

EDUCATION INNOVATION

...2021

Strategic Plan

The Lean Lab for Urban Education Innovation and Reform

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I. OVERVIEW

Documentation of Need

A 2014 report found “[i]f the district were able to sustain last year’s [2012] 3.03 percent increase in the percentage of students scoring proficient or advanced in English Language Arts [ELA], it would take KCPS more than 20 years to bridge the gap between its current proficiency level of 30.6 percent and the 2013 Missouri proficiency level of 55.6 percent. It would take more than 27 years, or until 2040, or the district to reach Missouri’s 2020 target of 59.8 percent.”¹

Years later, the rate of increase in proficiency in ELA has stagnated at around 3 percent, indicating that the rate of progress is still too slow to see educational equity achieved within the next three decades. While the aggregate rate of progress remains shallow, student performance in many schools is, in fact, staggeringly low. Just 30 percent of students are reading on grade level by third grade; moreover, 40 percent of students are reading at “below basic” levels at the same grade marker.

Overall, one-third of students in Kansas City public school boundaries are attending schools that scored in the bottom five percent of performance in the state for each of English Language Arts and Math, and the gap between in ELA proficiency between some of our lowest performing public schools within Kansas City public school boundaries and their higher performing suburban peers can be as dramatic 90 percent, indicating that a chasm of an achievement gap persists².

This rate of improvement is simply inadequate if all children are to have access to equitable educational opportunities within their academic careers. There is a need to find new, disruptive innovations that have the potential to accelerate change and create exponential, rather than incremental, growth in student outcomes, so that all children in Kansas City have access to effective and innovative learning opportunities. The Lean Lab, then, works to build education innovations where educational equity can be equally accessed within the next decade. For this to occur, the rate of change must be accelerated. To do so, new methods of teaching and learning must be created, tested and scaled, so that all children in Kansas City have access to great learning opportunities — within our lifetime.

Background

The Lean Lab began as a grassroots community effort in the fall of 2013 and has since evolved into a regional leader in education innovation. Over the last three and a half years, The Lean Lab has ignited a conversation about education innovation and the future of Kansas City schools.

Before The Lean Lab, bold thinkers seeking to transform education through innovation and entrepreneurship had no designated resources or system of supports to cultivate their innovations. The Lean Lab provides the necessary resources, mentorship, trainings and seed funding so that budding education entrepreneurs can build, test, and launch bold innovations that have the potential to redefine the future of Kansas City education for all kids.

We do this through three key actions:

- 1) cultivating an innovation community through our convening and community-building work,
- 2) developing bold innovators through our skill based workshop series and Incubator Fellowship, and
- 3) launching transformational innovations through our funding support and network.

To date, we have engaged more than 1,200 Kansas Citizens. Significantly, 24 percent of our community re-engages with Lean Lab programming, attending multiple events and workshops. In 2016 alone, the Lean Lab community grew by 395 new people, indicating that there is a local appetite for education innovation.

The Lean Lab has hosted three cohorts of Incubator Fellows that have collectively launched 17 new education ventures. For the first time in 2016, The Lean Lab awarded \$100,000 to its Incubator Fellows as seed capital for their ventures. So far, Incubator Fellowship alumni have gone on to raise nearly \$900,000 in capital and 64.7 percent have persisted. As a result, 5600+ students in Kansas City and more than 422,000+ students across the country have been collectively impacted by these 17 new education innovations.

Additionally, The Lean Lab partners with industry leaders in education, innovation and entrepreneurship to provide excellent, rigorous programming for aspiring education entrepreneurs. Our partners include 4.0 Schools, Village Capital, EDCKC, City of Kansas City, and the Ewing Marion Kauffman Foundation.

Mission & Impact

The Lean Lab is a Kansas City-based community that launches transformational education innovations that have national impact. The intent of this strategic plan is to chart the course for the next five years, in order to maximize our impact and to accelerate change. By 2021, The Lean Lab will have launched many scalable, transformational education innovations — services, technologies, learning spaces — that are quantifiably closing achievement and opportunity gaps in Kansas City schools and beginning to scale nationwide.

The Lean Lab will also have cultivated a regional innovation mindset among those closest to education — parents, students, teachers, educators — in our highest need schools, alongside key decision makers — philanthropists, investors and system level leaders — so that the future of education innovations are influenced by all who are impacted by the system.

To achieve this impact, The Lean Lab has devised a three-prong strategy aligned to three key pillars: community, innovation and sustainability.

The long-term impact of each pillar is as follows:

- **Community**

By 2021, parents, students & teachers — those most impacted by education — are continuously surfacing ideas and opportunities for education innovation and partnering with education entrepreneurs to test new innovations that have the potential to close achievement and opportunity gaps.

- **Innovation**

By 2021, The Lean Lab will be a premier organization preparing the most promising education entrepreneurs to:

- Launch transformational, enduring organizations in Kansas City that close achievement and opportunity gaps.
- Become critical leaders in the KC education landscape.

- **Sustainability**

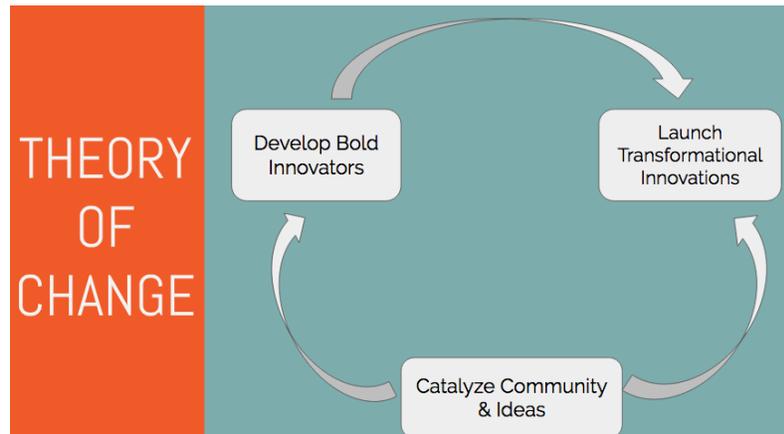
By 2021, The Lean Lab will have a sustainable, repeatable business model.

