

EIR Scaling Up & Sustainability

Financial Sustainability & Scaling

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SCALE UP AND SUSTAINABILITY



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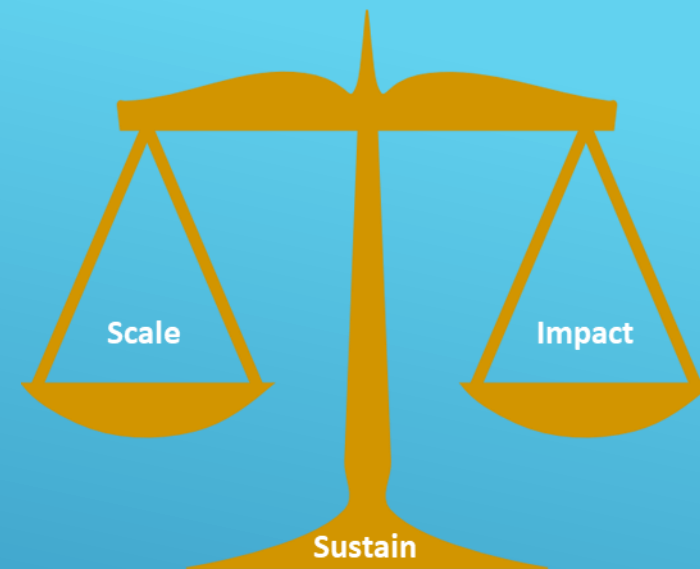


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LEARNING OBJECTIVES

Time	Learning Objective
2:30-2:35	<ul style="list-style-type: none">■ Welcome
2:35-2:50	<ul style="list-style-type: none">■ Understand tactics for navigating leadership transition and accompanying changes
2:50-3:00	<ul style="list-style-type: none">■ Understand the Engine of Impact and Right to Scale Frameworks
3:00-3:25	<ul style="list-style-type: none">■ Develop takeaways from ANet about scaling and financial sustainability



SO WHY ARE WE ZEROING IN ON FINANCIAL SUSTAINABILITY TODAY?

“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.”

- Abraham Lincoln

"The road to education reform is littered with good ideas, poorly executed."

- Joel Klein

- Such a high percentage of startups and established business fail each year because of not adjusting their business model with the market
- According to the book *Scaling Up* by Verne Harnish, only 6% of companies will reach 1 million in sales, making it an exceptional achievement but still attainable
- If you have a clear plan – and are ***always testing new pieces and simplifying as possible*** – it increases your chances of success



Pulse Check

What comes up for you?

You can't stop the waves, but you can learn to surf.

- Jon Kabat-Zinn



Framework for a New Leader

Three Phases:

- **Learning and Connecting.** Starting by listening. Understanding context. Building relationships and trust. And building on what's working.
- **Deciding and Acting.** Based on those learnings and relationships, make decisions on what to grow, what to keep, what to remove.
- **Planning and Reflecting.** Build the strategic and implementation plans together to operationalize the work and drive learning and improvement.

Based on "The First 90 Days" by Michael Watkins



5 Tactics | Navigate the New Leader & Transition Effectively

Learning and Connecting. During the initial phase, it's important to communicate and position the profile of the core work within the new leader's priorities.

- 1. Develop a robust two-page transition document**
- 2. Activate your guiding coalition**
- 3. Play the long(er) game**

Deciding and Acting & Planning and Reflecting. During these two phases, a new leader makes decisions about their priorities and developing plans for execution.

