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## MODEL DESIGN & INITIATION (MDI) GRANTS

Since August 2018, the Bill & Melinda Gates Foundation has made a series of grants to organizations working with middle and high schools across the country to use continuous improvement methods to advance high school graduation and college success rates for Black, Latino, and low-income students. Known as Networks for School Improvement, or NSIs, these grantees support groups of middle and high schools that work together to identify and solve common problems using approaches that best fit their needs, learning what works and refining their approaches as they go.

In the spring of 2019, the foundation introduced the concept of Model Design and Initiation grants to support organizations seeking to build their capacity to lead an NSI. These investments are intended to help organizations clarify and refine their model for running an NSI and secure technical assistance for aspects of their model where they feel, as an organization, they could use additional support and development.

We are proud to announce our first cohort of Model Design and Initiation grantees.

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**We believe the K-12 public education system should provide a great education for all students, enabling them to reach their full potential. The goal of our K-12 work remains consistent and straightforward: to significantly increase the number of Black, Latino, and low-income students who earn a diploma, enroll in education after high school, and are on track in their first year to earn a degree or credential.**

Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives.

In developing countries, we focus on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, we seek to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life. Based in Seattle, Washington, the foundation is led by CEO Sue Desmond-Hellmann and Co-chair William H. Gates Sr., under the direction of Bill and Melinda Gates and Warren Buffett.

For additional information on the Bill & Melinda Gates Foundation, please visit our website: [www.gatesfoundation.org](http://www.gatesfoundation.org).

## MODEL DESIGN & INITIATION (MDI) GRANTEE PROFILES

### Academy for Urban School Leadership (AUSL)

AUSL is a school management organization that works tirelessly to deliver on the promise that all students have access to an excellent education, right in their own neighborhoods. To achieve the goal of providing access to an excellent education, AUSL manages one of the largest school networks in Chicago, trains committed educators through one of the largest teacher residency programs in the nation, and advises school districts nationwide. This initiative aims to build the capacity of AUSL's model for supporting student transitions to and from high school.

### Building 21

Building 21's mission is to empower a network of learners to connect with their passions and build agency to impact their world. Through its MDI grant, it will identify high leverage components of its model to improve outcomes for youth and be valuable to a network of schools. It is strategically focused on improving math instruction in three partner schools, deepening its equity work and increasing capacity to engage in continuous improvement.

### Colorado Education Initiative (CEI)

CEI is a statewide implementation expert in the state of Colorado and its theory of change leans heavily on networked improvement communities to support school and district educators in leading and managing improvement efforts. Through its MDI grant, CEI will partner with three Colorado school districts to pilot data and measurement tools that connect small-scale PDSA measurement with longer term outcomes in order to better understand whether changes are having an impact on middle school on track outcomes for Black, Latinx, and low-income students.

### Internationals Network for Public Schools (Internationals Network)

Internationals Network's mission is to provide quality public education for recently-arrived immigrants. It does this by growing and sustaining a strong national network of innovative Internationals Schools, while sharing proven best practices and influencing policy for English Language Learners on a national scale. The MDI grant will provide Internationals an opportunity to leverage its expertise in English learner education and school design by formalizing an approach to continuous improvement processes and identifying a common set of indicators that will support a formalized approach to continuous improvement.

### Mass Insight Education & Research Institute, Inc.

For over 20 years, Mass Insight Education & Research has increased college readiness for Black, Latinx, and low-income students through national partnerships with districts and schools. Its experience facilitating the Gateway to College Success Network underscores the breakthrough potential of Networks for School Improvement to empower schools to generate and share solutions to their key challenges. This MDI Grant will help deepen its capacity to facilitate this critical work.

### Mid-Atlantic Equity Consortium (MAEC)

MAEC's mission is to promote excellence and equity in education to achieve social justice. Its goal is to turn equity from a value into an integrated and sustainable practice. In addition to expanding its data and knowledge management systems, MAEC's area of focus as an MDI grantee is on innovating and testing a version of the continuous improvement model that uniquely centers on equity.

### Newark Trust (The Trust)

The Trust is dedicated to coordinating and focusing ideas, people, and resources on the efficient and effective delivery of a quality public education to all children in Newark; and to creating broad and shared accountability for student success across multiple stakeholders. With its MDI grant, The Trust seeks to improve its ability to use data to identify and address critical issues affecting learning in order to inform strategy and assess success. By modeling this process, The Trust can assist learning organizations with which it is directly working in increasing their effectiveness and impact, as well as influence other educational support organizations throughout Newark.

### Philadelphia Education Fund

Founded in 1985, the Philadelphia Education Fund drives exceptional outcomes for all students by developing great teachers and building paths to college and career success. The MDI grant will develop our Philadelphia Postsecondary Success Program's capacity to bring a Network for School Improvement model to a cohort of public schools with which it has successful systems-level interventions.

### San Francisco Coalition of Essential Small Schools (SF-CESS)

SF-CESS' mission is to interrupt and transform current and systemic educational inequities to ensure all students have access to personalized, equitable and high-performing schools that believe and demonstrate each student can, should and will succeed. Through its MDI grant, SF-CESS seeks to refine and document the integration of its equity centered transformation work with its school improvement approaches, including expanding its tools for collecting and assessing leading indicators of school transformation related to student outcomes and adult mindsets and practices.

### Student Leadership Network

Student Leadership Network supports young people from underserved communities to access educational opportunities that prepare them to lead successful lives. Its MDI grant will help establish systems of continuous improvement, strengthen measurement and evaluation initiatives, and develop a strategy by which diversity, equity, and inclusion are prioritized across all aspects of the organization.

### Teaching Matters

Teaching Matters is a national professional learning organization dedicated to increasing teacher effectiveness, a critical factor in student success. Its mission is to close the opportunity gap of a radically unequal education system for underserved and historically marginalized children. Through this MDI grant, it will codify and pilot its organization's continuous improvement methods, with explicit attention to culturally responsive instruction and assessment, positioning it to effectively lead a network of schools focused on equitably improving 8th grade literacy outcomes.

### The New Teacher Project (TNTP)

TNTP is a national nonprofit focused on ending the injustice of educational inequality by providing excellent teachers to the students who need them most and by advancing policies and practices that ensure effective teaching in every classroom. TNTP works at every level of the public education system to attract and train talented teachers and school leaders, ensure rigorous and engaging classrooms, and create environments that prioritize great teaching and accelerate student learning. Through the MDI grant, TNTP will pilot continuous improvement methods in its work, focused on improving student learning alongside some of its middle and high school partners.

### Tulare County Office of Education (TCOE)

TCOE is committed to students, support and service in 43 local school districts and in collaboration with educational agencies throughout California. As an MDI grantee, TCOE is working to increase its collective knowledge and skills in the areas of Diversity, Equity and Inclusion; Measurement and Evaluation; and to scale its Continuous Improvement expertise more broadly across the organization. As a culminating grant activity, TCOE intends to codify its learning through the development of a TCOE Network for School Improvement Theory.

### United Way of Salt Lake

United Way of Salt Lake convenes diverse, cross-sector networks of people who feel accountable for increasing the number of low-income students and students of color who are ready to learn, thrive academically, earn high school diplomas, and enroll in and complete post-secondary degrees. Its MDI grant will help focus specifically on strengthening its ability to help its partnerships design and carry out improvement projects, to manage and spread the knowledge that it's gaining as a team about how to do intermediary work with humility and skill, and to connect more deeply to the lived experiences of students and families most marginalized by their current systems.