¹ Gray, E. L., Hassel, B. C., Ableidinger, J., Holly, C., Hargrave, E., & Blessing, K. (2014). The conditions for success: Ensuring great public schools in every neighborhood. Indianapolis, IN: CEE-Trust, and Chapel Hill, NC: Public Impact.

² Laubenthal, C., & Gummer, E. (2017). [[Http://www.kauffman.org/microsites/edwise](http://www.kauffman.org/microsites/edwise)]. Unpublished raw data.

Theory of Change & Program Design

To achieve the outcomes, The Lean Lab's Theory of Change aligns to three key actions:



1) Cultivate an Innovation Community.

The Lean Lab cultivates innovation mindsets and fosters community among all key stakeholders in education — parents, students and teachers, entrepreneurs and education leaders. We also leverage community organizing models and participatory decision-making practices to create dynamic experiences that involve all stakeholders throughout the entire innovation process.

2) Develop Bold Education Innovators.

We offer first class tactical training for aspiring education innovators.

We do this by hosting:

- > **Innovation Workshops** — weekend intensive workshops in evidenced based innovation methodologies like design thinking, lean startup and human centered design principles, training aspiring innovators to build and test prototypes in low-cost, agile and responsive ways.
- > **Incubator Fellowship** — a five-month intensive program, supporting early stage education entrepreneurs test prototypes in school systems, with the necessary seed funding and support to get to a full launch.

3) Launch Transformational Innovations.

We provide our fellows with the early seed funding, beta-testing school partnerships, and partnerships with later stage incubators and funders to launch and sustain their innovations. We provide alumni programming to continue supporting our alum on their pathways to entrepreneurship.

Program Design and Unique Value Proposition

Our program design revolves around our unique proposition — that we are the only immersive, place-based education entrepreneurship program that surrounds our education entrepreneurs with an entire education ecosystem of support — from students to funders.

Key elements of this include:

- Beta testing school sites
- Authentic access to all community stakeholders — from students to investors
- Seed funding support

II. ASPIRATION

The Lean Lab of The Future

The Lean Lab envisions a world where breakthrough education innovations allow for all children to have access to effective learning opportunities.

In this vision, The Lean Lab will be a pioneer education laboratory, attracting, developing and retaining the most talented innovators to build creative and meaningful education innovations. These innovators build new school models, learning technologies, and services that effectively close learning and opportunity gaps, unleash human potential in students, and equip today's children for the unforeseen opportunities of the future. In fact, The Lean Lab will be the birthplace of some of the most interesting and radical school models, education technology companies, and educational service programs, some of which are internationally renowned. These innovations will go on to impact all 70,000 of the public school students throughout Kansas City, and hundreds of thousands of students nationally and internationally — truly leveling the playing field for learning and creating a new paradigm where all children have access to the knowledge and skills necessary to thrive and live fulfilling lives.

However, it's not just the innovations themselves that create this dynamic education environment; it's our unique community approach and inclusive Theory of Change that makes The Lean Lab fertile ground for developments in teaching and learning.

It follows, then, that at The Lean Lab, we believe the most transformational education innovations are born when they are developed in true partnership with those most impacted by education—parents, students, and teachers. Our participatory approach creates an immersive environment, intentionally submerging aspiring education entrepreneurs into a community environment rich with authentic engagement between parents, teachers, students, administrators, philanthropists and policymakers —allowing the inclusive launch of breakthrough innovations, while simultaneously exposing all stakeholders to entrepreneurial mindsets and skills so that the future of game changing education innovations can be born within local communities.

The intention of this plan is to set forth the vision, mission, theory of action and goals over the next for years, so that by 2021, The Lean Lab's aspiration is being achieved.

III. NARRATIVE

Where We've Been

The Lean Lab began as a grassroots effort in 2013 and has evolved into a regional leader in education innovation. Before The Lean Lab, bold thinkers seeking to transform education through innovation and entrepreneurship had no designated community of support or resources available to support the launch of radical new services and tools to revolutionize learning.

To date, The Lean Lab has engaged more than 1,200 Kansas Citizens through dozens of community building convening events. Significantly, 24 percent of our community re-engage with our programming, attending multiple events and programs. We've trained 363 aspiring education entrepreneurs through workshop trainings and startup weekends for education. Through our Incubator Fellowship program, we have hosted three cohorts of Incubator Fellows — fellows are early stage education entrepreneurs working on emerging educational technologies, services or schools — who have gone on to launch 17 new education ventures.

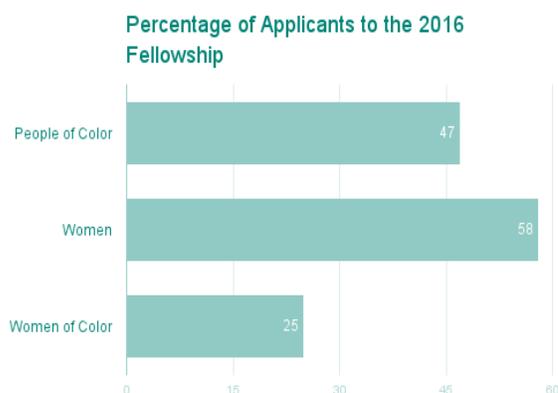
Our Incubator Fellowship alumni have raised nearly \$900,000 in capital and 64.7% have persisted. Their solutions are crowd funding platforms for under-resourced schools, vocabulary tools for immigrant and refugee students, technologies to bridge learning from the school day into the home, and others focused on ending educational inequities. As a result, more than 5,600 students in Kansas City and more than 422,000 students across the country have been collectively impacted by Lean Lab innovations.

