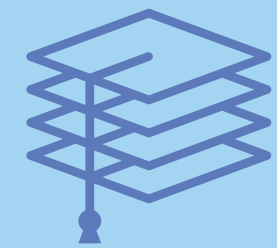


ensemble learning

Annual Report

2024



Making education equitable
for multilingual learners

Fiscal Year 2024 (SY 2023-2024)



ensemble learning

Annual Report 2024 /

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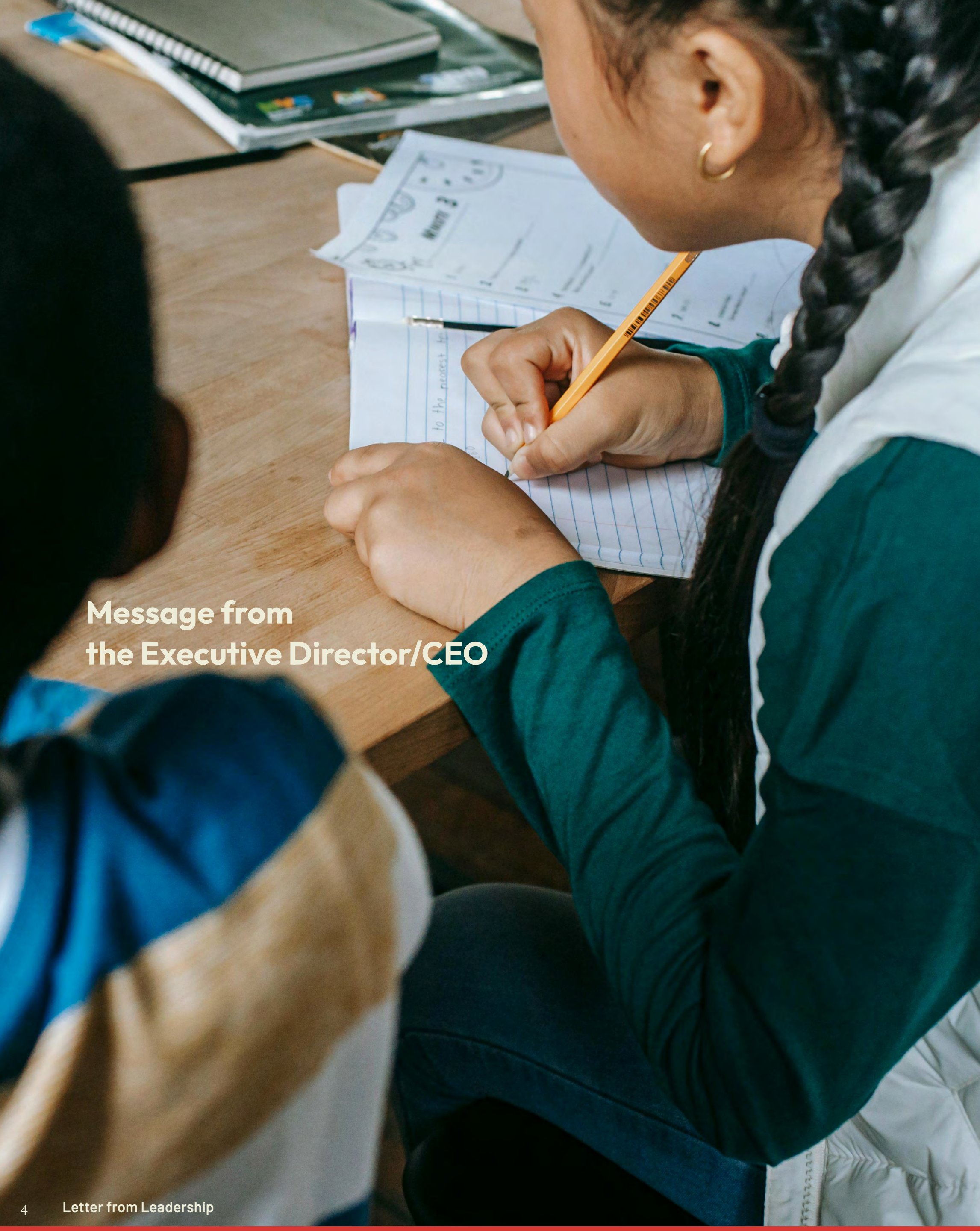
Section 09.

