



# 2024 ANNUAL REPORT

CATALYZING IMPACT





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## LETTER FROM EXECUTIVE DIRECTOR & BOARD CHAIR

Dear Network Members and Friends,

As we look ahead to 2025, uncertainty swirls around us. In the midst of change, we're focused on what remains true. Here's what we know for sure.

The need to improve opportunities and outcomes for every student has perhaps never been greater. Student achievement and well-being continue to lag post-COVID and opportunity gaps have widened. Innovations in AI will change the future of learning and work. The results of the 2024 election confirmed that voters are deeply worried about their economic future, are demanding change, and hold widely different views based on their education degrees. Improving educational opportunities and pathways to success for every student will be critical to a vibrant economic and civic future for families, communities, and our country—and it is central to the PIE Network's mission.

On the precipice of this next chapter in American history, we're reminded that the work to truly deliver on America's promise isn't new. It doesn't start in this new year, and it doesn't end here, either. We're in the murky middle of it. And, the vast majority of that work to deliver on the promise of America—especially in education—happens at the local and state levels, where the majority of [PIE Network members](#) work every day.

What happens at the federal level has a huge impact—no doubt about it. We know PIE Network members will focus efforts there. And, it remains true that most education policy in the US is set at the local and state levels. In leading this Network, we have met local and state advocates and policymakers across the country on all sides of the political aisles who are good humans working to solve problems and who engage in honest, decent disagreements about how to get there.

**It is hard work, especially now, but we've seen progress and breakthroughs when leaders see each other's humanity and find common sense and common ground.**

And we've seen Network leaders come together across lines of difference to figure out how to truly deliver on our shared mission of ensuring that every child, in every community, gets the educational opportunities needed to achieve a future without limits.

We saw examples of this work throughout 2024. One highlight of our year is the annual Eddies Awards, highlighting breakthrough advocacy campaigns to improve education. Across all categories, the 2024 Eddies finalists and nominees represent more than 88 policy and advocacy campaigns across the country.

## These efforts have the potential to impact more than 20 million students, nearly half of public school students in America.

In the midst of uncertainty, we know this is true: **PIE Network members are clear-eyed about the challenges and opportunities ahead**, and push forward with bold optimism, a commitment to working together across lines of difference, and strategic advocacy to drive progress and change the system by supporting leaders, policies, and practices to meet students' needs and improve students' opportunities and outcomes.

**To our funders**, we are so grateful for your support and partnership that makes this hard work possible. By supporting PIE Network, you help advocates—representing families, teachers, business leaders, civil rights and community leaders, researchers and policy experts, and politicians—continue to come together across lines of difference at a time when doing so feels harder, and more important than ever. You help leaders access the connections, learnings, and strategies needed to take student-centered policy wins to scale across the country.

**To Network members**, we know that the work ahead won't be easy—it never has been. As we look ahead, we hope we can seek truth and connection, take action, stay focused, and support each other. Students and families are counting on us to build a brighter future for them, our economy, and our democracy. We're in the murky middle of it. Let's keep pushing, together.

With gratitude,  
Jen & Evan

*P.S. A special note from Jen:* Since 2022, Evan Stone, co-founder and CEO of Educators for Excellence, has served as PIE Network's Board Chair. In the past three years, the Network has grown significantly in membership, agility, and impact. We've developed new and different opportunities to support our members as they meet this moment. We are grateful for Evan's steadfast leadership and commitment to this Network. Evan will remain on the Board, and he passes the Board Chair baton to Maya Martin Cadogan, Founder and Executive Director of Parents Amplifying Voices in Education (PAVE) in Washington, D.C (hear from Maya at the end of this report). I'm deeply grateful to Evan and excited to work with Maya in this next chapter of the Network.

## 2024 IMPACT HIGHLIGHTS

### CATALYZING POLICY & ADVOCACY FOR STUDENTS

4.5

Average Bottom Line Satisfaction Score out of 5 on PIE Network programming

91%

of participants report learning something new during PIE Network programming

68

Net-promoter score, in Excellent range, for the third year

#### In 2024, PIE Network...

- Supported and featured 88 member campaigns that cumulatively have the potential to impact more than 20 million students.
- Grew 53% in the last five years while increasing program offerings and impact.
- Developed leaders to deepen their connections and leadership skills
- And much more.

### IN 2024, THE MULTIPLYING IMPACT OF THE NETWORK LED TO:



Catalyzing Member Breakthroughs in Education Funding (p. 9)



Improving Math Policy & Practice (p. 13)



Supporting & Reshaping Assessment & Accountability (p. 11)



Sparking Connections on Innovative Staffing Models (p. 15)



Improving Literacy Policy & Practice (p. 12)



Advancing College & Career Pathways (p. 17)

*We can't say enough about how valuable it is for our team to be able to **connect with sharp thinkers from different perspectives** and thought partner with leaders on how to address internal and external challenges. The PIE Network team is incredibly thoughtful in the way they curate each experience and always very responsive to feedback from members.*

Maya Martin Cadogan  
Founder & Executive Director, Parents Amplifying Voices in Education (PAVE)



# MISSION, VISION & POLICY PILLARS



“PIE Network is the **singular organization for engaging and networking with state-level organizations** involved in education policy advocacy, covering a broad range of states and across a broad landscape of policy issues.”

Cara Candal  
Vice President of Policy, ExcelinEd

## VISION

Every student, in every community, has the educational opportunities and experiences necessary to achieve a future without limits.

## MISSION

To connect, strengthen, and catalyze the work of education advocates across communities, states, and ideologies to transform education so every student, in every community can achieve a future without limits.

## CORE BELIEFS

Members of the PIE Network are united by our belief that education can—and should—be transformative, and that change is needed now so that every student has an equitable and excellent education. We also believe that policy is a critical lever for systems change, establishing expectations, and driving resources to meet needs. We put these beliefs into action by:

- Listening to, engaging, and authentically elevating the leadership of students, families, and educators.
- Using data and evidence to drive innovation, improvement, and quality.
- Changing the system so that policy, funding, and education designs adapt to best support student needs and outcomes.

## POLICY PILLARS

PIE Network members' priorities and strategies are unique to their communities and states. While Network members may not always agree on strategy or issues, all members demonstrate a commitment to upholding and advancing advocacy that includes but is not limited to driving improvements on these four policy pillars:

### High Expectations

Support systems that hold students and educators to consistently high standards for learning, measure and provide actionable and clear data on progress, and establish shared responsibility for results.

### Great Educators

Ensure teachers and leaders are excellent, well-trained educators who continue to improve their instructional practice through support and development guided by meaningful and actionable evaluation.

### Innovative Options

Ensure all families can exercise their power to choose and access diverse, innovative, and excellent educational options designed and resourced to meet the unique needs and interests of their students.

### Responsive Systems

Promote dynamic policies, pathways, leaders, and funding systems that are intentionally designed to best address and adapt to the unique needs of every student.

## COMMUNITY AGREEMENT

In 2024, PIE Network introduced a Community Agreement, developed by and for Network members to help reinforce and sustain the Network's give-and-get spirit and strong relationships across lines of difference.