The Lean Lab's Growth Over Time

| Year | People Convened | Innovators Trained | Incubator Fellows | Ventures Incubated | Impact | \$ Raised By LL |
|------|-----------------|--------------------|-------------------|--------------------|---|-----------------|
| 2014 | 226 | 9 | 7 | 7 | 447+ students 50 teachers | \$21,093.04 |
| 2015 | 460 | 112 | 7 | 5 | 3,290 students 7 teachers | \$111,101.00 |
| 2016 | 866 | 242 | 11 | 5 | 421,743 students 78 parents / teachers 35 vendors | \$361,631.25 |

While our Incubator Fellowship has remained our annual hallmark program, it is interesting to note its evolution over the last three years. Traditionally a 4.5 week full-time program, supporting high potential idea stage education entrepreneurs, the immersive program is structured to provide entrepreneurs with mentorship, coaching, seed funding, exposure, and access to beta-testing sites in schools. To date, the fellowship program has incubated 17 ideas. Most recently, our fellowship has received national attention, with our 2016 cycle receiving applications representing 28 cities, 17 states, and three countries. This represents a departure from the first two cohorts — of which we sourced 100% of entrepreneurs from the Kansas City metropolitan area.

Excitingly, this 2016 applicant pool far exceeded the national demographic averages of entrepreneurs: 58% of the founders were female, 48% people of color, and 25% were women of color. Compared to recent national demographics on startup founders —80.2% of which are white and 64.5% male. The Lean Lab is uncommon, attracting a type of entrepreneur outside the norm. The Lean Lab admitted five teams into its 2016 cohort, 80% of which are led by female CEOs, 60% led by people of color, and 60% led by immigrant Americans — our most diverse cohort to date. This is, in fact striking, in comparison to national demographic data.



IV. IMPACT: Where We've Been & Where We're Going

What We've Accomplished

Since The Lean Lab launched in the fall of 2013, The Lean Lab has engaged in multiple activities to cultivate an education innovation community and ecosystem for innovations to thrive within. Such activities have included:

ReversED— School leaders pitch problem statements, and teachers design solutions to those problems, thereby reversing the usual top-down reform method.

Startup Weekend EDU— Community members come together for 54 hours for a quick taste of what being an entrepreneur is all about. The weekend kicks off with a pitch event, followed by team formation and all day Saturday to test assumptions, build a prototype, and put together a final pitch deck for the judges on Sunday.

Innovation Workshop— Community members spend the weekend with The Lean Lab building a solution for a problem they're facing in education currently. Attendees leave the weekend with a clear, succinct problem statement, an understanding of who their target users are, and a prototype ready to test in classrooms.

Since 2014, The Lean Lab has trained 363 innovators in the Kansas City area.³

³ A breakdown of attendees year-to-year can be found in "The Lean Lab's Growth Over Time" section on page 7.

The Incubator Fellowship

Taking the training program further, The Lean Lab first launched The Incubator Fellowship in Summer 2014 and has had three cohorts to-date. The Incubator Fellowship prepares entrepreneurs building real solutions with mentorship, coaching, and as of 2016, seed funding to take their ventures from idea to pilots, and then to launch.

During the first two years of this incubator program, The Lean Lab selected home-grown entrepreneurs working on solutions to the problems they were experiencing in Kansas City education. Many of these entrepreneurs were current or former teachers, and all of them were very early stage. Most did not have a prototype or any testing completed prior to the Fellowship. Therefore, the full-time summer experience at the Sprint Accelerator gave these entrepreneurs the runway and time needed to validate the problem they were trying to solve with those *closest* to the problem itself: parents, teachers, and students.

COHORT 1 – Summer 2014

| Venture | Founder(s) / CEOs | Overall Impact | Capital Raised | Active? |
|--------------------------------------|-----------------------|------------------------------|----------------------|---------------------|
| ELL Teacher Archives | Aditya Voleti | 115 students | \$1,000 | No |
| Business Allied Scholars | Lynessa (Lyn) Cook | >60 students | \$20,000 | Yes |
| Echograde | Connor Nowalk | 50 teachers 250 students | \$0 | No |
| Tikitum Science Labs | Olga Pitenko | | | Yes |
| My Sister-Girl, MySelf | Cecilia Belser Patton | 22 women | \$0 | Yes |
| Huerta Academy | Jana Cooper | 0 | \$0 | No |
| Resilience: Trauma Sensitive Schools | Beth Sarver | | | No |
| | | Total Impact | Total Capital | Success Rate |
| | | 447+ students 50 teachers | \$21,000 | 42.857% |

COHORT 2 – Summer 2015

| Venture | Founder(s) / CEOs | Overall Impact | Capital Raised | Active? |
|-------------------|--|------------------------------|----------------------|---------------------|
| KCoRE | Katie Laird-Kimbrell, Kirsten Brown | 2,580 students | \$5,000 | No |
| Dreams KC | Catina Taylor | 10 students | \$1,200 | Yes |
| Bring Us Science | Katie Gore | 0 | \$0 | Yes |
| MentorED | Emily Grand | 7 teachers; 700 students | \$0 | No |
| Create By Connect | Jeanella Clark, Elie Hudson | 0 | \$0 | No |
| | | Total Impact | Total Capital | Success Rate |
| | | 3,290 students 7 teachers | \$6,200 | 40% |

In 2016, The Lean Lab secured a partnership with a national incubator organization also focused on education innovation, called 4.0 Schools, as well as partnerships with other local organizations (like City of Kansas City and KC Social Innovation Center). These partnerships opened up new opportunities for The Lean Lab Incubator Fellowship in terms of program and connections. For the first time, The Lean Lab hosted Entrepreneurs in Residence for its Fellows, intensive guest-led programming, intentional mentorship, offered seed funding, and attracted international applications to its program.

