



CASE STUDY

# Using Data to Drive Outcomes with AI

**Beyond 12's Data-Driven Approach to Using AI for Impact**

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PROJECT  
EVIDENT

## About Project Evident

Project Evident harnesses the power of data, evidence, and technology to achieve greater impact. We believe that by empowering practitioners to drive their own data and evidence building while also strengthening the surrounding ecosystem, we can increase the number of effective solutions in the social and education sectors and scale them faster, ultimately producing stronger, more meaningful, and more equitable outcomes for students and communities.

Project Evident's **OutcomesAI** practice provides consulting, technical assistance, resources, and tools to support practitioners – nonprofits, school districts, and funders. We achieve this by strengthening their ability to use AI to enhance their understanding, improve their impact, support informed decision making, advance R&D, and allocate resources toward achieving better and more equitable outcomes. We recognize the potential for misuse of data, evidence, and technology and seek to limit harmful practices. We serve on the EDSAFE AI Steering Committee and strongly recommend the [S.A.F.E. Benchmarks Framework](#) for K-12 AI efforts. Project Evident's differentiator is its use of AI to drive outcomes. We support processes to detect and avoid technology overriding our evaluative work in delivering equitable outcomes.

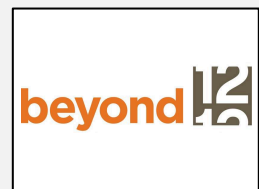
## About the Equitable AI Adoption Project

Artificial intelligence (AI) and generative AI hold great promise for helping nonprofits expand their services and achieve more equitable outcomes for the people and communities they serve. Few in the philanthropic, social, and education sectors would claim satisfaction with society's progress in addressing persistent social problems. Grantmakers and nonprofits share the goal of scaling impact, and AI provides new tools to achieve this goal.

A [February 2024 working paper](#) by Project Evident and Stanford's Institute for Human-Centered Artificial Intelligence found that approximately 80% of funders and nonprofits believe their organizations would benefit from using more AI, specifically for mission-related work. However, there is a question about "how" – a lack of clarity about how AI will benefit individuals and organizations, as well as a lack of organizational expertise and materials about AI for social and education sector organizations, were the most frequently cited barriers for funders and practitioners, after concerns about bias. With the support of the Gates Foundation, the Equitable AI Adoption (EAIA) project aims to inspire and inform practitioners and educators on how AI can help them achieve their mission. To that end, EAIA is surfacing, creating, and disseminating stories of early adopters to study progress, distill broadly applicable insights, and share findings. At the same time, we are leading a Community of Practice comprising 15 nonprofit organizations in developing a practical and actionable tiered AI adoption framework to support others on their journey.

## Acknowledgments

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# Using Data to Drive Outcomes with AI

## Beyond 12's Data-Driven Approach to Using AI for Impact

### Introduction: Why data matters to effective AI implementation

Across the for-profit sector, there is growing agreement that the quality, quantity, and relevance of data are what enable generative artificial intelligence implementations to be truly successful. A recent Accenture survey highlighted that 75% of surveyed executives said good-quality data was the single most valuable ingredient to making generative AI initiatives work.<sup>1</sup> This emphasis is backed up by substantial investment: According to a recent Deloitte report, 75% of companies surveyed were investing in technology to better support the data needs of their generative AI initiatives, with 48% focusing specifically on data quality.<sup>2</sup> However, the social, education, and philanthropic sectors have yet to fully invest in the importance of data for generative AI initiatives to the same extent as for-profit organizations.