Annually, each PIE Network member commits to upholding and bringing these values to life in Network spaces so that Network members can maximize connections and learning, spark ideas, and catalyze their impact.

### WE BELIEVE

**Connection** is the foundation of the Network.

It builds a network designed to support learning and growth.



### WE COMMIT TO

Get to know each other as professionals and people.

Focus on building authentic connections, sharing experiences, and embracing joy.

Conversations across and about **differences** matter.

The vast majority of us work across lines of difference to change policy, expand opportunity, improve outcomes, and get the job done for students. We believe a deeper understanding of other points of view help us engage and persuade across lines of difference to further our impact.



Engage in **respectful and direct conversations** across lines of difference on challenging issues.

Get curious, listen for understanding, share the mic, keep it respectful, and expect non-closure. Not all conversations will, or need to, end in agreement. We hope the understanding that comes out of discussions is sharper than what went in.

Our members are **experts**.

Meaningful learning and connections often happen when we take risks, are candid about our own experiences, and listen to the perspectives of others. Sharing your truths and hearing others' truths about policy positions and wins and losses is how we learn and how movements for change evolve, improve, and make a lasting impact.



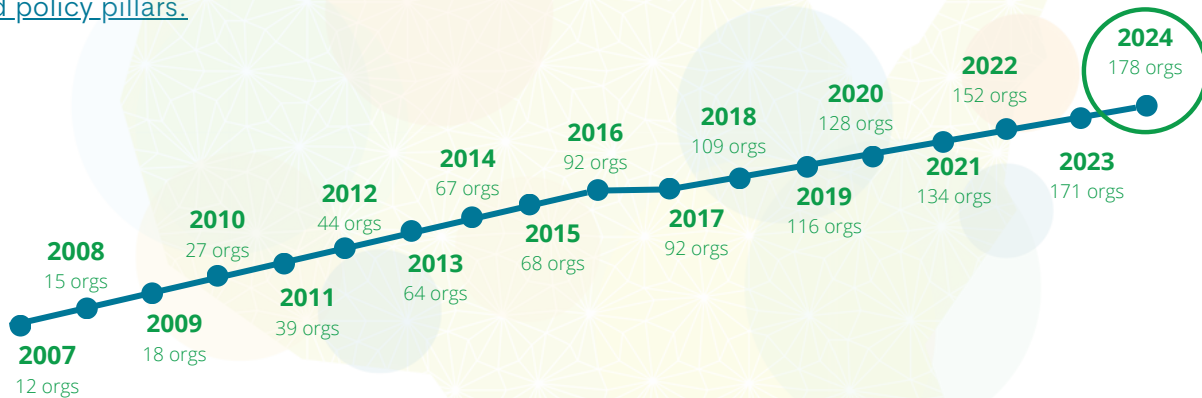
Build **brave Network spaces** to get vulnerable, take risks, and learn.

Take risks together to share our own experiences and learn from the experiences of others. What happens in Network spaces stays there.

# GROWING THE NETWORK

## 53% GROWTH SINCE 2020, ADDING 60 NEW NETWORK MEMBERS

PIE Network is growing and evolving to reflect the advocacy sector's full scope, scale, and dynamic energy. PIE Network was founded in 2006 by 12 state and national organizations to strengthen the nascent education reform movement by leveraging connections and collaboration to take great work to scale. As of December 2024, the Network includes nearly 180 local, state, and national education advocacy and policy organizations working in 37 states and D.C. Our members are powerful and diverse champions for students whose organizations lead efforts to transform education so every learner can succeed. Network members represent students, families, educators, business and civic leaders, researchers, and policy experts who share a commitment to core values and policy pillars.



The demand for Network membership remains high. Organizations interested in joining the PIE Network can [submit a membership interest form here](#) and often reach out through a referral from a [current PIE Network member](#). Network staff conduct due diligence to determine an organization's alignment to membership criteria and invite aligned members to submit an application. Successful applications highlight the organization's policy and advocacy work aligned with the Network's policy pillars. The Network's [Membership Committee](#) reviews each membership application and makes a recommendation to the Network [Board of Directors](#). The Board votes on membership applications throughout the year.

## PIE NETWORK WELCOMED 17 NEW MEMBERS IN 2024

- [City Forward Collective](#)
- [Deans for Impact](#)
- [DFER Texas](#)
- [EdFund](#)
- [Education Forward DC](#)
- [Lyra Colorado](#)
- [Nashville Charter Collaborative](#)
- [North Carolina Association for Public Charter Schools](#)
- [Northeast Charter Schools Network](#)
- [P.A.C.E. Strategies](#)
- [Public School Forum of North Carolina](#)
- [Rhode Island League of Charter Schools](#)
- [San Francisco Parent Coalition](#)
- [School Board Partners](#)
- [School Choice Ohio](#)
- [Stop the Wait Rhode Island](#)
- [The Commit Partnership](#)

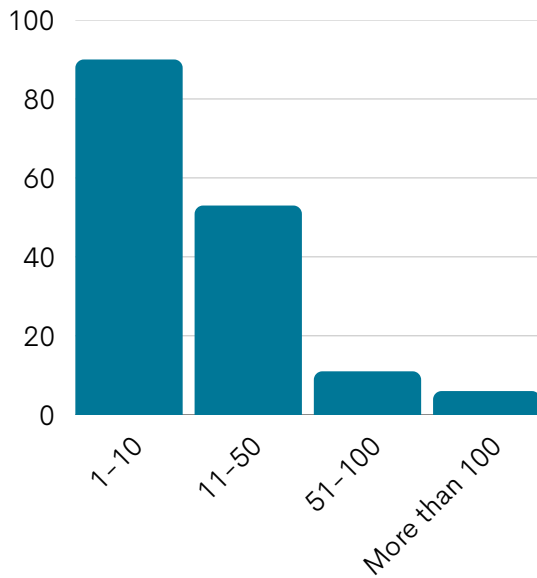
The Network also regularly exits members who are no longer aligned to the Network's policy pillars or are no longer active in education policy and advocacy.



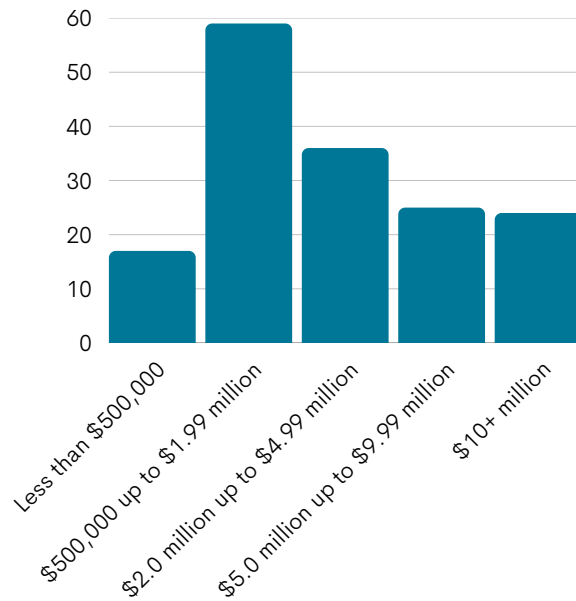
Look for PIE Network members in your state or community on our [website](#).