COHORT 3 – Summer 2016

| Venture | Founder(s) / CEOs | Overall Impact | Capital Raised | Active? |
|-------------|--------------------|---|----------------------|---------------------|
| Brydge | Mehreen Butt | 138 students 78 parents / teachers | \$20,000 | Yes |
| ClassTracks | Lida Zlatic | 1103 students | \$160,000 | Yes |
| InReach | Angie Rivera | 200 students | \$10,700 | Yes |
| Meedu | Nadja Cajic | 85 students | \$10,000 | Yes |
| PledgeCents | Andyshea Saberioon | 420,217 students 35 vendors | \$711,443 | Yes |
| | | Total Impact | Total Capital | Success Rate |
| | | 421,743 students 78 parents / teachers 35 vendors | \$912,143 | 100% |

Entrepreneurship is hard. At The Lean Lab, we acknowledge that not all ventures will remain active and scale. However, our programming creates a “ripple effect”: the skills and lessons the Fellows from each cohort have learned during The Incubator Fellowship transfer to the work they are doing today. These innovative leaders continue to impact even more students and families across the Kansas City metropolitan area, whether their ventures are active or inactive. Therefore, we take pride in the fact that 89 percent⁴ of the Fellowship participants from all cohorts combined have remained committed to innovating education through leadership roles. That being said, while we are pleased with these initial outputs, student outcomes have not yet been clearly impacted, nor has student progress accelerated overall because of Lean Lab ventures; it is the urgency to create impact that informs this strategic plan, and the drafting of 5-year impact statements.

Where We Are Going: Impact Statements

It is our past that is informing our future, and aligned we’re looking ahead to multiple the impact we’ve already set in motion. Within a five-year timeline, The Lean Lab will have launched educational innovations that are demonstrating progress to accelerating the attainment of educational equity.

We will measure The Lean Lab’s progress aligned to our three pillars (community, innovation and sustainability), while tracking their development in terms of community engagement, persistence and impact, while working to our own internal organizational sustainability concurrently.

However, it should be noted that baked into the Impact Statements and Metrics below are several key assumptions:

- Beta testing new innovations in partnership with the community (parents, students, teachers, etc.) will lead to an ongoing innovation culture where all key stakeholders in education are continuously influencing and leading education innovation.
- Launching ventures that remain operational and are making measurable impact within two years of launch will result in transformational, enduring organizations, and the rise of critical education leaders in the local Kansas City landscape.
- The Lean Lab will continue to be a sustainable, stable organization because of a diversified funder based, and innovative investment strategy.

⁴ To see the breakdown of what leadership roles our alumni hold today, see the appendix.

V.

| PILLAR | IMPACT STATEMENT | METRIC |
|----------------|--|---|
| COMMUNITY | By 2021, parents, students & teachers--those most impacted by education--are continuously surfacing and influencing ideas and opportunities for innovation. | By 2021, at least 35 responsive solutions will have been tested in KC schools, in partnership with the community. |
| INNOVATION | By 2021, The Lean Lab will have launched: Transformational, enduring organizations that are demonstrating evidence of attaining educational equity. and Critical leaders in the KC education landscape. | By 2021, Lean Lab will have launched 35 new ventures from 2017-2021, 30% of which will still be operational and creating measurable impact for students on a local and national level within 2 years of launch. |
| SUSTAINABILITY | By 2021, The Lean Lab will have a sustainable, repeatable business model. | By 2021, no one funder makes up more than 30% of the operating budget, with corporate support making up for 30% of all revenue, AND with at least one incubated venture on track to capture a return. |

V. Need: What Our Community Needs

Listening Tour

To inform the strategic planning process and the future programmatic goals of The Lean Lab, we embarked on 134 interviews with all the key stakeholders in education innovation: parents, teachers, students, community leaders, school system leaders, investors, and education entrepreneurs. Locally, we wanted to understand the deepest problems felt by families, students, and educators. Nationally and locally, we sought to learn what kind of programmatic support entrepreneurs received, still needed, and felt was most effective in building sustainable ventures. The Lean Lab team distilled these conversations into shared commonalities of problems felt by community members and entrepreneurs in order to design a more impactful, human-centered Education entrepreneur support program in *A Community Approach to Innovation: A Short Report on the Findings from The Lean Lab Listening Tour*.⁵

Community Trends

Two broad categories of needs emerged from our conversations with community members: coordination and communication. Regarding coordination, adults felt very painfully the fractured and unequal landscape of Kansas City education and yearned for coordination between schools, families, service providers, and business organizations. Students desired more engaging and collaborative learning opportunities in the classroom. Regarding communication, educators, families, and school system leaders spoke to the divide between charter and district public schools, and how ineffective the communication has been between all schools and the parent community in particular.

