



# CAEL's Theory of Change

Our Theory of Change identifies outcomes that CAEL will achieve. Partner outcomes are the mindset that achieving better results for adult learners and workers is important, development of strong capabilities, and achievement of better results for adult learners and workers. Systems outcomes are changed practices and policies in the public and private sectors. Both types of outcomes will play key roles in achieving outcomes for individual adult learners and workers. CAEL will work with partners and systems to develop mindsets, build capabilities, and achieve shared performance outcomes that benefit adult learners and workers. The outcomes we achieve will improve economic mobility for them.

- **PARTNER OUTCOMES:** CAEL will work with our members and clients to achieve better outcomes. We also will develop strategic partnerships with members and clients that want to do so. They will include shared responsibility for outcomes, shared data for continuous improvement, learning, decision-making, and collaboration to publicize results and lessons.
- **SYSTEMS OUTCOMES:** CAEL will partner with systems to drive better outcomes for both current and future adult learners and workers, support implementation leading to these outcomes, and sustain both the outcomes and their infrastructure over time.
- **ULTIMATE OUTCOME:** CAEL will work with stakeholders to drive systems outcomes that improve success for both current and future adult learners and workers, support implementation leading to these outcomes, and sustain both the outcomes and their infrastructure over time.

## ULTIMATE AUDIENCE

Adult learners and workers, with attention to those who face barriers due to racial/ethnic and gender bias, and socioeconomic status.

## PARTNER AUDIENCE

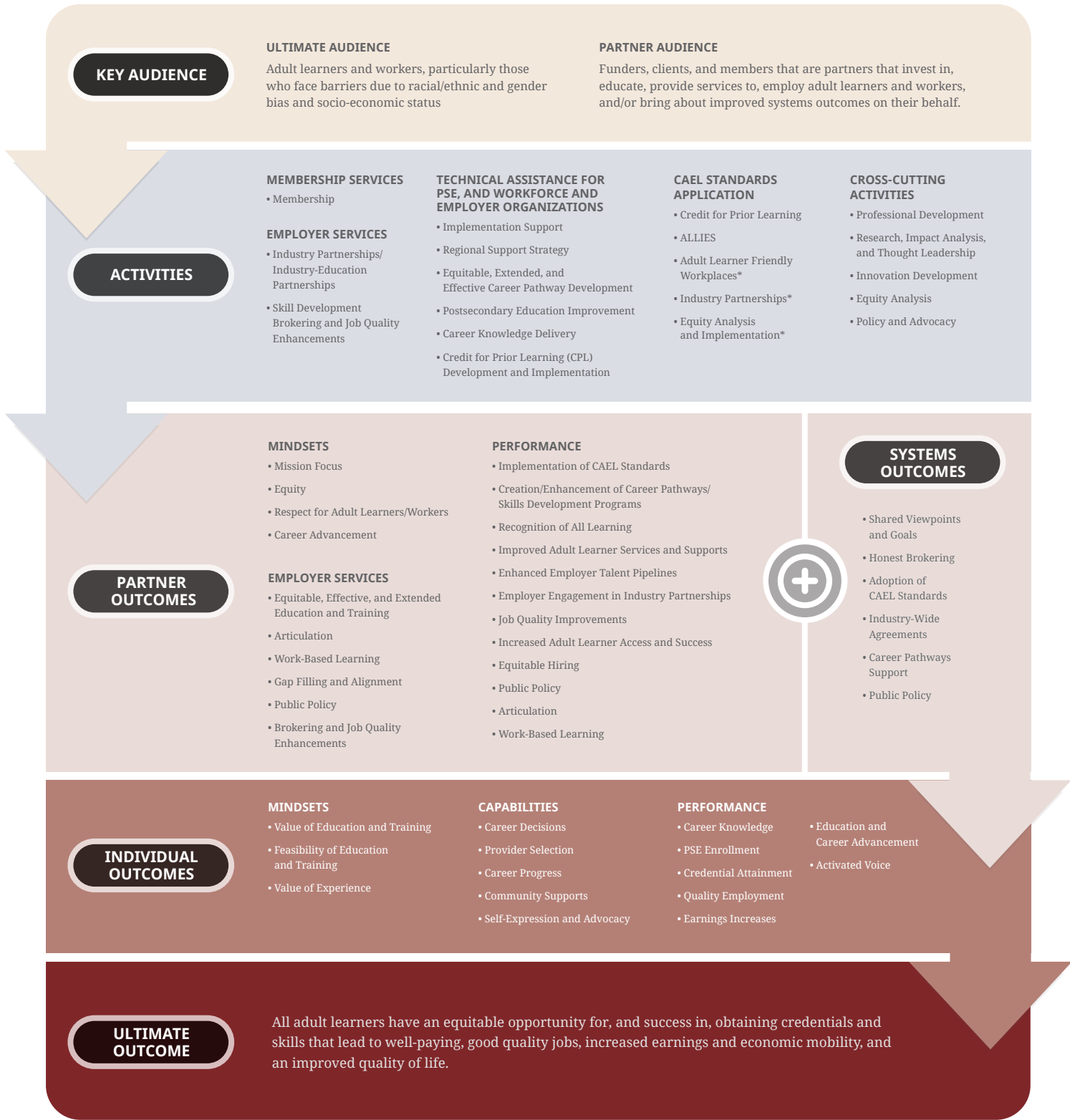
Funders, clients, and members that invest in, educate, provide services to, employ adult learners and workers, and/or bring about improved systems outcomes on their behalf.

## EXAMPLES OF PARTNERS

- Postsecondary institutions
- Postsecondary systems
- Skill development providers/ supporters
- Workforce organizations
- Organizations that strengthen DEI
- Labor-management partnerships
- Industry and employer associations
- Employers
- Education/employment support providers
- Private funders
- Government funders
- Corporate funders
- Advocacy organizations
- Research organizations
- Governmental organizations



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\* Standards to be developed

Recognizing that adult learners are the backbone of the U.S. economy, CAEL helps forge a clear, viable connection between education and career success, providing solutions that promote sustainable and equitable economic growth. CAEL opens doors to opportunity in collaboration with workforce and economic developers; postsecondary educators; employers and industry groups; and foundations and other mission-aligned organizations. By engaging with these stakeholders, CAEL fosters a culture of innovative, lifelong learning that helps individuals and their communities thrive. A national membership organization established in 1974, CAEL is Diversity, Equity, and Inclusion Workplace™ certified and is a part of Strada Collaborative, a mission-driven nonprofit. Learn more at [cael.org](http://cael.org) and [stradacollaborative.org](http://stradacollaborative.org).