## ABOUT THE NETWORK

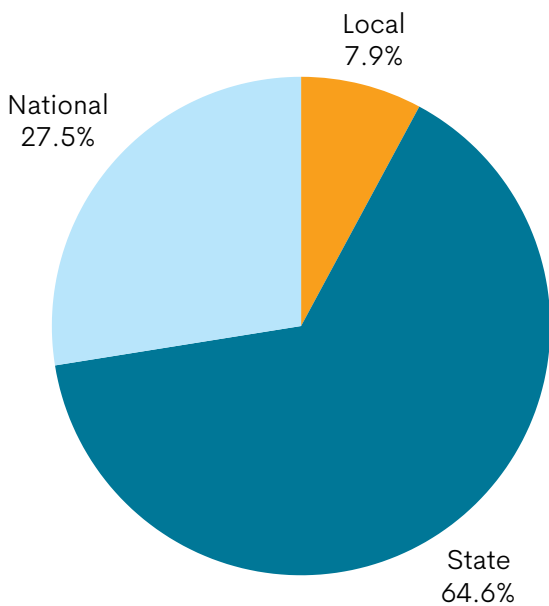
### NUMBER OF FULL-TIME EQUIVALENTS



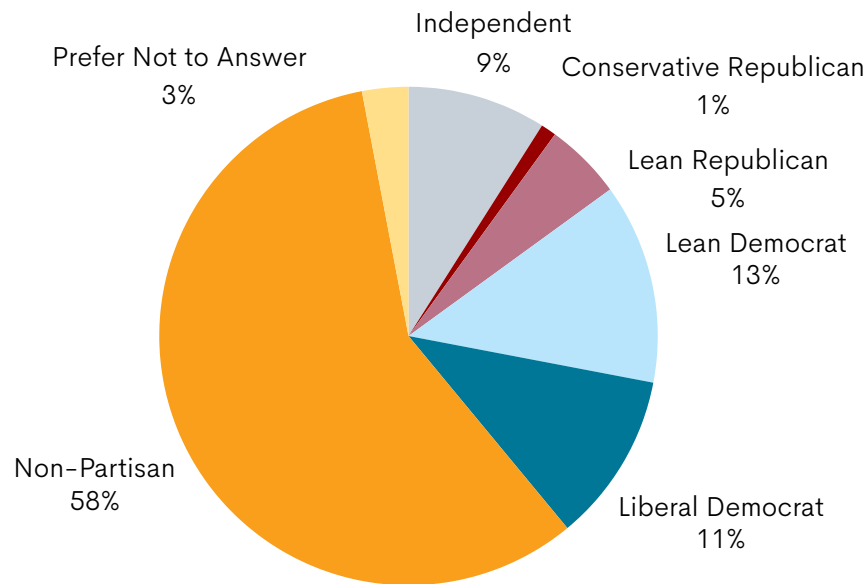
### BUDGET SIZE



### MEMBER TYPE



### POLITICAL LEANING



# n THE MULTIPLYING IMPACT OF THE NETWORK



*“I recommend PIE Network to other people all the time!!! I have found the Network to be extremely valuable and the programming to be extremely high quality. I think **our work is better because of the connections we've made** and the ability to learn from others across the country.”*

Jen Stern  
CEO, Great MN Schools

## ADVOCACY HAS NEVER MATTERED MORE

In 2024, PIE Network leaders worked tirelessly to organize, build coalitions, shape public understanding, influence politics, and impact policy and implementation to chart a course forward, one that will help students recover what they lost during the pandemic, accelerate learning, and innovate to build the education system students need to prepare for a rapidly changing future.

## PIE Network multiplies the impact of advocacy using our superpowers: *convening and connecting.*

Through more than 188 hours of virtual and in-person programming, thousands of hours of conversations with advocates to listen and learn, thousands more miles traveled, and countless direct connections between advocates, PIE Network connected leaders with expertise, ideas, and skills they need to advance similar goals across city and state lines, and help them look around corners to prepare for opportunities and challenges ahead.

*“Thoughtful, high-quality programming that is highly responsive to the member orgs' needs—**hugely responsive staff** who work really hard and give us smart ideas—not many other organizations serve in this convening function, especially in convening organizations across policy and political differences—deliberate, thoughtful structuring of PIE Network's commitments (policy pillars) AND values in terms of how we operate together.”*



Heather Peske  
President, National Council on Teacher Quality

## 2024 BY THE NUMBERS

4.5

Average Bottom Line Satisfaction Score out of 5

68

Net-promoter score, in Excellent range, for the third year

188

hours of in-person and virtual programming

1,479

in-person and virtual participants

91%

of participants report learning something new

93%

of Network organizations participated in at least one Network event

80%

of Network EDs participated in at least one Network event



# THE MULTIPLYING IMPACT OF THE NETWORK





## CATALYZING MEMBER BREAKTHROUGHS IN EDUCATION FUNDING

Over the last few years, Network members have prioritized efforts to ensure that education funding is fair, transparent, and effective in meeting students' needs, and the Network continues to deliver strong programming and connections to support these efforts. Looking ahead to 2025, education finance is members' number one policy priority.

### THE NETWORK'S IMPACT

Network members' advances in education finance will benefit more than 2 million students across the country, with the potential of impacting hundreds of thousands of more students in the coming year.

Most of these wins were decades in the making, including:

- 
**TENNESSEE:** In 2022, PIE Network supported and amplified the work of a coalition of Tennessee-based members who helped to pass once-in-a-generation school finance reform legislation in Tennessee. Leading up to the win, PIE Network staff held regular calls with the coalition to discuss their strategy and connected advocates with those in other states who have led similar changes. This coalition won [PIE Network 2022 Game Changer Campaign of the Year](#) at the 2022 Eddies and the Network spotlighted their work at the 2022 Summit and other events.
- 
**MISSISSIPPI:** Building off the Tennessee coalition's success, Network members in Mississippi helped pass school finance reform legislation. Mississippi-based members credit lessons from the Tennessee coalition and connections made through PIE Network as instrumental to their work. The Mississippi coalition won [PIE Network 2024 Game Changer Campaign of the Year](#).



*I asked a leader in another state to write an op-ed to counterbalance attacks we were getting on the funding formula. We got it placed and it was shared among the people we were targeting. **I would not know [this leader] without PIE Network.***

Rachel Canter  
Executive Director, Mississippi First

*Beyond the conversations we had with Mississippi First, **we were in regular contact with other PIE Network members to provide advice and resources throughout the campaign.** New America was a helpful thought partner. EdFund provided useful feedback and advice for our Policy Fellows as they developed their policy recommendations. We also worked closely with leaders at EdTrust, who rated the proposed formula to show how it would better meet the needs of our students than our old formula.*



Sanford Johnson  
Executive Director, Teach Plus Mississippi

- **COLORADO:** In 2024, a coalition of Network members in Colorado helped pass major school finance reforms. These Network members credit PIE Network support and resources as critical to their efforts:

*The new [PIE Network education finance policy portal] has been **an asset for understanding messaging and learnings from other states** as we undertook school finance.*

*Our organization was able to **learn from the Tennessee advocacy groups' success** in revising their school finance formula.*

*-Colorado PIE Network Members*



**Other states are poised to take action, including:**

- **ALABAMA:** As Alabama gears up for a big funding formula reform in 2025, PIE Network connected Alabama-based advocates with finance experts, funders, Bellwether and other technical support organizations, and other PIE Network members (including the Tennessee coalition, which did a panel and 'roadshow' in Alabama in 2023).