Entrepreneur Trends

Entrepreneurs sourced other pain points related to their venture-building journey: “genuine” access. “Genuine access” meant access to funders and decision makers who did not just “show their face” at accelerator programs, but instead actually opened doors for the entrepreneurs (to funds, to customers, or to school buildings). It also meant providing equitable access to funding opportunities, particularly for female founders of color. In contrast to their white, male counterparts, female founders of color oftentimes went years without paying themselves a salary, in contrast to their male peers who were able to access operational funds earlier in their venture’s development.

Overall, these findings have influenced both the internal approach to Lean Lab operations, as well as the design of our education entrepreneurship support programming; we must continue to find ways to promote collaboration, communication and access for all of our education stakeholders.

⁵ Voleti, Aditya. (2017). *A Community Approach To Innovation: A Short Report on the Findings From The Lean Lab Listening Tour*. Kansas City, MO: The Lean Lab.

VI. How We Work

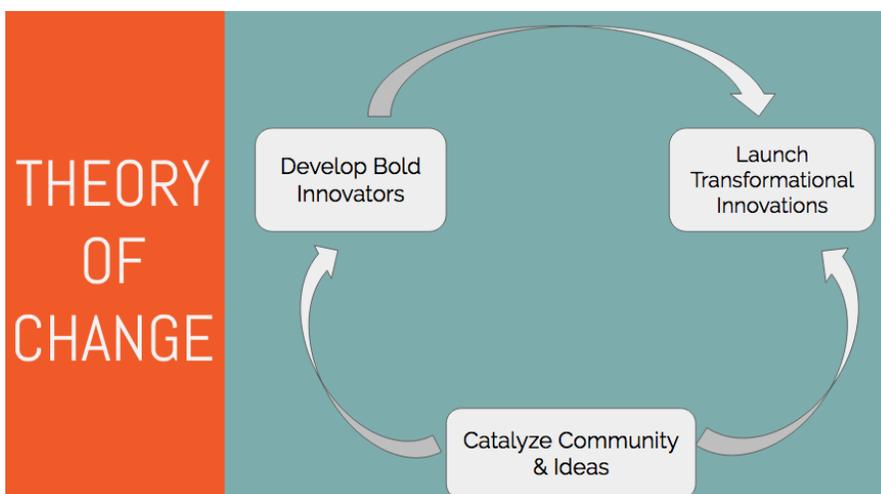
Theory of Change

Our Theory Of Change, then, aligns to a three-part, action oriented process. At the base of our Theory of Change is the act of catalyzing community and ideas. True to the findings of the listening tour, we work to continuously initiate community building activities that generate new ideas for educational innovations.

Community members (our community is representative of all stakeholders in education — parents, students, teachers, entrepreneurs, investors, etc.) can then be developed as bold innovators themselves, gaining resources and support as they design and test new educational innovations, ultimately for launch, or they may influence the process through cooperative design practices, influencing the development of innovations from inception to launch.

It is central to The Lean Lab's Theory of Change that innovation is a dynamic, rather than linear, process--and a process that should be accessed and influenced by all stakeholders of the education community. Rather than creating a binary system where an innovator acts as sole designers of deploying education innovations to an end user (parents, students, teachers, etc.), The Lean Lab leverages participatory design practices to create pathways for true co-creation of new solutions that have the potential to close achievement and opportunity gaps. By building an intentionally inclusive education innovation community, and providing an array of opportunities for all stakeholders to actualize as innovators, or to play an active role in influencing the process of innovation, The Lean Lab is unique in creating dynamic education innovation ecosystems that seek to accelerate access to educational equity.

The end result of such a dynamic community is an accelerated pathway to attaining educational equity; through our innovation development support programs The Lean Lab will birth new innovations that will make exponential growth in student outcomes, while going on to scale their impact through our launch support initiatives. Because of our vibrant community rooted in inclusive co-creation, an innovation mindset resonates throughout the education landscape, and alumni of our programs go on to not only lead new innovative ventures, but to also serve in significant education leadership positions, allowing for a ripple effect of disruptive change and innovation friendly change to occur throughout an entire system.



Program Model

To operationalize our Theory of Change, The Lean Lab offers programmatic support to help catalyze communities, develop education innovators, and supports to launch innovations into education settings so that they can close achievement and opportunity gaps. Aligned to our Theory of Change, these programmatic supports emphasize co-creation, and provide all stakeholders in our community authentic pathways to influencing and practicing innovation in the education sector.

Catalyze Community and Ideas

The Lean Lab offers accessible, community building programming with the goal of sparking ideas for innovation and building intersectional relationships among all stakeholders and across industries, so that the community itself is continuously surfacing ideas for innovations. These community building activities take the following forms:

- **Monthly Meetups:** Free monthly conversation driven events designed to expose participants to new ideas, trends and innovations, while fostering connection and relationship building.
- **One-on-One meetings:** Relationship building one on one meetings between Lean Lab staff members and community stakeholders.
- **Pitch Events:** Semi-frequent events where new innovative ideas are “pitched,” or demonstrated, to a large audience.

Develop Bold Innovators

The Lean Lab also offers tactical training programs for aspiring education innovators. Specifically, these programs include:

- **Weekend Innovation Workshops:** Intensive, 2-day workshops that instruct participants on design and innovation practices, and allowing participants to workshop and prototype ideas for educational innovations.
- **Incubator Fellowship:** An immersive 5-month program for high potential education entrepreneurs with early-stage innovations in need of seed funding and early pilot testing partners.

