### Focus on Effective Learning
- Use Common Core for development of new materials.
- Center curriculum on teacher expertise.
- Include clear learning expectations, and success and graduation measurements.

### Engaging Students
- Develop institutional practices to get more students to and through degree/credential granting programs. (Fewer, clearer, higher).
- Invest in game-based and blended learning pedagogies.
- Increase access outside the traditional sequencing. i.e. online/hybrid, independent learning.
- Empower students with mastery pacing.
- Design better data systems to measure progress within states/districts/schools.
- Use data to improve student outcomes.

### College Readiness
- Restructure remedial education.
- Improve assessments and placements.
- Support implementation of the Common Core Standards.
- Establishing new CM. Core standards for Math and Sci. following fewer, clearer, higher ideals. Ensuring adoption of Science standard.
- Increased assessment of English language proficiency.
- Implement more and better learning time project. Integrate traditional schooling with after/out-of school learning opportunities.

### Personalized Learning
- Focus on Effective Teaching
  - Empower teachers by targeting strengths.
  - Encourage growth through collaborative standards development.
  - Create scalable personalized teacher learning models.
  - Develop leadership models.
  - Design data systems for measurement.

### Performance Measures
- Develop organizational performance indicators to increase agility.
- Develop evidence-based decision making.
- Enable institutional comparisons and assessments.
- Develop tools that draw specific comparisons in areas such as technologies, approaches, etc.

### Research and Advocacy
- Research obstacles to completion.
- Research cost/benefits.
- Explore new models of Financial Aid.
- Improve available data on colleges and student performance.
- Scale effective academic support programs.
- Create tuition/aid policies geared to needs of marginalized and low-income students.
- Focus on Detroit, Los Angeles, Denver, Chicago, Philadelphia, New York City, Newark.

### Innovative Technology Approaches
- Develop new technology/tools to engage and support students (particularly game-based learning).
- Design new schools based on: student center, high expectations, self-pacing and mastery-based credit, blended instruction, student ownership, financial stability, and scalability.
- Collaborate to continue to develop Common Core acceptance and curriculum development.
- Increase availability of research data.
- Design and scale MOOCs for higher education.
- Expand use of distance-education technologies and techniques.
- Employ uses of technology for educating students and creating back-office cost savings and efficiencies.
- Support networks of colleges/universities that use technologies to build efficiencies.

### Innovative Teaching/Human Capital Management
- Prepare and support excellent teachers and school leaders.
- Advance a systemic approach to human capital management.
- Increase the number of STEM teachers (1000in10 program).

### Strengthen Teaching Quality
- Create “smart demand” states to develop standards and stimulate production of materials that align with Common Core.

### Technology / Innovation / Policy
- Networks and Partnerships
  - Develop partnerships with community colleges who share a goal of transforming student outcomes.
  - Accelerate progress through or around developmental education
  - Design intentional pathways for at-risk students
  - Change curriculum and instruction to be more effective and engaging

### 2 Year – 4 Year Linkages/Pathways
- Establish stronger linkages and smoother pathways between two and four year colleges.
- Support four-year institutions to implement or expand programs to recruit and facilitate the successful transfer of low-income community college students.
Youth Education (K-

Expanded Learning Time / After School

Deeper Learning
- Ensure Deeper Learning for every student by concentrating on low-income students; middle school through community college; key states; and common core subject.

After School
- Disseminate information from completed study regarding leadership policies and procedures.
- Create guides for school reformers. Support selected districts in building pipeline.

Preparation and Access

Postsecondary Success / Completion
- Encouraging leadership from higher ed in implementation of assessments related to Common Core.

Strengthening Institutions
- Build capacity of postsecondary institutions predominantly serving low-income, underrepresented, and first-generation students, particularly community colleges.

Emerging International Priorities
- New funding for educational development in South Africa working with four selected universities.
- Funding gift’s secondary education in developing countries. Innovative solutions to girls learning and access, policy research, and advanced advocacy to strengthen national and sub-national secondary education policy development.

Out of School programs
- Inform city decision-makers of value of after school and summer programs and how to build them.
- Strengthen non-profits providing summer programs and extended learning programs.

Technology / Innovation / Policy

Technology
- Advance systems approaches to human capital management.
- Support the “Shared Learning Collaborative.”
- Implement strategic reforms and innovative school models at scale.
- Advance Next Generation Learning.
- Support Ashoka innovative solutions program.
- Help cities develop out-of-school time (OST) systems including computer systems to provide data on program quality and participation.
- Develop web materials for city officials to develop OST programs.
- Introduce test-more-learning-time programs on wide scale.

Policy
- Move policymakers toward deeper learning by aligning K-12 with postsecondary entry requirements and Common Core.
- Engage stakeholders, including higher ed, in reform leadership.
- Develop testing materials.
- Develop Open Education Resources for K-12 and community colleges; expand production of core subject resources.
- Research/evaluate the impact of OER on teaching and learning.
- Fund new school design; in Chicago and NY, collaborate with civic and cultural institutions to integrate learning across physical, virtual, and informal environments.

Preparation and Access

Teacher Quality / School Leadership
- Provide limited funding for increased teacher capacity.
- Improve quality by enhancing teaching and learning materials and pressing for better evaluation tools.

School Leadership
- Disseminate information from completed study regarding leadership policies and procedures.
- Create guides for school reformers.
- Support selected districts in building pipeline of excellent principals.

Out of School programs
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### U.S. Education Programming at the Major National Foundations

**Gates Foundation / Carnegie Corporation / Ford Foundation / Cooke Foundation / Hewlett Foundation / Joyce Foundation / Kresge Foundation / Lumina Foundation / MacArthur Foundation / Wallace Foundation**

<table>
<thead>
<tr>
<th>PREPARATION AND ACCESS</th>
<th>TECHNOLOGY / INNOVATION / POLICY</th>
<th>COMMUNITY COLLEGES</th>
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</table>
| ➢ Create effective measures for reading skills development in preK-3.  
➢ Provide preK-3 teachers training on how to teach reading effectively. | ➢ Support networks of colleges, research organizations, and community-based organizations to remove barriers to for underrepresented students.  
➢ Mobilize leaders, employers, communities to make the policy and financial commitments to get students to and through college.  
➢ Support policy approaches that shift the focus to access and completion.  
➢ Mobilize Goal 2025 social movement through employers, higher ed, and state and federal policy change.  
➢ Support policy work on degree completion, effective postsecondary education, Common Core Standards.  
➢ Generate policy/institutional reforms that improve teaching and learning standards; remove barriers to successful participation in higher education.  
➢ Support local pilot programs to explore solutions to systematic problems.  
➢ Exam mgmt. and policy matters including government funding.  
➢ Support efforts to improve federal, state, and district policies so that high need schools in Chicago, Indianapolis, and Minneapolis can attract/retain good teachers.  
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