***We wouldn't be in this position without PIE's many supports and connections!***

*Mark Dixon  
Executive Director, A+ Education Partnership*

- **ARKANSAS:** As Arkansas prepares for a funding reform push in the coming years, PIE Network team connected Forward Arkansas with Bellwether and their national finance training cohort, and also with The Education Trust in Tennessee to learn from recent advocacy efforts.

*The PIE Network team understood our needs and directly connected us to Bellwether's equity finance training opportunity, which has been instrumental in **building unique capacity within our team and our state.***



*Ben Kutyllo  
Executive Director, Forward Arkansas*

- **MISSOURI:** The PIE team hosted a consultancy for AlignED in 2020, and continue to support and inform their efforts through connections and resources.



***Our team has been working on a revamp of the Missouri Funding Formula for over a year. PIE Network connected our team with other experts across the country for a very targeted support session around our formula. It offered us feedback, solutions, landmine avoidance, and other ideas that we have leveraged to further the conversation. We can now offer Missouri leaders solutions used by other similar states.***

*Torree Pederson  
Executive Director, AlignED*



# THE MULTIPLYING IMPACT OF THE NETWORK

## SUPPORTING AND RESHAPING ASSESSMENT & ACCOUNTABILITY

Statewide assessments and the federal and state accountability systems that back them up are critical parts of a broad toolkit that provides students, parents, educators, and policymakers with a well-rounded picture of student learning, school and district performance, and state system equity. While nearly everyone agrees that student assessments and accountability systems can be improved to make them more relevant, timely, and useful, Network members also believe that these policies are critical and foundational to any other education reform initiative.

### THE NETWORK'S IMPACT

To help members advocate for strong systems of assessment and accountability, the Network convened the Leaders' Council on Assessment and Accountability, a geographically and politically diverse group of Network leaders focused on this topic. Since 2019, this group of leaders has helped develop tools and resources to support members as they seek to defend, protect, and improve systems of assessment and accountability in their communities. These and other resources are part of the Network's members-only Assessment and Accountability Policy Portal which members can use to support their policy and advocacy efforts on the ground.

With PIE Network support, members have achieved key wins in protecting assessment and accountability systems:

- FLORIDA:** PIE Network members ExcelinEd and Foundation for Florida's Future successfully defeated measures that would have weakened or significantly rolled back assessment and accountability systems in Florida. Network members credit learning "a great deal from other successful PIE Network member defensive campaigns" as key to their efforts.
- MINNESOTA:** Network members in Minnesota successfully defended a policy that helps families and educators know how individual students are performing against state standards from a threat that would have delayed reporting this data, making it substantially less actionable and useful. Network members in this coalition credit PIE Network's "consistent information, learning, and connections" as well as Network events and the Assessment and Accountability Policy Portal as critical in their efforts.
- TENNESSEE:** Working alongside other Tennessee-based members, Network member TN SCORE successfully defended against a legislative amendment that would have significantly rolled back the number of state assessments that students in Tennessee take. They also protected Tennessee's highly-regarded teacher evaluation system, which is widely seen as helping to spur Tennessee's improvement in educational outcomes in the 2010s. Network members credit the Leaders' Council Guiding Principles and aligned messaging resources as key in their efforts.

Together, these three efforts impacted more than two million students.



# THE MULTIPLYING IMPACT OF THE NETWORK

## IMPROVING LITERACY POLICY AND PRACTICE

The 'science of reading' movement is one of the most well-known and impactful education reforms in the last decade. Across the country, Network members have advanced policies and practices to ensure that every student has access to high-quality literacy instruction grounded in the science of reading. Network members' legislative work continues, and many members are pivoting to ensure that these policies are implemented well in schools and classrooms.

In 2025, the Network will support members through a new Literacy Community of Practice focused on helping members enact and implement science of literacy reforms in communities across the country.

## THE NETWORK'S IMPACT

With the support of PIE Network, members achieved key wins in advancing evidenced-based literacy policies and practices, including:

- **MASSACHUSETTS:** A coalition of Network members in Massachusetts successfully advocated for legislation that provided funding for high-quality, evidence-based curricula, effective teacher training, and ongoing student screenings to increase reading proficiency for students. The coalition cites connections provided by PIE Network as instrumental to their success in this effort. This reform impacts approximately 290,000 students throughout the state of Massachusetts.
- **ALABAMA:** In 2019, Alabama adopted new policies that would support early literacy efforts in the state, shortly after ranking 49th on the National Assessment of Education Progress in reading. Network members A+ Education Partnership and ExcelinEd, working alongside the Alabama Department of Education, helped to implement this policy, bringing the state's ranking on reading scores up to 27th, just three years after adopting this new policy. These reforms have positively impacted more than 650,000 K-3 students in Alabama, setting them on a track of expanded opportunities.
- **NEW YORK CITY:** In 2023, Educators for Excellence–New York (E4E–NY) educators advocated for a more structured, evidence-based approach to curriculum selection and implementation in NYCPS. Their efforts led to the "NYC Reads" initiative, which will standardize K-5 ELA curricula across 32 districts, impacting 300,000 students. This change has the potential to significantly improve literacy rates, particularly among Black and Latinx students, and E4E–NY continues to support implementation efforts across the city.
- **NATIONAL:** In 2024, the National Parents Union worked with Network members Democrats for Education Reform, Educators for Excellence, Educators for Excellence–Los Angeles and EdTrust to organize a coalition of parents to advocate on Capitol Hill about the importance of evidence-based literacy practices. With their advocacy, the U.S. Senate unanimously passed a resolution in September 2024 which acknowledges the importance of the science of reading and other evidence-based practices to support students' literacy learning and growth. Network members credit PIE Network resources, and in particular, support from PIE Network staff, as instrumental in their efforts to help advocate for this resolution.



# **n** THE MULTIPLYING IMPACT OF THE NETWORK

## **IMPROVING MATH POLICY AND PRACTICE**

US students' learning—especially in math—lags alarmingly behind other nations. Given the importance of math to students' long-term success, Network members are increasingly focused on policies and practices that will improve students' learning outcomes in mathematics.

### **THE NETWORK'S IMPACT**

When dismal data on student learning in math coming out of the pandemic called for immediate action, PIE Network helped show advocates that progress is possible—and attainable. For several years, PIE Network members have advanced policies and practices to expand student outcomes in math. At two consecutive Summits, PIE Network Eddies Awards featured members' leading work on math that helped spark ongoing actions across the Network. At the 2022 Summit, PIE Network spotlighted A+ Education Partnership's advocacy that helped to pass the Alabama Numeracy Act. The following year, in 2023, PIE Network highlighted a coalition of Colorado members who advanced a key piece of legislation to improve math instruction and outcomes in their state. These helped spark action among other Network members and created momentum to form a "Math Multipliers" Community of Practice within the Network.