Launch Transformational Innovations

The Lean Lab supports the most promising education innovations by offering a continuum of next stage support so that startup innovations can move from idea to scaleable impact. These supports include:

- **Seed Funding:** The Lean Lab invests and grants low levels of capital to education entrepreneurs in the early stages of their innovations' development.
- **Beta Site Partners:** Access to Beta-Site Partnerships to beta test new innovations in existing school systems.
- **Downstream Partnerships:** We partner with other accelerators, school districts, philanthropic funders, angel investors and venture capitalists to promote ongoing support of our Incubator Fellows as they reach the next stage of development.
- **Alumni Support:** We continue to offer support in the form of micro grants, community building and access to networks for our alumni.

| PILLAR | IMPACT STATEMENT | METRIC |
|-----------------------|--|---|
| COMMUNITY | By 2021, parents, students & teachers — those most impacted by education — are continuously surfacing and influencing ideas and opportunities for innovation. | By 2021, at least 35 responsive solutions will have been tested in KC schools, in partnership with the community. |
| INNOVATION | By 2021, The Lean Lab will have launched: Transformational, enduring organizations that are demonstrating evidence of attaining educational equity. and Critical leaders in the KC education landscape. | By 2021, Lean Lab will have launched 35 new ventures from 2017-2021, 30% of which will still be operational and creating measurable impact for students on a local and national level within 2 years of launch. |
| SUSTAINABILITY | By 2021, The Lean Lab will have a sustainable, repeatable business model. | By 2021, no one funder makes up more than 30% of the operating budget, with corporate support making up for 30% of all revenue, AND with at least one incubated venture on track to capture a return. |

HOW WE'RE DIFFERENT:

Competitive analysis and lessons learned from the national landscape

| General Information | | | | Level of Support | | | | | | |
|---------------------------------|--------------------|--|---------------------|---------------------|---------|-----------|--------|-------|--------|----------------|
| Organization | Region | Demographic | Funding | Internal Innovation | Concept | Prototype | Launch | Scale | Access | Alumni Support |
| True School | National | Teacher/ Entrepreneur | None | X | X | X | | | | |
| 4.0 Schools Launch | NOLA/ National | All ed-preneurs | Up to \$10k | | X | X | | | | |
| AT&T Aspire | Bay Area/ National | Tech-preneurs | \$100k+ | X | | X | X | | X | |
| Learn Launch | Boston | Tech-preneurs | Up to \$120k | | X | X | X | | X | |
| The Lean Lab | Kansas City | All ed-preneurs | \$10k+ | | X | X | X | X | X | X |
| Imagine K12 | Bay Area | Tech-preneurs | \$120k f/ 7% equity | | | X | X | X | X | X |
| Jefferson Education Accelerator | VA/ National | Tech-preneurs+ | Up to \$2mm | | | | X | X | | |
| Mind Trust | Indiana | New school developers | 1-2 years of \$100k | | X | N/A | X | X | X | X |
| Village Capital | DC/ National | Tech-preneurs, Product-preneurs, women and people of color | Up to \$75k | | | | X | X | | |

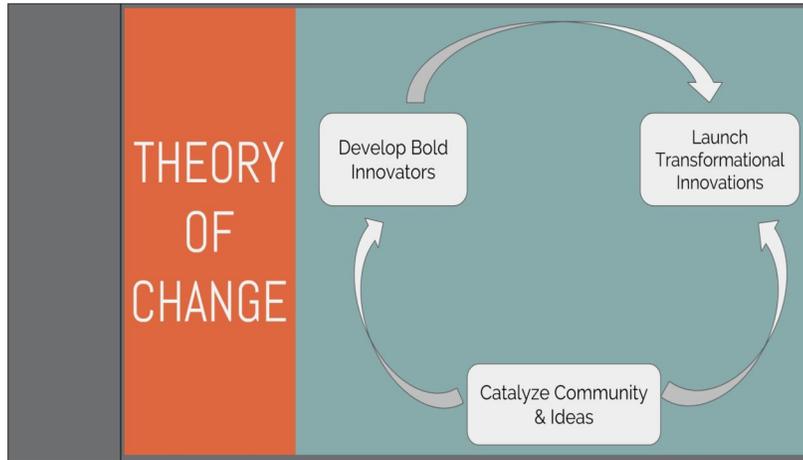
IX. THE PLAN: NEEDED NEXT STEPS

5-Year Goals

The Lean Lab – 2017-2021

| | |
|-------------------------------|---|
| VISION | <i>All children will have access to innovative and effective learning opportunities</i> |
| MISSION | <i>We are a Kansas City-based community that launches transformational education innovations that have national impact</i> |
| VALUES | <p>Boldness. <i>We are fearless, unafraid to push boundaries and chart new territory to transform outcomes for kids.</i></p> <p>Equity. <i>Inequities in education persist. We work unapologetically to create just circumstances from which innovations are born.</i></p> <p>Human-Centered Design. <i>We design with parents, students, teachers — the humans as the center of the discussion.</i></p> |
| COMMUNITY OUTCOME | By 2021, parents, students & teachers — those most impacted by education — are continually surfacing and influencing ideas and opportunities for innovation |
| INNOVATION OUTCOME | <p>By 2021, The Lean Lab will be a premier organization preparing the most promising education entrepreneurs to:</p> <ul style="list-style-type: none"> > Launch transformational, enduring organizations > Become critical leaders in the KC education landscape |
| SUSTAINABILITY OUTCOME | By 2021, The Lean Lab will have a sustainable, repeatable business model. |

