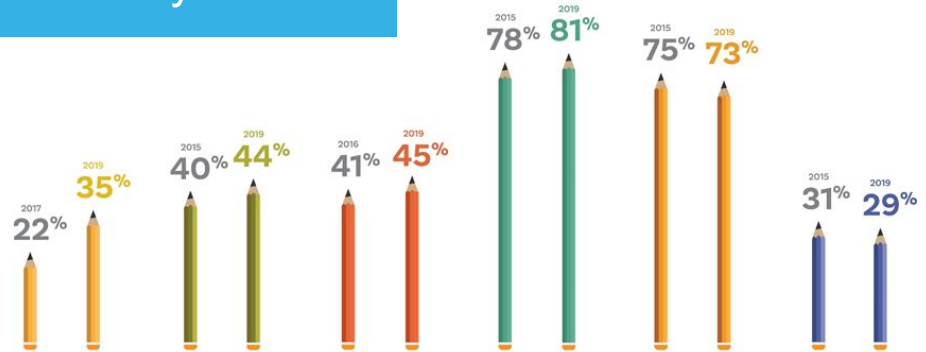
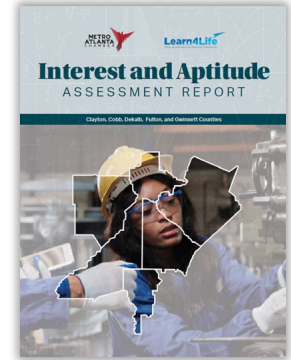


# Collective impact has improved our education ecosystem

Convene thousands of leaders in network meetings



Frame key issues



# L4L is scaling impactful early literacy Bright Spots

Key Strategy	Bright Spot Partner
Educating adults in the science of reading	<a href="#">Literacy and Justice for All (with Cox Campus)</a>
Creating meaningful engagement through hands-on experiences	<a href="#">ArtsNOW</a>
Addressing vision problems by providing easy access to glasses	<a href="#">Vision To Learn</a>
Providing literacy support to parents through trusted healthcare partners	<a href="#">Reach Out and Read</a>

# L4L is scaling impactful 8th grade math Bright Spots

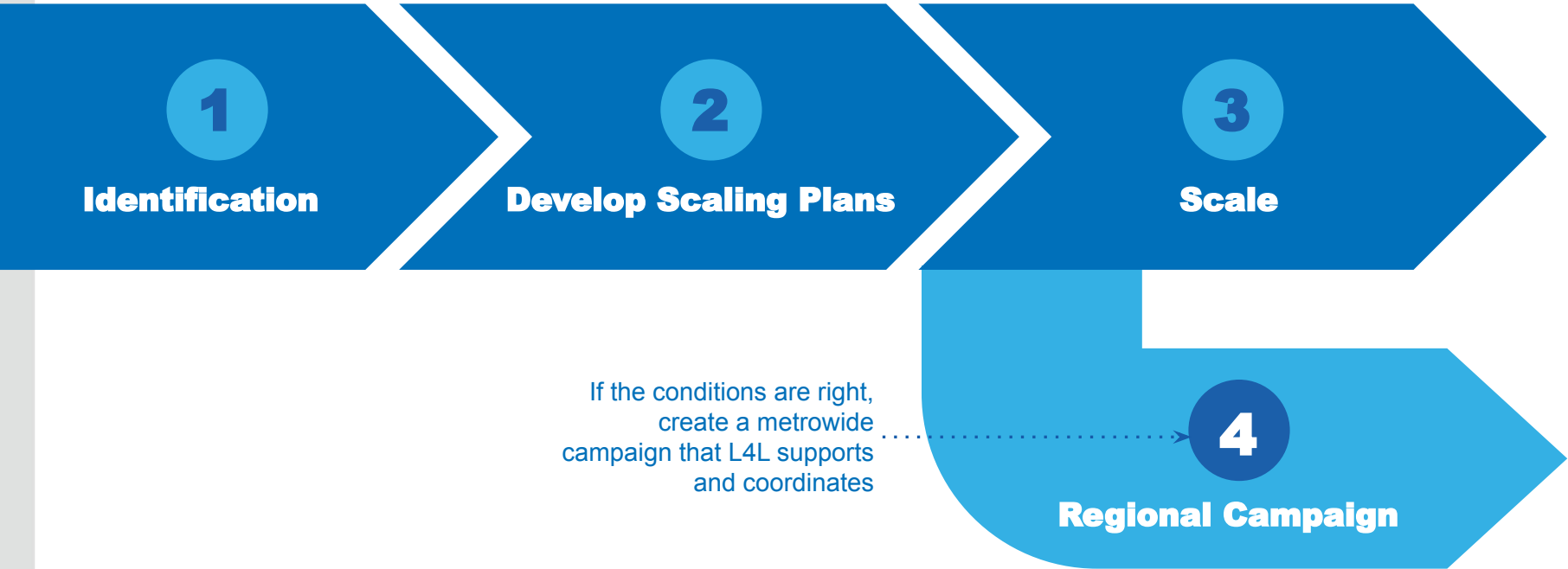
Key Strategy	Bright Spot Partner
Building school leaders' SEL capacity in order to foster supportive school culture in service of teacher retention	<a href="#"><u>RETAIN (with GLISI)</u></a>
Enhancing math educators PLC practices in order to act on student data	<a href="#"><u>Good to Great (with TNTP)</u></a>
Providing students with access to STEAM-based experiences in communities where they often don't exist	<a href="#"><u>STE(A)M Truck</u></a>