Contact Information



01

Letter from Leadership



Message from the Executive Director/CEO

Dear Friends and Supporters,

As we wrap up the past year, I am filled with sincere gratitude for the resilience, commitment and dedication of our community - our staff, educators, schools, donors, partners and students - who comprise the complex ecosystem we have the privilege to serve within. Together, we have found ways of standing side by side in service of multilingual students and are having an impact in the educational and economic mobility opportunities afforded to them by providing our educators with the tools, skills, and networks necessary to carry out increasingly complex work in schools. As a multilingual learner and former dual immersion teacher, I know our joint efforts are playing important roles in ensuring our children have the well-resourced educational ecosystems they deserve.

At Ensemble Learning, our mission is clear: to strengthen educational environments so that multilingual learners have access to equitable opportunities to learn, contribute, and thrive. We're educators, champions for equity, and change managers working in partnership with school communities to leverage all the resources and relationships necessary to make schools equitable for all learners.

This past year, we served approximately 28,000 students and over 1,600 educators across 54 schools in district and charter school management organizations throughout California, Texas and Colorado.

It humbles us everyday as we stand shoulder to shoulder with educators in coaching sessions, schoolwide professional development, and demo lessons (to name a few of our services!) to strengthen the quality of instruction at schools serving large populations of multilingual learners. Through our US Department of Education National

Professional Development contract (the Texas Dual Language Project), we've helped 45 schools begin the transition to offering dual-language instruction and are encouraged by the strength in implementation and excitement with which our partner sites embrace this change.

In just a year, we received approval of a three-year strategic plan, relaunched our website, and raised over \$1M in philanthropic commitments from national and regional partners to stabilize our operations and position us for growth. The future for our work is bright and hopeful - with increased visibility and capitalizing on our strong track record, we're confident about tackling the challenges ahead this year with the right team and the resources needed to do so.

We are deeply grateful to everyone who's helped make this a year to feel proud of - from our staff to our board of directors to our schools and our philanthropic partners; we are, after all, an "ensemble" working together to accelerate learning for multilingual learners!

In gratitude, _____



Dr. Daniel Velasco
President & CEO



Simmons Lettre
Board Chair



02

Organizational Overview

Mission, Vision & Why

Our Values

The Need

History

Key Focus Areas



Our Mission

Ensemble Learning’s mission is to **strengthen educational environments** so that multilingual learners have access to equitable opportunities to learn, contribute, and thrive.

.....

Our Vision

Ensemble Learning’s vision is that in which at scale and influence, fosters an environment where **linguistic diversity is celebrated** as a foundation of unity, understanding, and empowerment nationwide.

.....

Our Why

Ensemble Learning’s “Why” is committed to advancing multilingualism, aspiring to create a global society where every individual can thrive and contribute, irrespective of their native language. As educational experts, we build capacity across educational ecosystems to foster inclusive pedagogy and contribute to the narrative around language diversity as a leading voice in influencing policies and practices that promote multilingual education.

Our Values

Fun

Sustaining ourselves and each other by infusing it with joy

.....

Purposefulness

Focusing all decisions in service to students

.....

Equity

Working to undo the inequities in our system

.....

Collaboration

Solving problems together to serve students better

.....

Learning

Embrace failing, reflecting and learning



The percentage of English learners in the United States has been **steadily growing** in recent years.

Fall 2019

Multilingual learners comprised more than 10 percent of the U.S. student population.

2021

5.3 million non-English-speaking students enrolled in U.S. schools. This represents almost 10.6% of students [National Center for Education Statistics (NCES), 2019]

By 2025

That proportion is expected to increase to 25% (1 in 4 students) of the school-aged population (NCES, 2016)

Some states, such as California and Texas, have a larger number of multilingual learners, over 18 percent of their total student enrollment. Despite making up such a large and growing portion of the student population, **English learners have less access to trained teachers** (Ballantyne, Sanderman, & Levy, 2008; Danmore & Murray, 2009), have poorer instructional materials (Parrish et al., 2002), and are offered easier courses with less technical language (Gottlieb, Alter, Gottlieb, & Wishner, 1994; Skirtic, 1991; Webb & Barrera, 2017) than their English-speaking peers. Because they are often underserved, English learners graduate at a rate much lower than their English-speaking counterparts (63% vs. 82%; NCES, 2016).

Providing better instruction to this group of students is an emergent need for all municipalities. As the number of immigrants rises, so will the numbers of multilingual learners.

History

Since our inception in 2019, Ensemble Learning has provided these services to hundreds of schools across the nation.

In that time, we have received two significant federal grants; Supporting Effective Educator Development (SEED) and a National Professional Development Grant (NPD).

2019

Ensemble Learning is formed

Ensemble Learning is launched with a mission to support equity for multilingual learners.