THE LEAN LAB: 2017-2021



The Lean Lab's Programs

| | Title | Description | Frequency | Duration | Impact |
|----------|---------------------------|---|----------------------|--------------|--|
| PROGRAMS | Monthly Meet ups | Themed meetup events | monthly | 2 hours | Low-general education, build community, source ideas |
| | Pitch Events | Opportunities to share ideas/learn from others ideas (LaunchED Day, ReversED) | annually/bi-annually | 4 - 12 hours | Mid-general education, source ideas, entrepreneur training |
| | Innovation Workshops | Skill building workshops for idea stage innovators | 3x-quarterly | 2.5 days | Mid-educational, source ideas, entrepreneur training |
| | Incubator Fellowship | Skill building support for early stage education entrepreneurs | 1x annually | 4 - 6 months | High- source ideas, entrepreneur training, launch |
| | Seed Funding | 10-20k in seed funding support | 1x annually | 1x annually | High-supports launch |
| | Partnerships | Build partnerships with accelerator, incubator, funders, school districts to accelerate venture development | ongoing | ongoing | High-supports launch |
| | Entrepreneur In Residence | Year long program to provide additional supports for high potential entrepreneurs post fellowship | 1x annually | 1x annually | High-supports launch |
| | Alumni Support | Alumni support programming offers ongoing coaching, community support & follow on funding. | ongoing | ongoing | High-supports launch |
| | Community Launch Group | Representative group of parents, students, teachers, philanthropists, investors & school system leaders that influence launch support for founders. | ongoing | ongoing | High-supports launch |

THE LEAN LAB: 2017-2021

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| COMMUNITY OUTCOME | By 2021, parents, students & teachers--those most impacted by education--are continuously surfacing and influencing ideas and opportunities for innovation. | | | | |
| PRIORITY STATEMENT | Representative community vs. Large community | | | | |
| GOAL 1 | By 2021, at least 35 responsive solutions will have been tested in KC schools, in partnership with the community. | | | | |
| Sub Goal 1 | Surface ideas. Community surfaces ideas and opportunities for innovation. Through community building tactics: one-on-ones, meetups, small group convenings and pitch events). | | | | |
| YEAR | 2017 | 2018 | 2019 | 2020 | 2021 |
| STRATEGIES | Representative community established & engaged - 1,000 unduplicated convened -60% representative of KC schools - 30% re-engagement | Representative community grows - 1,100 unduplicated convened -65% representative of KC schools - 35% re-engagement | Representative community grows - 1,150 unduplicated convened -70% representative of KC schools - 40% re-engagement | Representative community deepens - 1,150 unduplicated convened -75% representative of KC schools - 40% re-engagement | Representative community deepens - 1,150 unduplicated convened -75% representative of KC schools - 40% re-engagement |
| | At least 5 validated ideas identified from community | At least 5 validated ideas identified from community | At least 6 validated ideas identified from community | At least 6 validated ideas identified from community | At least 7 validated ideas identified from community |
| Sub Goal 2 | Influence development. Community is catalyzed to create immersive environment so that community influences development of innovations. Establish beta testing partnerships, so parents, students and teachers can give ongoing feedback to innovations while they are in development. | | | | |
| STRATEGIES | 5 beta sites established, 5 solutions tested | 6 beta sites established, 5 solutions tested | 7 beta sites established, 7 solutions tested | 8 beta sites established, 8 solutions tested | 10 beta sites established, 10 solutions tested |
| Sub Goal 3 | Influence launch. Community is catalyzed to create immersive environment so that community influences launch of innovations. Develop Community Launch Group so that parents, students and teachers have an equal voice in supporting the launch of ed innovations as decision makers. | | | | |
| STRATEGIES | CLG supports at least 2 solutions through launch | CLG supports at least 2 solutions through launch | CLG supports at least 2 solutions through launch | CLG supports at least 2 solutions through launch | CLG supports at least 2 solutions through launch |

THE LEAN LAB: 2017-2021

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| INNOVATION OUTCOME | By 2021, The Lean Lab will be a premier organization preparing the most promising education entrepreneurs to: <ul style="list-style-type: none"> • Launch transformational, enduring organizations. • Become critical leaders in the KC education landscape. | | | | |
| PRIORITY STATEMENT | KC based vs. national franchise & Immersive program with local context vs. national launch programs | | | | |
| GOAL 1 | Premier Program. By 2021, Lean Lab will have launched 35 new ventures from 2017-2021, 30% of which will still be operational and creating measurable imp for students on a local and national level within 2 years of launch. | | | | |
| Sub Goal 1 | Cultivate talent. Provide access to ongoing training/development opportunities for aspiring education innovators. | | | | |
| YEARS | 2017 | 2018 | 2019 | 2020 | 2021 |
| STRATEGIES | Develop 40 idea stage innovators through local workshops | Cultivate at least 50 ideas through local workshops, ReversED | Cultivate at least 40 ideas through local workshops, ReversED | Cultivate at least 35 ideas through local workshops, ReversED | Cultivate at least 30 ideas through local workshops, ReversED |
| | Referral & partnership network for development opportunities | Partnership network cultivates at least 10 ideas | Partnership network cultivates at least 20 ideas | Partnership network cultivates at least 25 ideas | Partnership network cultivates at least 30 ideas |
| Sub Goal 2 | Local impact. 30% of innovations launched are sustaining and making measurable gains within 2 years of launch in Kansas City. | | | | |
| STRATEGIES | 5 high quality fellows selected | 5 high quality fellows selected | 7 high quality fellows accepted | 8 high quality fellows accepted | 10 high quality fellows accepted |
| | Rigorous curriculum and program facilitation fully designed | Rigorous curriculum and program facilitation fully implemented | Rigorous curriculum and program facilitation sustained | Rigorous curriculum and program facilitation sustained | Rigorous curriculum and program facilitation sustained |
| | Top tier funding & mentorship network established | Top tier funding & mentorship network sustained | Top tier funding & mentorship network sustained | Top tier funding & mentorship network sustained | Top tier funding & mentorship network sustained |
| | At least 2 fellows launch in KC with seed funding support | 2 fellows launch in KC with seed funding support: at least 1 venture sustaining from 2017 | 3 launch in KC with seed funding support: at least 2 ventures sustaining from 2017 | 4 launch in KC with seed funding support: at least 3 ventures sustaining from 2017 | 4 launch in KC with seed funding support: at least 4 ventures sustaining from 2017 |
| | Research EIR program | Establish EIR program | Maintain EIR program | Maintain EIR program | Maintain EIR program |
| Sub Goal 3 | Local leadership. 75% of KC based Lean Lab alumni are continuing to use skills learned during The Lean Lab Fellowship to continue their ventures or to lead educational change in the KC landscape. | | | | |