# L4L is scaling impactful postsecondary Bright Spots

Key Strategy	Bright Spot Partner
Placing recent graduates as full-time college advisors to support underrepresented high school students	<a href="#"><u>College Advising Corps</u></a>
Embedding postsec planning into HS curricula and supporting students through the 1st year of college	<a href="#"><u>OneGoal</u></a>
Demystifying FAFSA completion and helping low-income first-generation students secure financial aid for college	<a href="#"><u>The Scholarship Academy (College Bound)</u></a>
Offering HS students immersive aptitude-based healthcare experiences and leadership development	<a href="#"><u>Interest &amp; Aptitude</u></a>

**L4L will deepen its impact in scaling  
Bright Spots to improve outcomes for  
kids in metro Atlanta**

# The Lifecycle of a Bright Spot



# 1. Identification of Bright Spots

**1**

**Identification**

**2**

**Develop Scaling Plans**

**3**

**Scale**

**4**

**Regional Campaign**

# L4L uses student data and community voice to identify Bright Spots

## ANALYZE

Analyze disaggregated data and network members' insights.

## INTERPRET

Interpret the data considering outliers (+/-), people's lived experiences, and research factors.

## LEARN

Learn what is working – what *strategies* are positively contributing to the data?

## NARROW

Narrow down *strategies* to those L4L could help scale or replicate. Find Metro Atlanta programs using those strategies.

## SELECT

Choose a program that meets L4L criteria as a new **Bright Spot**. If no program exists, L4L may choose to accelerate a promising practice.



# Bright Spots create meaningful change

## To be named a Bright Spot, what must be true?

- **Equitable:** serves the students most in need in Metro Atlanta, is culturally-aware and community-based
- **Evidence-Based:** data shows the strategy makes an impact, addresses root causes
- **Scalable:** design and resources facilitate expansion and increased impact within communities and districts; sustainable leadership; Learn4Life is well positioned to amplify and add value to the work

# Identifying Bright Spots

## Strengths to continue

- Hosting & facilitating meaningful Change Action Network (CAN) meetings that drive Bright Spot identification and/or continuous improvement
- Convening diverse leaders and stakeholders to work together towards collective impact

## Next steps for greater impact

- Communicate how L4L and CANs believe their work impacts “pencil” outcomes by mapping factors, strategies and Bright Spots
- Clarify L4L’s expectations and supports for Bright Spots: the core supports for all Bright Spots, as well as differentiated support options based on needs.
- Use a transparent process when identifying new Bright Spots across all CANs