2019

2022

U.S. Dept. of Ed SEED Grant

Ensemble Learning is awarded a 4-year US Dept. of Ed SEED to scaling the organization's reach to over 100 schools.

2021

2023

Expanding fee for service

Over 50% of SEED participants transitioned to fee-for-service partners.

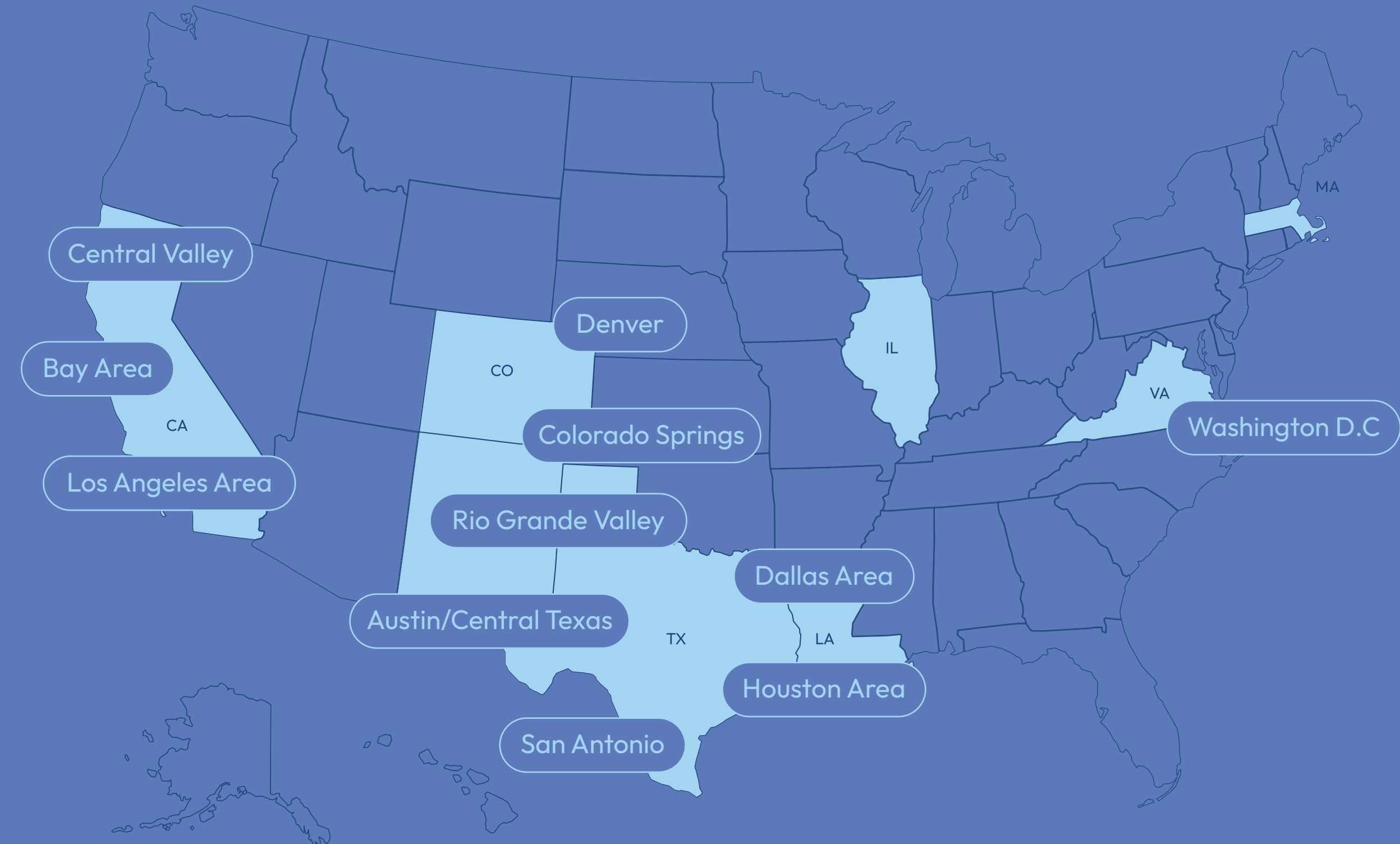
2021

2026

U.S. Dept. of Ed NPD Grant

Ensemble Learning is awarded a 5-year US Dept. of ED NPD grant totaling \$3M to increase the quality of dual language programs throughout Texas.

Over 200 schools served and over 100,000 students impacted Nationwide since 2019.