This Community of Practice includes a cross partisan, diverse steering committee of 21 PIE Network members and partners. With their guidance, PIE Network hosted a series of virtual sessions for the entire Network on the policy and advocacy levers that can drive high-quality math teaching and learning. Following these virtual sessions, the Network convened the Math Multipliers for a math working meeting in Washington, DC in September 2024. Members dug deeply into advocacy strategies and tools to advance math outcomes. Following the working meeting, a group of Network members co-created a math policy framework to guide members' future advocacy work in math.



With the support of PIE Network, members have achieved key wins in advancing students' math outcomes across the country:

- **ALABAMA:** In 2021, only 22% of Alabama students were proficient in math. In response, A+ Education Partnership wrote the Alabama Numeracy Act which passed in 2022, leading other states in math legislation. The law includes math coaches in every elementary school, High-Quality Instructional Materials (HQIM) and professional learning, and interventions for students struggling in math. In the years since it's passage, A+ has worked in close partnership with the state to implement the law with fidelity. A+ Education Partnership is a key member of the Math Multipliers steering committee, sharing their lessons with advocates in other communities.
- **COLORADO:** In 2023, a coalition of Network members successfully advocated for HB23-1231, landmark legislation that expanded evidence-based practices to improve students' learning in math. PIE Network spotlighted the Colorado coalition's work at the [2023 Eddies](#) awards.
- **NEW YORK:** Network member Educators for Excellence-New York worked with teachers to advance the "NYC Solves" initiative, which is bringing research-backed, high-quality curricular materials and teacher professional development to support students' learning in math. Network members cite the Math Multipliers working group and a Network-facilitated consultancy as critical "as we designed our campaign, presented our thoughts, and received feedback." Within two years, this effort will impact more than 900,000 students throughout New York City Public Schools.







# **n** THE MULTIPLYING IMPACT OF THE NETWORK

## **SPARKING CONNECTIONS ON INNOVATIVE STAFFING MODELS**

PIE Network members are increasingly advocating for and supporting policies and practices to make the teaching role more diverse, attractive, sustainable, and impactful.

### **THE NETWORK'S IMPACT**

The Network hosted two site visits in the last two years to help members learn about innovative staffing models. The visits helped members build a vision of what's possible in redesigning school-based roles and gave them concrete examples of places where this work is happening. In 2023, Network leaders visited Edgecombe County in North Carolina to see their work implementing Public Impact's Opportunity Culture model. In 2024, PIE Network hosted a site visit to two Arizona schools implementing Arizona State University's Next Education Workforce model.

The site visit inspired deep reflection among members about the possibilities of innovative staffing models, including deeper exploration of the intersection of talent and academic strategies, especially in literacy and math. Specifically, several Network members are pursuing actions to create and support innovative staffing pilot models, with the goal of creating proof points that can then be scaled widely. For example, Network members in Tennessee are supporting pilots of staffing models with an integrated approach to talent and academics. These members credit PIE Network's site visits and support on innovative staffing as catalysts that inspired the development and implementation of these pilots.

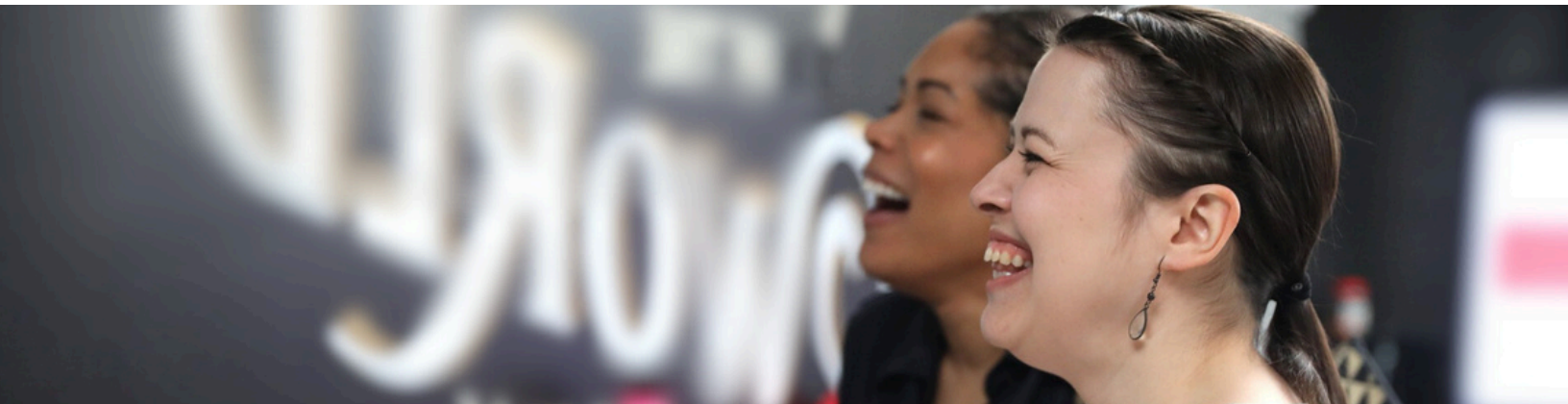


“PIE's Arizona site visit is an excellent example of the value the Network brings to [our organization]. Attending this event allowed staff to see an innovative staffing model in action, which helps us have more effective conversations with teachers about it, better understand how to modify contracts to enable it, and ultimately be better advocates for reimagining the role of the teacher. In addition to seeing the model in action, the visit included deep conversations with other organizations that helped us broaden our understanding of the opportunities and risks of the model.”

“We had the pleasure of attending the site visit to the elementary schools in Mesa, Arizona. Based on our observations and conversations during the site visit, we determined that we need to make strategic staffing models more of a priority for our policy team's learning agenda, particularly when thinking about policy and practical solutions for increasing the value proposition of teaching.”

“The ASU Next Education Workforce site visit offered a valuable opportunity to engage with field leaders, evaluate innovative staffing models, and discuss future directions for talent strategy with leaders, funders, policymakers, and educators. The learning sessions and breakout discussions provided a solid foundation for ongoing conversations with field leaders and significantly influenced my perspective.”

While Network's impact on innovative staffing is still unfolding in the coming years, an early indicator of progress is in North Carolina, where Network members have worked with state and local leaders to scale Public Impact's Opportunity Culture model. **These innovative staffing models impact more than 225,000 students and more than 10,000 teachers, and will eventually impact more than 1.5 million students across North Carolina.** PIE Network has supported North Carolina members by connecting them with other advocates to share strategies on expanding and strengthening policy, and through participation in the two site visits where members shared ideas on better integrating staffing and instructional initiatives. We will continue to support members' work to identify, cultivate, and scale innovative school staffing models that make educators' work more attractive, sustainable, and impactful.