THE LEAN LAB: 2017-2021

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| STRATEGIES | Design alumni program | Alumni program launches | Alumni program fully implemented | Alumni program sustaining | Alumni program sustaining |
| | Develop alumni downstream partners | Establish downstream partner network | Grow downstream partner network | Grow downstream partner network | Grow downstream partner network |
| | 50% of KC based alum still in venture or in KC edu leadership roles | 60% of KC based alum in leadership | 65% of KC based alum in leadership | 70% of KC based alum in leadership | 75% of KC based alum in leadership |
| Sub Goal 4 | National Impact. 20% of total Incubator Fellowship alumni organizations are sustaining and making quantifiable gains on a national level within 2 years of program completion. | | | | |
| STRATEGIES | 5% of alum sustaining & making gains on a national level w/in 2 years | 10% of alum sustaining & making gains on a national level w/in 2 years | 15% of alum sustaining & making gains on a national level w/in 2 years | 18% of alum sustaining & making gains on a national level w/in 2 years | 20% of alum sustaining & making gains on a national level w/in 2 years |
| Sub Goal 5 | Leading brand. Recognized as thought leader in education innovation by being published in both national and internationally recognized media. | | | | |
| STRATEGIES | Highlighted in 2 national publications | Highlighted in 3 national publications | Highlighted in 4 national publications | Highlighted in 5 national publications | Highlighted in 6 national publications |

THE LEAN LAB: 2017-2021

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| SUSTAINABILITY OUTCOME | By 2021, The Lean Lab will have a sustainable, repeatable business model. | | | | |
| PRIORITY STATEMENT | Repeatable Model vs. Major Funder Dependant | | | | |
| GOAL 1 | In 2021, no 1 funder makes up more than 30% of budget, with corporate support making up 30% of revenue. | | | | |
| Sub Goal 1 | Diversification. Diversify all giving sources, having no more than 1 single source contributing more than 30% of budget. | | | | |
| STRATEGIES | 2017 | 2018 | 2019 | 2020 | 2021 |
| | No 1 single funder more than 60% | No 1 single funder more than 50% | No 1 single funder more than 40% | No 1 single funder more than 35% | No 1 single funder more than 30% |
| | Diversification Targets: 72% foundation 10% government 10% corporate 5% individuals 3% fees for service | Diversification Targets: 68% foundation 20% corporate 5% government 7% individual *Public Support Test passed | Diversification Targets: 60% foundation 25% corporate 7% government 8% individual | Diversification Targets: 54% foundation 27% corporate 10% government 9% individual | Diversification Targets: 50% foundation 30% corporate 10% government 10% individual |
| GOAL 2 | In 2021, invested in at least 3 high potential ventures. | | | | |
| Sub Goal 1 | Establish investment vehicle. Determine and launch an appropriate investment vehicle by 2018. | | | | |
| | Research investment vehicles/ partnerships | Investment vehicle established | Investment vehicle maintained | Investment vehicle maintained | Investment vehicle maintained |
| Sub Goal 2 | Make investments. Make investments in at least 3 high potential ventures by 2021. | | | | |
| | Research investment vehicles | Due diligence process begins. | 1 venture receives investment | 1 venture receives investment | 1 venture receives investment |
| Sub Goal 3 | Manage investments to maximize returns. Support investments so that they are on track to capture a return. | | | | |
| | Research investment vehicles | Due diligence process begins. | Manage investment so it's on | Manage 2 investments so they | Manage 3 investments so they |

THE LEAN LAB: 2017-2021

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| | | | track to capture a return | are on track to capture a return | are on track to capture a return |
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| 2017 CALENDAR OF EVENTS | | | |
|-------------------------|---------------|--|---|
| | COMMUNITY | INNOVATION | SUSTAINABILITY |
| JAN | #KCedu Meetup | | Q1: Cultivate foundation funding, plan individual & corporate giving strategy |
| FEB | #KCedu Meetup | | |
| MAR | #KCedu Meetup | | |
| APR | #KCedu Meetup | Innovation workshop | Q2: Launch Corporate & Individual Strategy |
| MAY | #KCedu Meetup | | |
| JUN | #KCedu Meetup | Innovation workshop | |
| JUL | #KCedu Meetup | 18 Day Residency & Module 1: 7/13-7/31 | Q3: Execute Corporate Strategy & Individual Strategy, New Donor Cultivation |
| AUG | #KCedu Meetup | Innovation workshop | |
| SEP | #KCedu Meetup | Fellowship Module 2: 9/22-9/24 | |
| OCT | #KCedu Meetup | | Q4: Renewals, New Funder Cultivation, 2018 |
| NOV | #KCedu Meetup | Fellowship Module 3: 11/14-11/16 Launched Day 11/18 | |
| DEC | #KCedu Meetup | | |



Strategic Plan

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