Previous and current regions served

Key Focus Areas



Strategic Planning and Data Analysis

Our strategic planning and data analysis service is more than just a consultancy. It's a partnership for transformation.

We work closely with your school or district to:

- **Identify and address specific challenges** in classroom dynamics and instructional strategies.
- **Empower teachers** with research-based tools and routines that engage students in meaningful academic conversations.
- **Establish a cycle of continuous improvement** through professional learning, implementation support, and progress monitoring.

Onboarding & Audit Progress Monitoring

Compliance Next Step



Transitioning Schools to Dual-Language

In an increasingly multilingual United States, the approach to education is at a pivotal crossroads.

Traditional English-only instruction is being reevaluated as research and policy increasingly support the integration of dual language programs.

At Ensemble Learning, we specialize in guiding schools and districts through this transformative journey, making the transition from English-only to dual language instruction.

Policy & Program Design Staffing Solutions

Curriculum & Instructional Strategies

Community & Stakeholder Engagement



Instructional Coaching PK-12

Behind every successful student is a team of teachers who inspire, challenge, and support their learning journey.

Our Instructional Coaching service focuses on empowering teachers with the skills, knowledge, and strategies they need to excel in the classroom.

Enhancing Instructional Skills Reflective Practice

Collaborative Goal Setting Customized Coaching Sessions

Key Focus Areas



Professional Development PK-12

We recognize that the strength of a school or district lies in its leadership. That's why our service focuses on creating a robust professional learning community that brings together principals and district office staff.

- Share Insights & Strategies
- Develop Unified Vision
- Enhance Leadership Skills



Leadership Coaching PK-12

We understand that every leader has unique challenges and goals. Our one-on-one coaching sessions, tailored to meet these needs, offer a personalized pathway to leadership development.

- Strategic Leadership Development
- Goal Setting & Accountability
- Supporting School-Wide Success
- Personalized Coaching Sessions
- Build a Support Network





03

Year in Review

Major Achievements

Program Highlights

Innovations

Year in Review /
Major Achievements

01



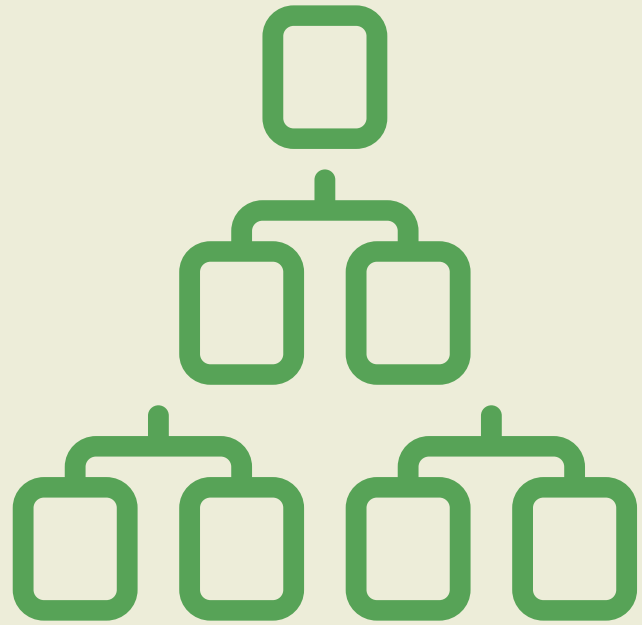
Board approved
3-year Strategic Plan

02



Expansion into Colorado

03



Strengthening organizational
infrastructure as we plan ahead
to maximize reach and impact.

Program Highlights

“Ensemble Learning would like to shout out our partners at Inglewood Elementary Charter Academy, Innovation Los Angeles Academy, and Vista Elementary and Middle School at ICEF Public Charter Schools. At ICEF, educators place student voices at the center of learning! **They embed consistent opportunities for students to engage with relevant and meaningful questions that include strategic language support.** It is an honor to partner with such dedicated teams. Thank you for your inspiring work to ensure all students see themselves as valued learners! Happy Teacher Appreciation Week!”

Sarah Molfese
Multilingual Learner Specialist

“**This past year was a huge success for Ensemble programming,** launching new school partnerships, refining our programming to lead to greater implementation and impact, and beginning our work to codify the ‘Ensemble Playbook.’ We worked closely with Uplift Education to design and roll-out their dual language programming in five schools. We continued to impact dual language bilingual programming in 15 schools through our Texas Dual Language Project federal grant, and we expanded our reach with programming in schools in California, Texas, and Colorado.”