# Integrating community voice throughout all L4L processes

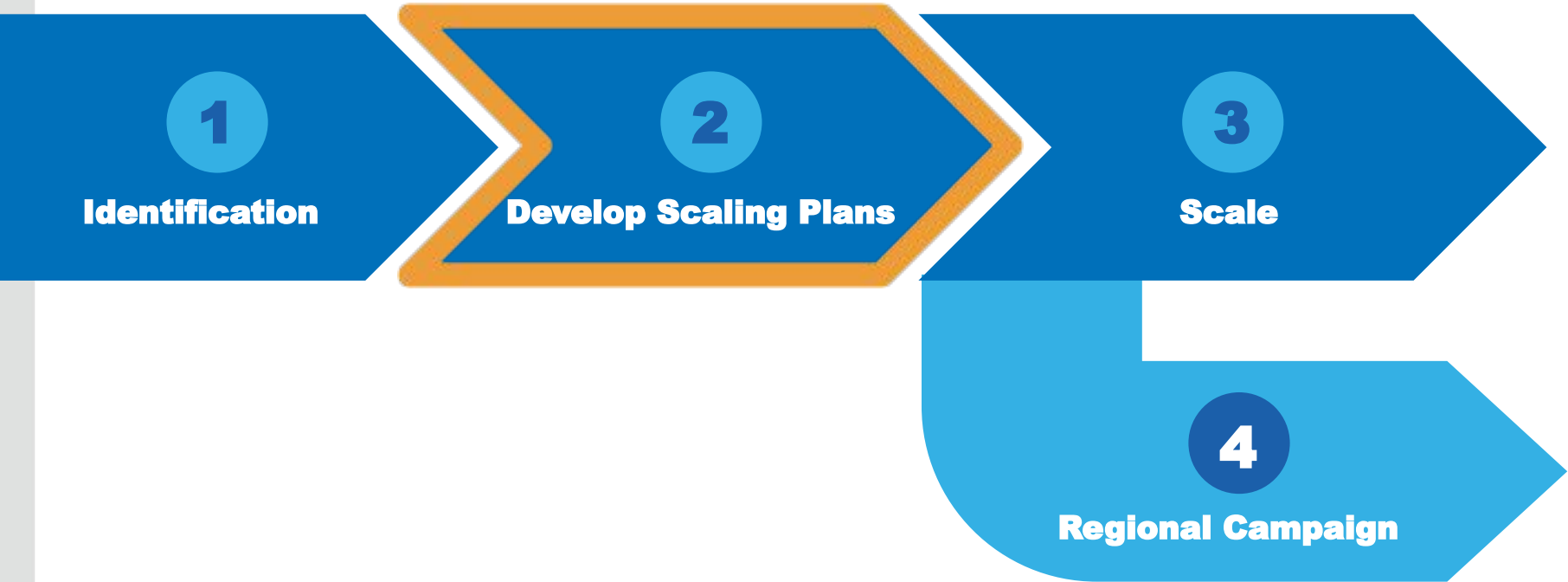
## Strengths to continue

- Collaborative dynamic with Change Action Networks (CANs) in which CAN members make meaningful decisions
- Regular engagement with Leadership Council and Executive Committee to incorporate cross-sector perspectives

## Next Steps for greater impact

- Meaningfully engage student and family councils each quarter; regularly share how their input will and has made a concrete difference in L4L's work
- Commit to using a community input planning tool to ensure community engagement is purposeful and precise