- 4. Stack the deck**
- 5. Conduct scenario planning**



Exploring Financial Sustainability

While financial sustainability feels more precarious with current changes, planning for financial sustainability beyond grant funding has always been critical and there are strategies that can help navigate the current moment



DEFINING SCALING UP

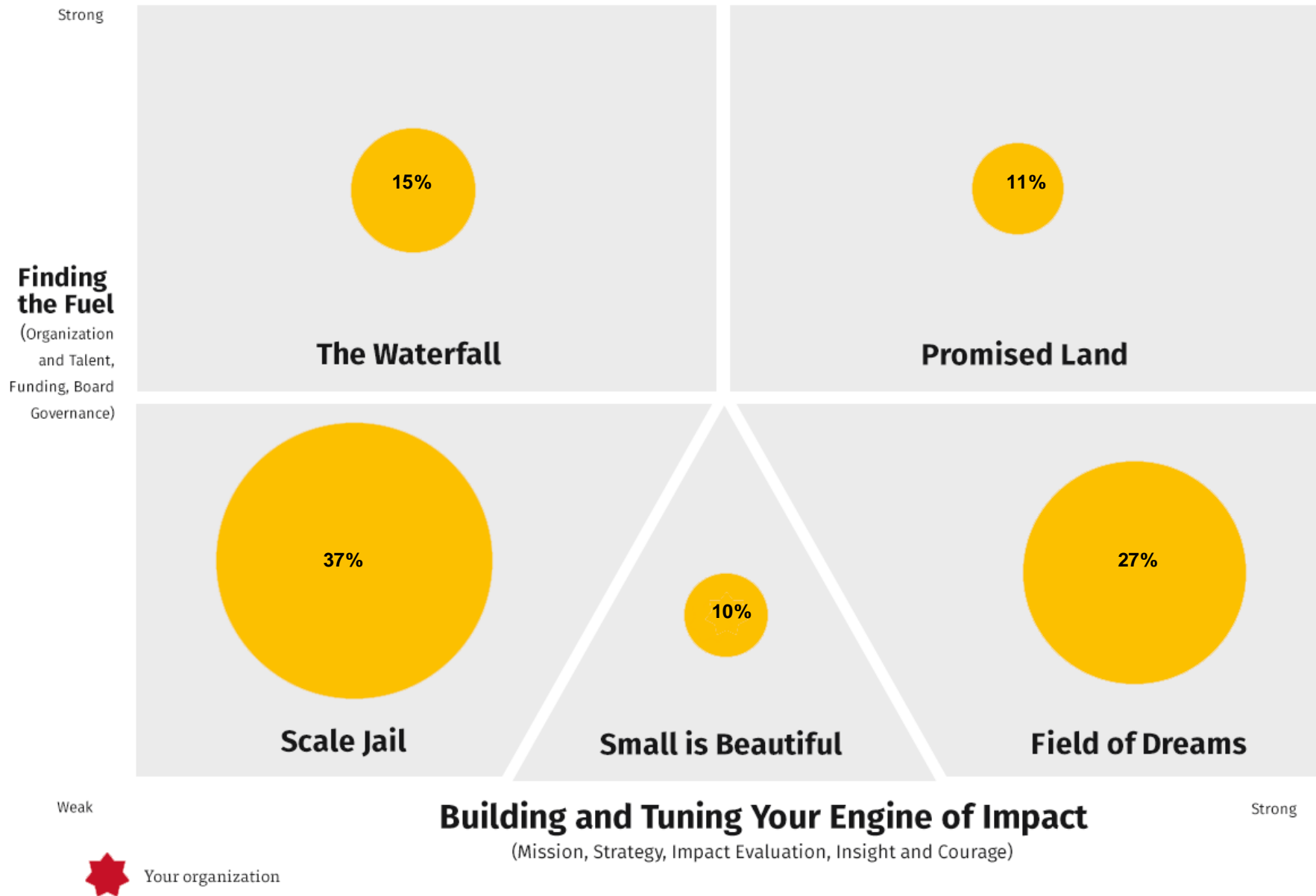
What do we mean by the term, “Scaling Up”?

Scale is multidimensional ⁽¹⁾. It requires:

- ☐ **Depth** - Deep and consequential change in classroom practice
- ☐ **Sustainability** - Lasting over time, particularly after the initial implementation push
- ☐ **Spread** - Moving beyond practices and materials to underlying beliefs, norms, and principles
- ☐ **Ownership** - Shifting from an external reform to the way business is done

¹COBURN, CYNTHIA E. (2003). *RETHINKING SCALE: MOVING BEYOND NUMBERS TO DEEP AND LASTING CHANGE*. EDUCATIONAL RESEARCHER. VOL 32, NO. 6. P 4.