Katherine Hamilton
VP of Programs

“**The Dual Language educators at La Vega Elementary have made an inspiring move towards promoting biliteracy this year.** They have focused on implementing oracy strategies that not only support rigorous content but also facilitate access to language. As a result, the shift from mono-literacy to biliteracy has been a beautiful one, as the teaching methods and approaches used now are beneficial to all learners, regardless of their home language or future languages. The best practices that have been adopted here are a testament to their effectiveness, as they work for most learners and are thus deserving of the title “Best Practices.” The dedication of these educators to promote biliteracy is a commendable effort that will undoubtedly have a positive impact on the students who are fortunate enough to learn from them.”

Eileen Salinas
Multilingual Learner Specialist

Innovations

1 CSGF

Engagement to support CMOs nationwide with MLL supports.

2 NCTR

Planning has started in partnership with NCTR...

for a Bilingual Teacher Residency Model and Pilot.

3 Uplift

Launching dual language supports systemwide.



04

Impact Metrics

Quantitative Impact

Qualitative Impact

Status Quo vs. Ensemble Way

Quantitative Impact

54 schools in '23-'24 with an estimated 28,000 students in Texas and California, primarily.

Qualitative Impact

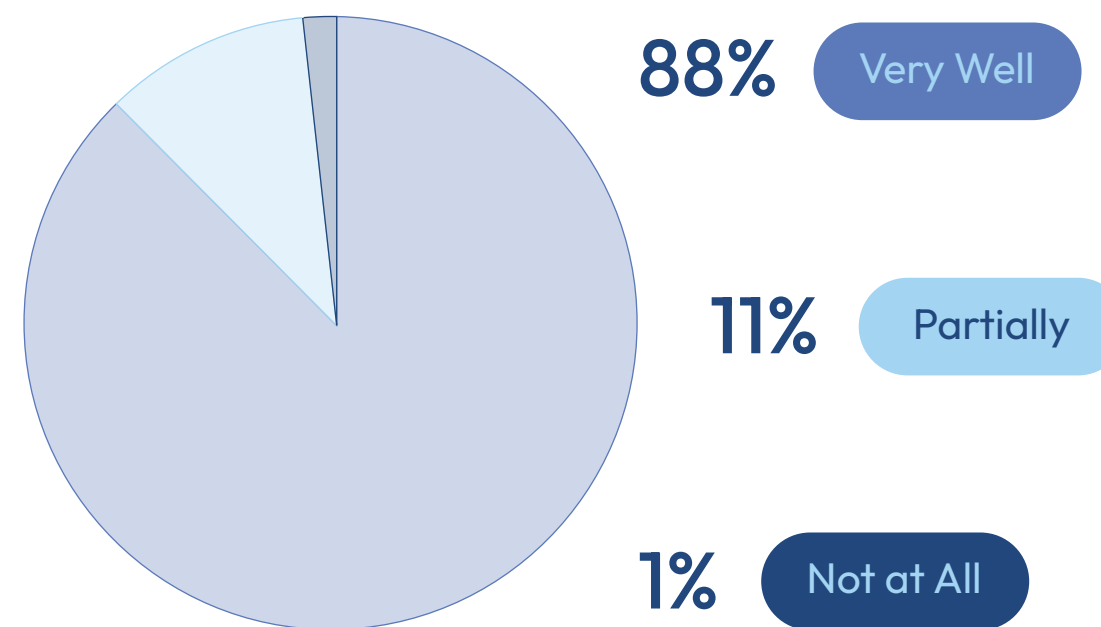
How well did we meet our PD Objectives today?

Positive Survey Feedback

"I loved the opportunities to talk to and plan with colleagues."

"It got my mind flowing to think of perspective activities and group work in the near future."

"I appreciated the time to map out the spiral review at get it started, being able to discuss with my partner on the students need and seeing how we can support them was a great opportunity."