## 2. Developing Bright Spot Scaling Plans



# Scaling plans outline how L4L can help broaden the impact of the Bright Spot



to grow quantitatively  
and **increase in  
scale**



to deepen their  
**impact**



to learn new  
**things** that can  
impact their work

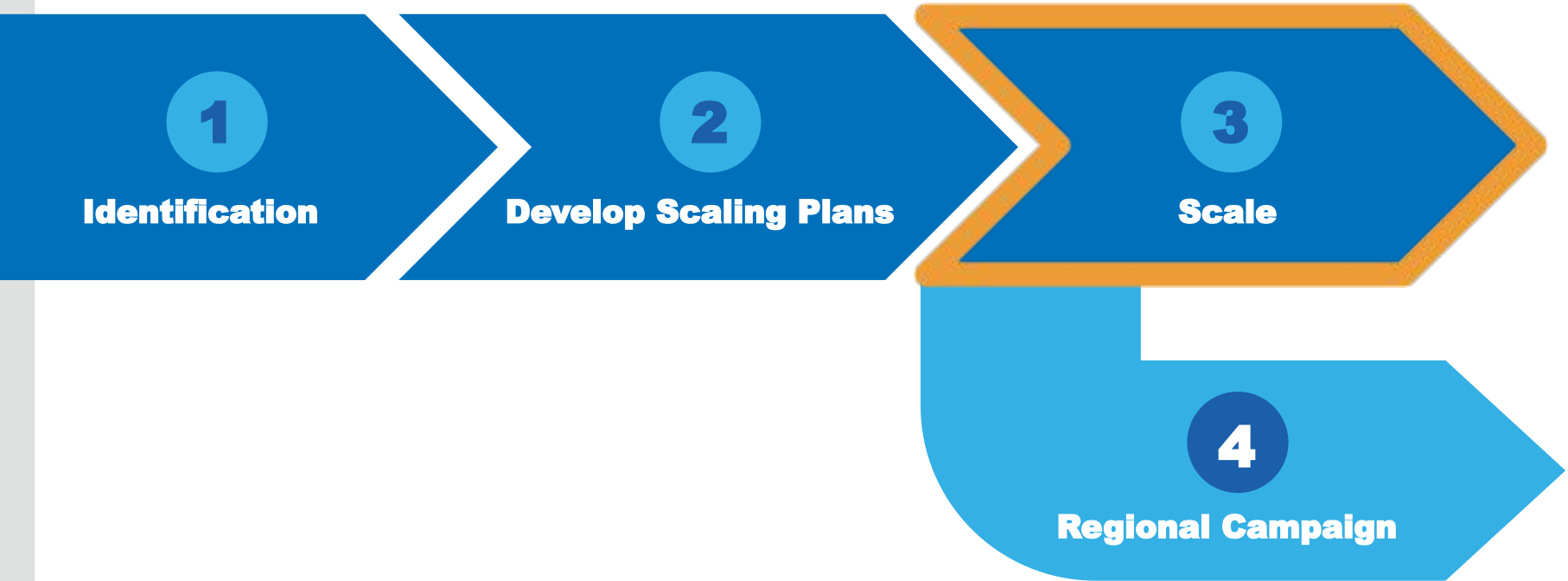


**funding** to scale  
or improve



to **increase  
their profile**

### 3. Scaling Bright Spots



# L4L is uniquely positioned to scale Bright Spots because of our...

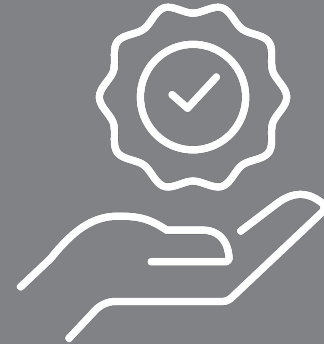
Relationships



Expertise



Independence



# L4L works closely with Bright Spots to give them the support they need to scale successfully

**Annual Amplification Meeting** between Learn4Life and Bright Spot to plan for:

- Scaling
- Continuous improvement
- How L4L can best support

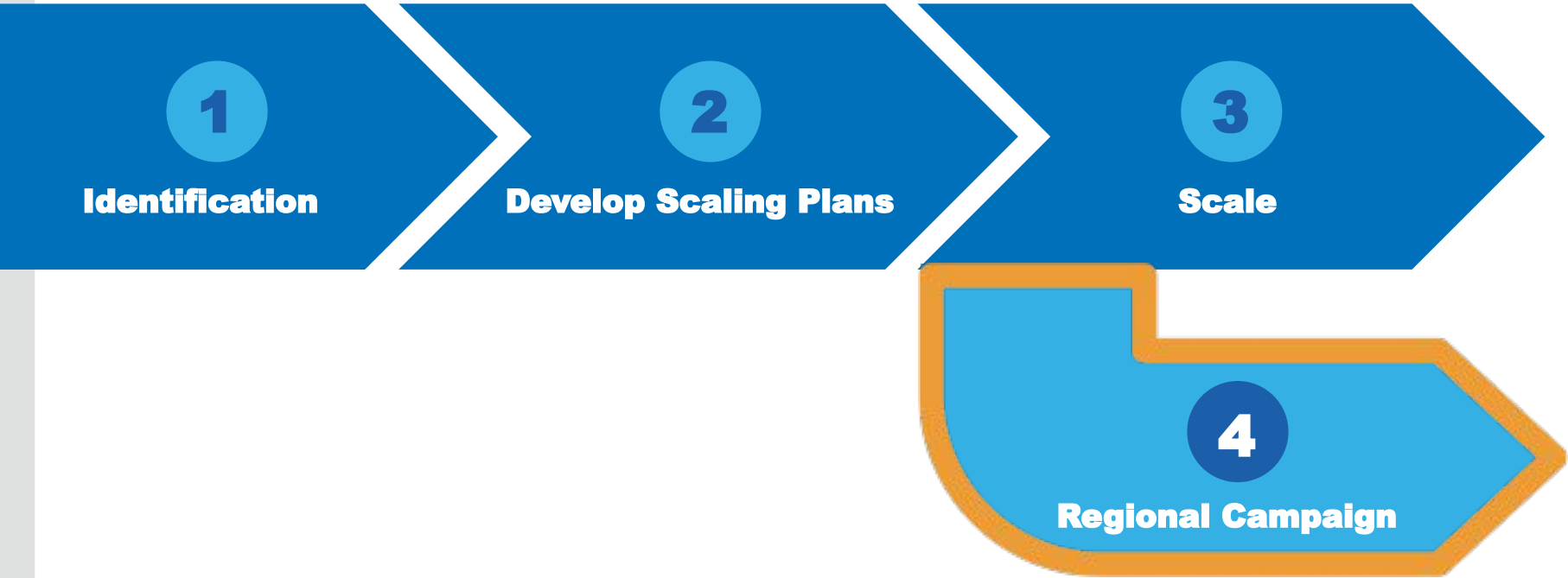
**Annual CAN Problem of Practice**

- Bright Spot determines a problem of practice
- Bright Spot presents its work to the CAN and gets CAN feedback or input on their challenge





## 4. Regional Education Campaign



# Regional Education Campaign in metro Atlanta

## Strengths to continue

- Publishing the State of Education in Metro Atlanta Annual Report
- Use of “pencils” graphic to ensure stakeholders are aware of these key student outcomes and the region’s performance on them each year

## Next Steps for greater impact

- Set a common agenda that non-educators can understand
- Prioritize one strategy in the common agenda, then “quarterback” mutually reinforcing activities to advance it across Metro Atlanta
- Center this regional campaign in all of L4L's work to transform our community

# Campaign #1: Vision for Atlanta

*All elementary school students in need across Metro Atlanta will receive free glasses by 2028.*



- Students who received glasses made gains equivalent to **2-4 months of learning time** .
- There are approximately **138,000** elementary students in underserved communities across Metro Atlanta .
- Of those, roughly **40,000** require glasses but lack access to eye care.