“Our team attended the strategic staffing site visit with Arizona State University. During the visit, we learned a great deal about their approach to strategic staffing and engaged with Network colleagues around how to implement strategic staffing models that improve instruction and student outcomes. Those learnings can be directly applied to the work we are doing in NC to expand and strengthen our state's Advanced Teaching Roles initiative.”

“Participating in the AZ visit on innovative staffing has breathed air into our coalition work to continue to improve our teacher workforce efforts.”





# THE MULTIPLYING IMPACT OF THE NETWORK



## ADVANCING COLLEGE AND CAREER PATHWAYS

PIE Network members are bringing energy and momentum to advance student-centered, high-quality policies, programs, and supports to prepare students for success on their pathway to and through college and careers. Network members and national partners are increasingly prioritizing this work, with a third of members reporting that they plan to prioritize college and career in their advocacy work in 2025.

To help advance PIE Network members' important work in this area and ensure that advocacy leaders learn from one another and from external experts in the field, PIE Network launched the College and Career Community of Practice (CC-COP) in 2020. This CC-COP serves to strengthen connections, share knowledge, and sharpen strategy among members working in the college and career policy space at the local, state, and national level.

## THE NETWORK'S IMPACT

PIE Network helped participants in the CC-COP advocate for key wins for students, including:

- **MASSACHUSETTS:** A coalition of Network members advocated for a policy that helps students access college and career counseling and planning tools, programs that allow them to earn college credit and credentials aligned with workforce opportunities, and career vocational technical education and work-based learning so they can graduate high school fully prepared for and with a jump start on college and career. The policy has already impacted an additional 6,533 high school students in Massachusetts who were able to enroll over the last two years. Coalition members credit support from PIE Network—webinars, a consultancy, and one-on-one support—as instrumental to helping them achieve this win.
- **CALIFORNIA:** PIE Network members Teach Plus California, The Education Trust-West, and the Data Quality Campaign partnered to implement the Cradle-to-Career Data System, a nation-leading P-20W data system to deliver insights to various stakeholders from families to policymakers about students' learning and work trajectory. When it is fully launched, California's system will center the types of tools and analytics that families, communities, and practitioners want and need to better serve students along their journey. Coalition members credit their partnership as Network members as instrumental to passing the enabling legislation and continued implementation efforts. Ultimately, this policy will impact more than 8 million K-12 and postsecondary students.
- **COLORADO:** Network members Colorado Succeeds, Data Quality Campaign (DQC), DFER Colorado, and Ready Colorado advanced policies to create a cross-agency data governance structure that will enhance workforce readiness through improved data access and use. Coalition members credit their partnership as critical in the effort, which will impact 5 million Coloradans.

PIE Network continues to support CC-COP participants through a variety of learning experiences, which will likely lead to additional stories of impact in the future.

## ASAP/ACE Replication Learning Series

In the fall of 2024, PIE Network partnered with national experts from the CUNY ASAP/ACE Replication Collaborative to help advocates learn about the policies, politics, and practices behind the 2-year (ASAP) and 4-year (ACE) models. ASAP and ACE are high-touch programs designed to provide comprehensive wraparound supports to shepherd students forward and remove financial barriers to completing a degree. Seven states have replicated this model to date.

This Network learning experience included two virtual discussions and an in-person visit to speak with students, advisors, and higher education leaders in North Carolina.

The site visit included discussions on launching and sustaining funding and technical support for college completion initiatives, state and local policies to enable and support this innovation, and other conditions for these models to succeed. Participants rated the experience 4.8/5.0, and 100% reported that they had learned something new that they planned to use in their work.

Following the visit, participants reported that they plan to explore how to replicate ASAP/ACE by bringing their learnings to existing state commissions, exploring potential statewide coalitions, and continuing to learn about the policy, advocacy, and implementation needed.

In 2025, PIE Network will release an advocacy guide to support members who would like to pursue this strategy in their home states.

“Although I already knew some about ASAP/ACE... it was your discussions and effort that got me really focused on this. Your catalytic role and timing was perfect.”

“This was a unique opportunity to learn from and ask questions of the folks leading this work at multiple levels – technical assistance, philanthropy, systems leaders, practitioners, and a student!”

“I am incredibly excited to see how this unfolds in NC and how it will make educational attainment a seamless process. In Michael's words (student speaker), this is a program where 2+2 actually equals 4.”

## Using Data to Drive College & Career Success Learning Series

PIE Network, Data Quality Campaign, and Strada Education Foundation partnered on a learning series of three virtual sessions and an in-person workshop at PIE Network's 2024 Summit focused on improving state longitudinal data systems (SLDS), with a specific aim to create better connections to workforce outcomes. The highly-rated virtual sessions introduced what a high-quality SLDS looks like, helped members understand how they can evaluate their own state's SLDS, and opportunities to improve workforce data connections. The hands-on workshop — one of the highest-rated at Summit—equipped participants with specific policy and advocacy strategies and then began helping them plan for action in their states.



# 2024 EXECUTIVES MEETING

## 2024 EXECUTIVES' MEETING

AUSTIN, TX | FEBRUARY 8-9, 2024

The Executives' Meeting is the only meeting each year reserved exclusively for executive leaders at Network member and partner organizations. Frequently described by leaders as one-part professional development and one-part therapy, this experience is designed to create space for executives to forge connections with peers, problem-solve, brainstorm new policy ideas and advocacy strategies, and prepare for the challenges and opportunities ahead. The meeting is held in the midst of state and local legislative sessions so that leaders can share real time updates, spot trends, and take learnings home and apply them to the remainder of their campaigns for the year. During the 2024 Executives' Meeting, February 22-24 in Austin, TX, leaders helped each other plan and strategize in consultancies, dove into top policies and legislative developments in their cities and states, and spent time building skills communicating across lines of difference to solve problems.



*"I find the PIE Executives' meeting to be THE most useful meeting I attend all year; I tell every Executive Director I meet to look it up and attend."*

Chris Nellum  
Executive Director, EdTrust-West



*"I have some 2024 policy ideas to flesh out post-legislative session. Great new connections too!"*

*"The opportunity to sharpen your sword with regard to your own work, learn about new ideas, and network with extraordinary people is a true trifecta."*

*"The Executives' Meeting continues to be the one event I prioritize each year."*

## 2024 EXECUTIVES' MEETING BY THE NUMBERS

27

states and Washington, D.C. were represented

84

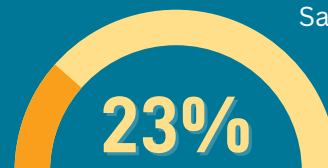
Executive Directors participated

4.4

Average Bottom Line Satisfaction Score out of 5



of Network organizations were represented



of leaders were joining for the first time

**PIE<sup>n</sup>** **TURNING THE TIDE**  
**network** **2024 SUMMIT**  
 OCT 8-10 · SAN DIEGO, CA



**2024 PIE NETWORK SUMMIT**

**SAN DIEGO, CA | OCTOBER 8-10, 2024**

PIE Network Summit is our anchor event each year. It is an invitation-only experience that attracts more than 400 leaders annually, including a high-profile roster of state, local, and national education policy and advocacy leaders. During the 2024 PIE Network Summit, October 8-10 in San Diego, CA, participants sharpened advocacy, community organizing, fundraising, and leadership skills through hands-on workshops, unpacked effective advocacy campaigns in breakout sessions, and dove deep into intel sharing and planning work on the Network's top policy issue. **For the third time in the Network's history, the Summit sold out.**