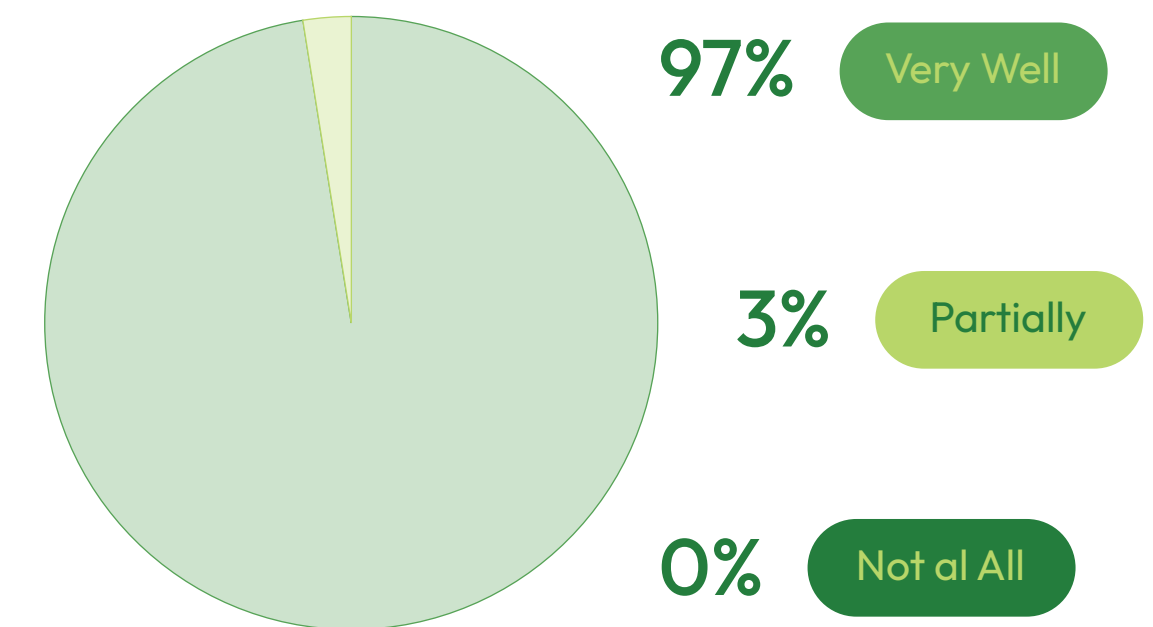
How well did we meet our Coaching Objectives today?

Positive Survey Feedback

"I liked that I was able to revisit my plan and add more details with the feedback given. I also liked the ideas that were given to me."

"Assisted with identifying ways that I could better implement QSSSA strategies within my instruction."

"We were able to discuss and go over the feedback for the walkthroughs. We were also able to talk about the scaffolding of guided notes by grade level and possibly differentiating that to give students more accountability."



Status Quo vs. Ensemble Way

The Status Quo: Chronic Inequity

Qualified teacher
and leadership shortage

Low-quality, often mis-aligned
instructional materials

Lower access to rigorous
academic courses

A big gap in the graduation rate
between MLLs and English-only students

The Ensemble Way: Promotes Equity

Leads to teachers and leaders **equipped**
with the tools, skills and networks necessary
to thrive in schools and classrooms.

Cultural and academic coherence
across curricular choices

Increase student reclassifications
and access to rigorous courses

Lasting improvements in
closing achievement gaps



The Heating Rate Accelerates During Cooking As we cook a sugar syrup, most of the heat goes into the work of evaporating water molecules from the syrup, and less into actually raising the temperature of the syrup; so the syrup temperature rises only gradually. But as the sugar concentration passes 80%, there's so little water left that both the temperature of the syrup

Confections and the Sugar Syrups They're Made from

Sugar confections are made from syrups with particular sugar concentrations. This chart lists some common confections and two distinguishing qualities of their syrups.

Syrup Behavior in Cold-Water Test	Syrup Boiling Point* °F/°C	Confection
Thread	215-235/102-113	Syrups, preserves
Soft ball	235-240/113-116	Fondant, fudge
Firm ball	245-250/118-121	Caramel candies
Hard ball	240-265/121-130	Marshmallows, nougat
Soft crack	270-290/132-143	Taffy
Hard crack	300-310/149-154	Butterscotch, brittle
	320-335/160-168	Hard candies, toffee
	340/170	Light caramel for syrups, color, and flavor
	355-360/180-182	Spun sugar, sugar cages, medium caramel
	375-380/188-190	Dark caramel
	410/205	Black caramel

*Above 330°F/165°C, the sugar syrup is more than 99% sucrose. It no longer boils, but begins to break down and caramelize. Boiling points depend on elevation. For each 1,000 feet/305 meters above sea level, subtract 2°F/1°C from every boiling point listed.

How Sugar Crystals Form
cules have a natural tendency to cluster together in orderly arrays and form solid masses, or crystals. When crystals are dissolved in water to make a syrup, the water molecules overcome their tendency by forming their own bonds with the sugar molecules, surrounding them from each other. If the sugar molecules in a syrup get too close together, the water molecules will keep them apart from each other, the sugar molecules will not be able to bond to each other again.