- Vision To Learn provides eye exams and glasses, free of charge, using mobile vision clinics.

# The Leadership Council guides L4L's work

## Community

[Mindy Binderman](#), Executive Director, GEEARS  
[Dr. Dana Rickman](#), President, Georgia Partnership for Excellence in Education  
[Milton Little](#), President and CEO, United Way of Greater Atlanta  
[Santiago Marquez](#), CEO, Latin American Association  
[Belisa M. Urbina](#), CEO, Ser Familia  
[Dr. Janelle Williams](#), Co-Founder and CEO, Atlanta Wealth Building Initiative

## Higher education

[Dr. Glen Cannon](#), President, Gwinnett Technical College  
[Dr. Timothy Renick](#), Executive Director, National Institute for Student Success, Georgia State University  
[Dr. Kathy Schwaig](#), President, Kennesaw State University  
[Dr. Victoria Seals](#), President, Atlanta Technical College  
[Dr. David A. Thomas](#), President, Morehouse College  
[Dr. Georj L. Lewis](#), President, Clayton State University

## Pre-K-12 education

[Dr. Gyimah Whitaker](#), Superintendent, City Schools of Decatur  
[Dr. Bryan Johnson](#), Superintendent, Atlanta Public Schools  
[Dr. Mike Looney](#), Superintendent, Fulton County Schools  
[Chris Ragsdale](#), Superintendent, Cobb County School District  
[Dr. Grant Rivera](#), Superintendent, Marietta City Schools  
[Dr. Anthony W. Smith](#), Superintendent, Clayton County Public Schools  
[Dr. Devon Horton](#), Superintendent, DeKalb County School District  
[Dr. Calvin Watts](#), Superintendent, Gwinnett County School District

## Philanthropic

[Atiba Mbiwan](#), Executive Director, The Zeist Foundation  
[Frank Fernandez](#), President, Community Foundation for Greater Atlanta  
[Teresa Rivero](#), Senior Program Officer, Bill and Melinda Gates Foundation  
[Gabrielle Sheely](#), Executive Director, Tull Charitable Foundation  
[Dr. David D. Weitnauer](#), President, R. Howard Dobbs, Jr. Foundation

## Government

[Anna Roach](#), Executive Director, Atlanta Regional Commission  
[Dennis Lockhart](#), Former President and CEO†, Federal Reserve Bank of Atlanta