*"There's no better place to get a sense of how advocates hope to shape state legislative agendas the next year."*

*"There are other conferences that bring some of the same people (together)... but this is the conference that is the biggest 'direct hit' on the specific people, orgs, topics, etc. that are of greatest relevance and value to the work I do and my organization does."*

*"Connecting with colleagues across the country who 'get it' has been a source of inspiration and rejuvenation each year."*



**18TH ANNUAL SUMMIT BY THE NUMBERS**

**422**

Network leaders participated

**95**

Executive Directors participated

**38**

states and Washington, D.C. were represented

**4.4**

Average Bottom Line Satisfaction Score out of 5



of Network organizations were represented



of leaders were joining for the first time

## 2024 EDDIES

Each year at Summit, PIE Network hosts the Eddies Awards, a celebration of the year's breakthrough policy and advocacy campaigns in the Network. At this dinner and awards ceremony, we feature Eddies finalists, announce winners, and joyfully highlight progress toward ensuring every student has the educational opportunities and support needed to achieve a future without limits. The finalists are also featured throughout Summit and virtual Network programming—enabling participants to learn more about the policy and advocacy wins that drive impactful policy change and take these policy and advocacy ideas to scale in their states and communities.

**Network leaders from across the country nominated 88 powerful policy and advocacy campaigns that have the potential to impact more than 20 million students, nearly half of all public school students in the country.**



## 2024 EDDIES WINNERS

Network members voted for winners in six categories. Read about nominees and winners on the [PIE Network website](#). At the 2024 PIE Network Summit, we celebrated finalists and announced the winners:

### **GAME CHANGER CAMPAIGN OF THE YEAR:**

**Developing the Mississippi Student Funding Formula** | Mississippi First, Teach Plus Mississippi

### **BEST COLLABORATION:**

**Massachusetts Literacy Coalition** | DFER Massachusetts, ExcelinEd, National Council on Teacher Quality (NCTQ), National Parents Union – Massachusetts (NPU-MA), Teach Plus Massachusetts, EdTrust

### **BEST DEFENSE:**

**Defending Data Transparency and Accountability in Minnesota** | EdAllies, Educators for Excellence-Minnesota, Great MN Schools

### **BEST IMPLEMENTATION:**

**Alabama's Literacy Transformation** | A+ Education Partnership, ExcelinEd

### **MOST ACTIONABLE RESEARCH:**

**Spotlight Schools: High-Poverty Schools That Are Raising the Bar** | Democrats for Education Reform

### **SUZANNE KUBACH PIE NETWORK WEAVER OF THE YEAR:**

**Gini Pupo-Walker** | EdTrust-Tennessee

# SUPPORTING & SUSTAINING LEADERS

## CELEBRATING 11 YEARS OF LEADERSHIP INSTITUTE WITH NEARLY 200 ALUMS

PIE Network Leadership Institute is a cohort-based, year-long leadership opportunity to help leaders sharpen skills and build a cohort of peers to help them lead change in complex political climates. The program is among the most intensive and most popular Network offerings. In 2024, PIE Network launched the [ninth cohort](#).

The 21 dynamic leaders in Cohort Nine bring rich layers of diversity across experience, race, politics, strategy, and stakeholders to this work. They gathered in person for two experiences from July to December and supported each other through virtual consultancies, leadership transitions, advocacy campaigns, and more. The Cohort will have their final meeting in 2025.

Upon completing the program, Cohort Nine will join nearly 200 Leadership Institute alums who are leading advocacy, public sector, and philanthropic work to ensure that every student in every community has an opportunity to achieve a future without limits.

*“The experience was beneficial beyond words.”*

*“The leadership institute was life changing in my own development as a leader, but also the relationships with peers I developed.”*

*“I didn't realize how much I needed this experience.”*



## LEADERSHIP INSTITUTE BY THE NUMBERS

**184**

Total Alumni

**53%**

Alums Still Leading at a Network Member Organization

**41%**

Alums Moved to Senior or Leadership Education or Political Roles, or Launched New Education Policy Ventures

**2**

Alums Serving as Current or Former State Ed Chiefs

**3**

Alums Worked in Presidential Administration after Experience

**1**

Alums Serving as State Legislator



**Demand for Leadership Institute remains incredibly high.** We will accept applications for and launch Cohort 10 of Leadership Institute in 2025.

**The alumni community also remains strong.** For the first time, alumni self-organized a reunion of multiple cohorts in Lone Rock, Colorado. Nearly 30 alumni from around the country participated in the experience. **More than 75 alumni joined the Leadership Institute reunion at PIE Network Summit in October 2024.** We look forward to convening alumni again at the 2025 Summit.

*“[The Leadership Institute] was a really transformative experience, both in terms of creating great opportunities for learning but even more for creating connections with other PIE members. This experience made PIE feel much smaller and more intimate, built connections that I can use for work, developed friendships, and also allowed for learning from those whose policy leanings are different from mine.”*



## NEW SUPPORTS FOR LEADERS' TOP CHALLENGES

In the Network's Annual Member Survey, leaders consistently ask for resources and support to sustain their leadership, bolster their fundraising efforts, and support them in thinking about organizational sustainability. In 2024, the Network launched three small group opportunities to meet these needs:

- Executive coaching series focused on leadership sustainability
- Cohort experience focused on fundraising
- Cohort experience focused on organizational sustainability.

We partnered with leading national experts to facilitate each experience, and leveraged in person time at the 2024 PIE Network Summit to extend programming for each small group.

*“The **Fundraising Cohort** has been helpful in providing actionable next steps to improve our fundraising execution. In addition, the **Leadership Institute reunion** provided the opportunity to work through strategic challenges with other leaders. These opportunities offer essential senior capacity that is sometimes a gap in our small organization, particularly on business operations projects.”*

*“My colleagues' participation in the **leadership trainings** and the **fundraising training** have helped them become stronger, more confident leaders. We have planned five additional events and served thousands more families as a result of the connections our leadership team has met via the PIE Network.”*

*“The **Executive Fundraising cohort** has been tremendously valuable for me as a leader of my organization. My background and experience is all in policy and research. One of the crucial skills I was missing as an Executive Director was development and fundraising. It's a very practical course, with practical exercises that have demystified the development process for me and helped me become a more confident leader.”*

# LOOKING AHEAD

## 2025 MEMBER PRIORITIES

Looking ahead to the 2025 legislative sessions, Network members continue to advance student-centered policies to meet the urgent needs of the moment and transform education long-term. Here are the priorities advocates named for 2025. Read more about members' priorities in our [2024 Annual Member Survey](#).