The growth of sugar crystals clusters of molecules. Center: dissolved sugar molecules can join only if the texture is fine. Right: When sugar molecules can join only if the texture is coarse.

Revenue

Aug. 2023 Jul. 2024

Estimated Individual Contributions

\$6,553

Estimated Philanthropic Contributions + Highly Likely

\$300,000

Grants

\$876,136

Estimated Earned Revenue

\$571,413

Board Approved Reserves Drawdown

\$469,857

Expenses

Aug. 2023 Jul. 2024

Personnel

\$1,768,041

Other

\$455,918

Total Revenue

\$1,754,102

Total Expenses

\$2,223,959

Reserves Balance

\$296,925

for FY25



Transparency Commitment

At Ensemble Learning, we are dedicated to maintaining the highest standards of financial transparency and accountability.

This year, we have strengthened our financial oversight by taking steps to ensure that we have multiple layers of financial oversight, allowing us to track and report funds accurately and responsibly. As stewards of your generous contributions, we are committed to using every dollar efficiently to maximize our impact and fulfill our mission of supporting multilingual learners and school systems.



06

Donor and Partner Acknowledgement



We are deeply grateful to the donors and partners who supported Ensemble Learning over the past year.

Your generosity and commitment have been instrumental in helping us create impactful programs that bridge academic gaps and elevate multilingual learners. Together, we have strengthened school systems, empowered educators, and opened new opportunities for students across the nation. None of this would be possible without your belief in our mission. Thank you for your unwavering support as we continue to build a more inclusive and equitable future for all multilingual learners.

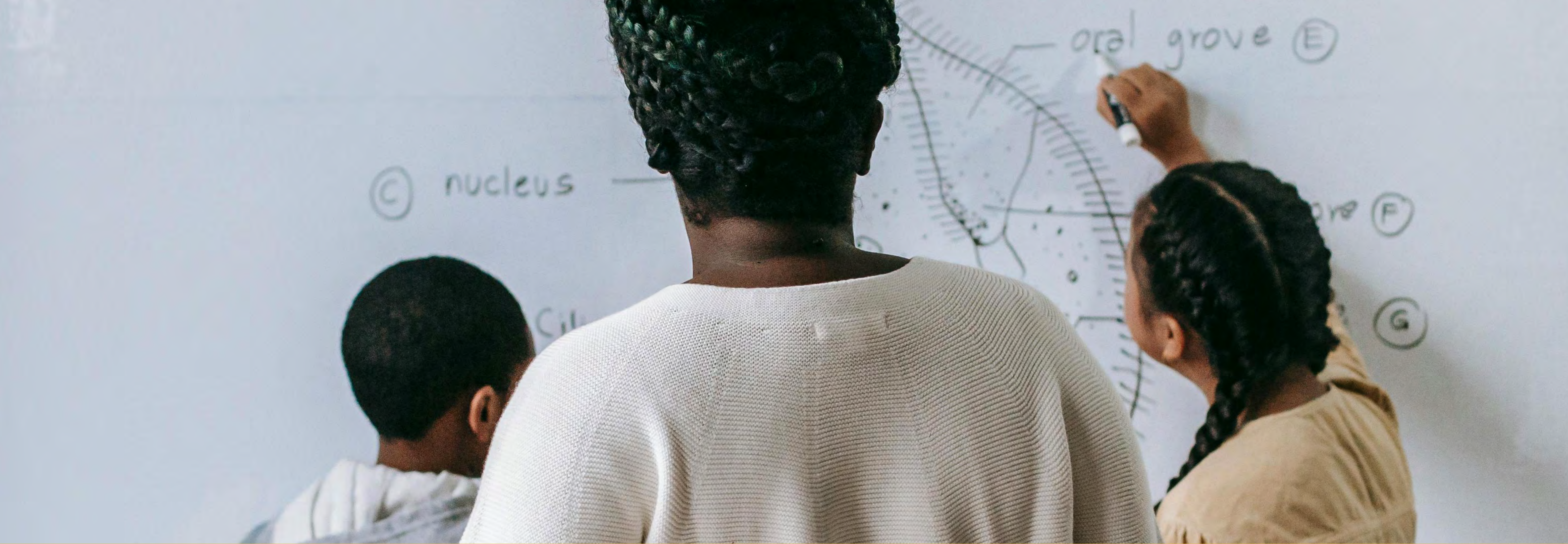
Board Members

Beth Hunkapiller :: Simmons Lettre :: Hector Salazar
Maria Heredia :: Pablo Mejia