WHAT DO THEY MEAN BY “RIGHT TO SCALE”?

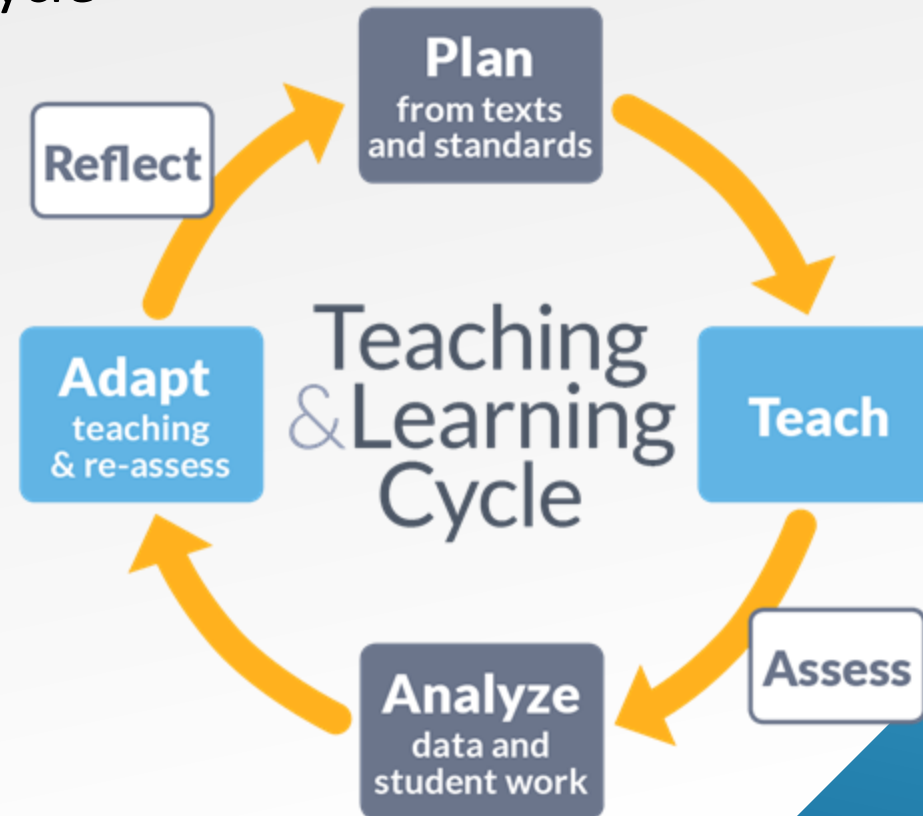




ENABLING THE TEACHING & LEARNING CYCLE

School leadership teams receive job-embedded coaching that helps them implement a high quality “teaching and learning cycle”

- ~20 coaching sessions per year
- Experienced ANet coach works *alongside* the leadership team
- Three years to build capacity





SYSTEM-LEVEL WORK TO SUPPORT LEADERS

Our system-level work builds the conditions for success by helping leaders set their strategy and manage execution

Three approaches:

- Assessment strategy
- Instructional materials implementation
- Professional Learning focus
- System coherence



IF WE WERE A FOR-PROFIT, WHERE MIGHT OUR BUSINESS MODEL EXCEL OR HAVE OPPORTUNITY TO IMPROVE?



1. Switching Costs



2. Recurring Revenues



3. Earning vs. Spending



4. Game-changing Cost Structure



5. Others Who Do the Work



6. Scalability



7. Protection from Competition





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Aligning Your Budget



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Aligning Your Budget

Reflect in Breakout Rooms

- What is one lesson from ANet about financial sustainability that you could apply to your work?
- How will these strategies help you navigate the current moment?
- What are other strategies is your team exploring?



Additional Resources