## Business

[Dr. Kamau Bobb](#), Director, Constellations Center for Equity in Computing, Georgia Tech  
[Ann Cramer](#), IBM Corporation, Retired  
[Raj Gazula](#), Head of Treasury Solutions, Truist  
[Kevin Greiner](#), President and CEO, Gas South  
[Katie Kirkpatrick](#), President and CEO\*, Metro Atlanta Chamber  
[Keith Parker](#), President and CEO, Goodwill of North Georgia  
[Lisa Smith](#), VP of Community and Economic Development, Georgia Power  
[Sylvia Russell](#), Former President†, AT&T Georgia  
[David Scheible](#), Former President and CEO†, Graphic Packaging International  
[Al McRae](#), President, Bank of America Atlanta

# L4L exists because of the generous support of our investors



# Appendix

# Clarifying Strategies & Bright Spots

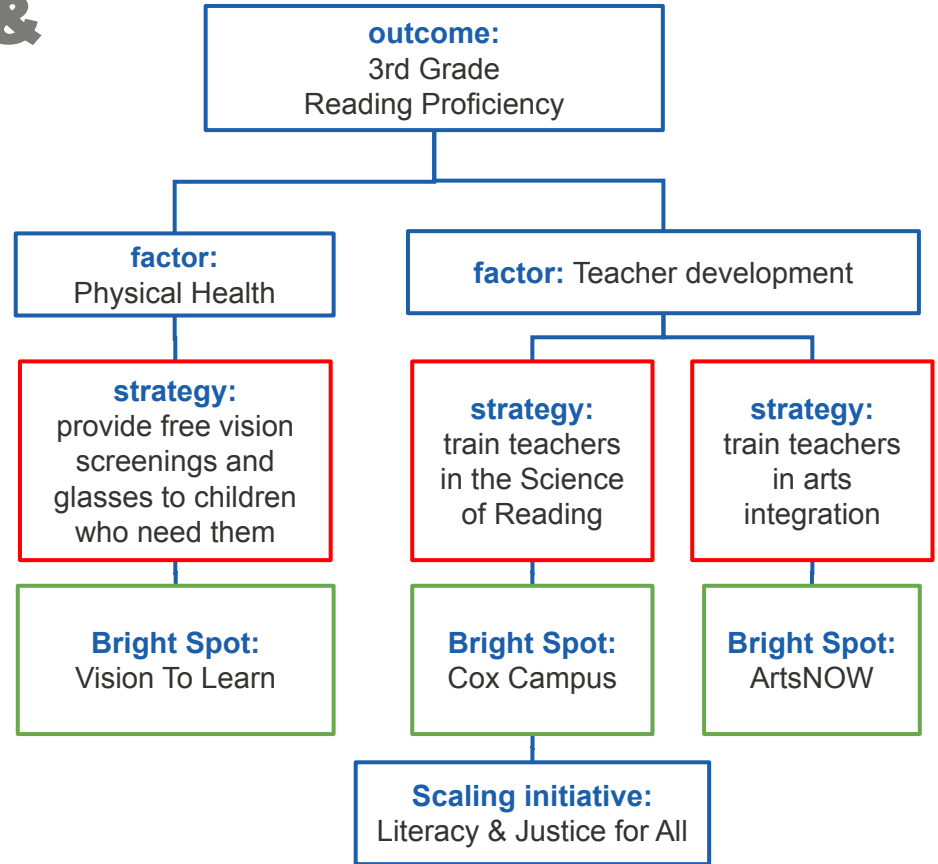
**outcome:** important student outcome benchmarks along the cradle to career continuum

**factor:** something research shows affects a desired student outcome; a broad category

**strategy:** an action or tactic that will reliably increase student outcomes; mapped to one or more factor

**Bright Spot:** a program successfully implementing and/or scaling an effective strategy

**scaling initiative:** a collaborative effort to scale a Bright Spot and, by extension, solve a problem or improve a situation



# Two types of Bright Spots

Bright  
Spot  
type

## Existing Program

*An established organization or set of services getting results*

*examples: Vision To Learn, Cox Campus, STEAM Truck, The Scholarship Academy*

## New Program

*A new program, responsively developed by L4L when a needed Bright Spot doesn't exist*

*example: RETAIN cohort*

L4L's role

### Individualized Amplification:

L4L helps expand Bright Spot's reach and/or deepen its impact through tailored support

### Scaling Initiative:

L4L coordinates and participates in a collaborative initiative to scale or expand an existing Bright Spot

### Design & Implement:

L4L collaborates with a partner organization to design, implement, and monitor the new program



# Scaling plans outline how L4L can help broaden the impact of the Bright Spot

## Key Goals of the Plan

- to grow quantitatively and increase in scale
- to deepen their impact
- to learn new things that can impact their work
- funding to scale or improve
- to increase their profile