Partners

Lodi Public Schools :: Aspire Public Schools :: Manor ISD
Environmental Charter Schools :: Atlas Preparatory Schools
Goose Creek CISD :: La Vega ISD :: Granada Hills Charter
ICEF Public Schools :: Aldine ISD :: Denver Public Schools





07

Leadership and Staff

Board of Directors

Executive Leadership & Staff

Leadership & Staff /
Board of Directors



Simmons Lettre
Board Chair



Pablo Mejia
Vice Chair



Hector Salazar
Treasurer



Beth Hunkapiller
Secretary



Daniel Sanchez
Board Member



Constanza Lafuente
Board Member



Angelica Leveroni Gomez
Board Member



Leticia de la Vara
Board Member



Vivek Khemka
Board Member

Our Board's Demographics

62% are Women

75% identify as BIPOC

50% is bilingual or multilingual

Executive Leadership



Dr. Daniel Velasco
President & CEO



Katherine Hamilton
Vice President of Programs



Dr. Leigh Mingle
*Vice President of Research
and Operations*



Dr. Kettisha Jones
*Managing Director
of Program Implementation*



Dr. Rick Rodriguez
*Managing Director
of Development & Partnerships*

Staff



Aracely Suarez
Multilingual Learner Specialist



Sarah Molfese
Multilingual Learner Specialist



Gerri Swift
Multilingual Learner Specialist



Edgar Ibarra
Multilingual Instructional Coach



Amanda Volz
Operations Manager



Eileen Salinas
Multilingual Learner Specialist

Our Staff's Demographics

80% are Women

60% identify as BIPOC

Over 60% is bilingual or multilingual

CEO identifies as Latino, Queer, Immigrant and MLL



08

Looking Forward

Goals for the Upcoming Year



Looking Forward /

Goals for the Upcoming Year

Shaping a Resilient and Inclusive Organization

Ensemble Learning will **fortify its infrastructure and refine processes** to nurture a culture of collaboration, representation, access, and belonging aligning internal expertise with our mission and vision. This holistic and forward-thinking approach will propel organizational efficiency, adaptability, and the ability to attract and retain top-tier talent.

Evolving Program Services and Establishing the Ensemble Learning Approach

Ensemble Learning will **innovate and evolve our organizational program services**. Grounded in a clear “Ensemble Learning” model, tested by practitioners and backed by research, our approach will address educator efficacy, preparation, retention, and performance across diverse leadership levels within the education sector in alignment with supporting and enhancing best practices for multilingual learners.

Enhancing Organizational Credibility and Ensuring Sustainability

Ensemble Learning will **focus on organizational growth and expanded impact**. This priority aims to deepen our reach, adapt to a changing landscape, increase our visibility and credibility, strategically advocate for resources, and enhance the depth of support provided to schools.

Planning Processes for the Future

Ensemble Learning will **fortify its infrastructure, measure its impact, and refine processes** to ensure the stability and security of the organization as it grows and expands its reach.



**As we reflect on the strides we've made,
we invite you to continue learning
about and engaging in our mission.**



Together, we can advocate for multilingual learners, ensuring they receive the support they need to thrive. Whether through your voice, time, or resources, you can play a vital role in advancing this critical work. Join us in advocating for equitable education and elevating the brilliance of multilingual learners. Your involvement will help create lasting impact for students, educators, and communities.




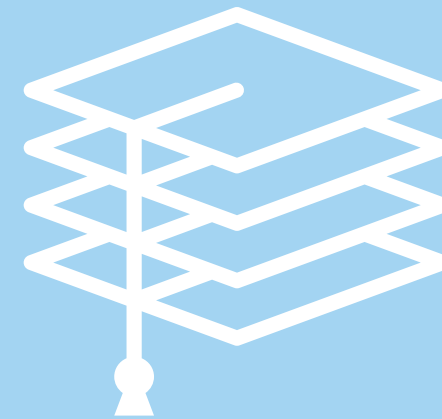
ensemble learning

8605 Santa Monica Blvd # 29289
West Hollywood, CA, 90069-4109

+1 805-409-7029
info@ensemblelearning.org
www.ensemblelearning.org

  Ensemble Learning

 @EnsembleLearn



**We extend our deepest gratitude
to all who have supported Ensemble
Learning this past year.**

Your partnership has made a lasting difference in the lives of multilingual learners
and the communities we serve. Thank you for being a part of our mission,
and we look forward to achieving even greater impact together in the year ahead.

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Annual Report 2024

Fiscal Year 2024 (SY 2023-2024)