### TOP TEN *POLICY* PRIORITIES

- 1 Education Funding
- 2 Charter School Funding, Expansion, and Facilities
- 3 Assessments and Accountability
- 4 Educator Diversity, Licensure, and Preparation
- 5 College and Career Pathways
- 6 Literacy, Math, & High-Quality Instructional Materials (HQIM)
- 7 Early Learning
- 8 Education Savings Accounts, Vouchers, and Private School Choice
- 9 Innovative Staffing Models
- 10 Tutoring

Increasingly, PIE members are focused on not only passing or defending strong policies but also ensuring they are implemented well. Here's what advocates named as implementation priorities.

### TOP TEN *IMPLEMENTATION* PRIORITIES

- 1 Science of Reading or Literacy
- 2 Charter Funding, Expansion, and Facilities Funding;
- 3 College and Career Pathways
- 4 Educator Diversity and Preparation
- 5 Education Funding
- 6 Support for Students with Disabilities
- 7 Assessments and Accountability
- 8 Student Wellbeing and Mental Health
- 9 Math
- 10 Education Savings Accounts, Vouchers, and Private School Choice

# NOTE FROM INCOMING PIE NETWORK BOARD CHAIR

Dear friends,

I am honored to be the next Chair of PIE Network's Board of Directors. As a former charter leader and the founder of PAVE (Parents Amplifying Voices in Education), I have experienced the multiplying power of this Network, again and again, to bring good and impactful ideas to scale, to push advocates outside of our comfort zones, and to navigate challenging conversations that create stronger policy.



**Maya Martin Cadogan, Chair**  
Parents Amplifying Voices in Education (PAVE)

The power of this Network is our people—our members come from all across the country, representing America's diversity of thought and experience but united in our belief that every kid deserves an excellent education. Our commitment to learning and growing together and to opening ourselves to new ideas is what helps us transform and expand educational opportunity, at a time when our kids need it most.

PIE Network is uniquely positioned to convene, connect, and support advocates working intensely to respond to the needs of their communities.

I am humbled to serve as PIE Network Board Chair and take the baton from Evan Stone of Educators for Excellence. Thank you for your service to this Network, Evan. It is with excitement and gratitude that I step into this role to serve advocates across PIE.

I hope you'll follow along as Network leaders keep pushing to ensure every student, in every community has the opportunity to achieve a future without limits—and that we share best practices across cities and states to make those futures possible through good policy.

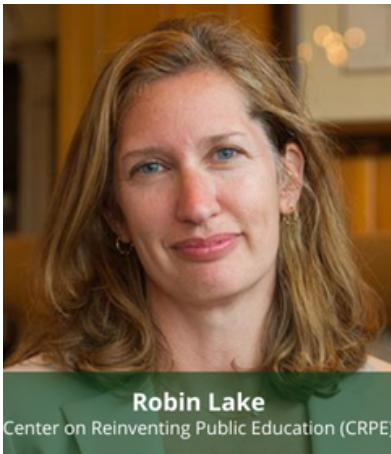
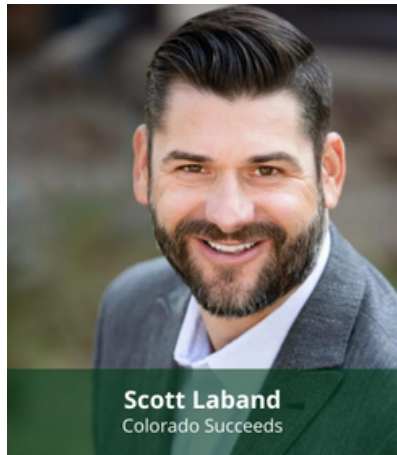
Thank you for all that you do to keep this Network strong.

In light and service,  
Maya

# BOARD OF DIRECTORS

## A NETWORK BY AND FOR ADVOCATES

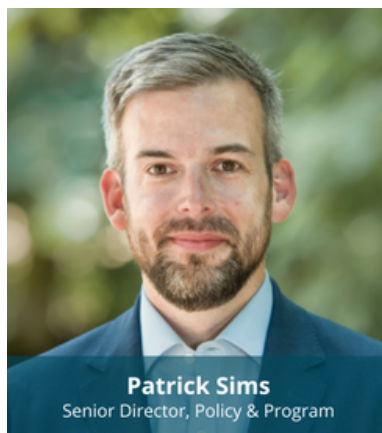
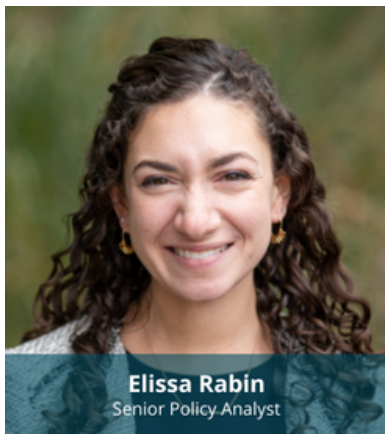
Each Board member leads a PIE Network member or partner organization. **Their collective leadership and expertise ensure that PIE Network continues to provide relevant and timely support to advocates.** PIE Network is also guided by a talented group of leaders who serve on several committees: Development, Finance, Membership, and Policy.



# PIE NETWORK TEAM

## WE LISTEN, CONVENE AND CONNECT TO SUPPORT YOU

Members of the PIE Network Team are keen listeners for common needs, emerging issues, and collective impact trending within and across states. We create the opportunities for connections that lead to collaboration and that spread good ideas, resources, and know-how to strengthen the reform movement. Learn more about the PIE Network team on our [website](#).



# FINANCIALS

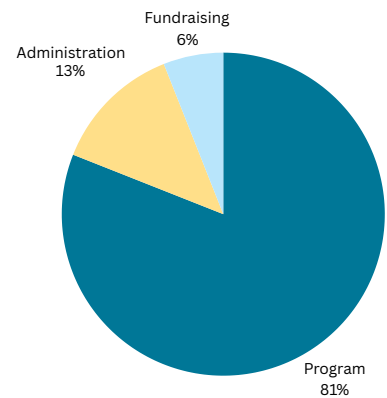
## 2024 YEAR END

PIE Network has achieved clean audit results each year of operation and hopes to continue that tradition in 2024. We will conduct our annual financial audit in early 2025. In 2024, the Network continued to earn a perfect score on Charity Navigator's Finance & Accountability metric.

Below is a summary of our 2024 Financials (audit pending). Additional financial information is available upon request. Reach out to [marques@pie-network.org](mailto:marques@pie-network.org) for more details.

- 2024 Unrestricted Revenue: \$3,152,133
- 2024 Releases of prior year revenue: \$300,000
- 2024 Expenses: \$3,374,419

## FUNCTIONAL EXPENSES



Thank you to the Network's funders and sponsors, whose support makes our work possible.

## PIE NETWORK FUNDERS



## 2024 SUMMIT SPONSORS





## DONATE

Reach out to [jennifer@pie-network.org](mailto:jennifer@pie-network.org) for more details on how to support the Network.

## FOLLOW US



## JOIN THE NETWORK

Share your interest on our website.

## SECTOR JOBS

Find opportunities in the Network and beyond on the [PIE Network Job Board](#).