At Project Evident, we have always championed the importance of high-quality data to enable practitioners to achieve better outcomes for the individuals and communities they serve. We are excited about the power of AI to advance next-generation evidence principles, as set forth in our book [Next Generation Evidence Strategies for More Equitable Social Impact](#), including: Connect Equity with Data and Evidence, Embrace a Continuous R&D-like Approach, and Reimagine Evidence to Broaden Its Definition and Use. While there are increasing calls in the social, education, and philanthropic sectors for a focus on the importance of data to enhancing mission outcomes, there remains a knowledge gap about how high-quality data fuels successful AI implementation. Project Evident's [Funding the Future: Grantmaker Strategies in AI Investment](#) report found that only one-third of funders considered data availability among the top issues when assessing the technical feasibility of AI implementations in grant proposals. Separately, about 30% of nonprofits reported that challenges with data collection were a barrier to AI implementation.<sup>3</sup> This case study features the education nonprofit Beyond 12 and highlights the importance of investing in high-quality data and information to develop internally facing AI tools and externally facing AI products that enhance equity and impact.

Beyond 12 was founded with a focus on high-quality data. Before developing a cutting-edge tool to predict students' risk of dropout or a generative AI-powered coach to support students, Beyond 12 built a sophisticated data integration engine that connected data from high schools, colleges, third-party data verification services, and their own program activities. This rich data and infrastructure nurtured over the first decade of its growth enabled Beyond 12 to become an early adopter of predictive AI and, later, generative AI, creating AI tools that enhanced equity and

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<sup>1</sup> [Data readiness in the age of generative AI: Six new data essentials, Accenture, 2024](#)

<sup>2</sup> [Now Decides Next: Moving from Potential to Performance. Deloitte's State of Generative AI in the Enterprise Quarter three report, August 2024](#)

<sup>3</sup> [AI In The Nonprofit Industry Statistics, WorldMetric.org report, 2025](#)



outcomes. Dr. Eve Shapiro, Beyond 12's Chief Knowledge Officer, points out that their robust approach to data "led to a (AI) model that feels hyper-specific to our students and doesn't require demographic dimensions to be powerful."

Clear outcome goals enable organizations to focus their data collection and infrastructure on what matters most, turning data into action that improves results. To use data to drive outcomes with AI, organizations should keep in mind strong evidence-building practices, striving for causality wherever possible. This case study illuminates four key principles:



**IDENTIFY AI-SHAPED OPPORTUNITIES:** Determine whether current AI technology can be applied to elements of a program model in ways that support clearly defined outcomes. Assess whether it is possible to achieve the needed level of accuracy, safety, and equity at a reasonable investment of financial and human resources.



**LEVERAGE HIGH-QUALITY DATA AND INFORMATION TO FUEL AI TO ENHANCE OUTCOMES:** Ensure that AI applications are fueled by high-quality data, which starts with effective questions, collection methods, and measures aligned with program outcomes. These fundamentals ensure the data is sufficient, recent, and accurate. Prioritize collecting data that supports causal analyses, which is crucial for strengthening data conclusions and avoiding the common AI pitfall of confusing correlation with causation.



**USE AI MODEL OUTPUTS FOR CONTINUOUS PROGRAM MODEL R&D:** Use insights generated from rigorously validated AI systems to inform ongoing program model refinement, ensuring a focus on causal understanding over correlation to prevent perpetuating biases. Apply AI outputs to support timely learning, adaptation, and improvements to program design and delivery.



**RIGOROUSLY ASSESS & MONITOR:** Define clear benchmarks for AI system performance and agree on what constitutes high-quality output. Deploy appropriate technical and programmatic expertise to assess AI systems and monitor their performance, safety, and effectiveness over time.

Outcomes-enhancing AI requires organizational commitment to collecting data and information and building data infrastructure. Beyond 12 is a strong example of a data-first nonprofit whose approach has enabled it to leverage AI for outcomes. The lessons from Beyond 12 can also apply to nonprofits earlier in the AI journey. We are grateful to Beyond 12 for sharing their story about how high-quality data is pivotal to driving outcomes with AI.

"We think the organizations that will win won't be the ones building the most sophisticated tools — we will never compete with OpenAI, Google, or Anthropic on tooling. Where we can compete is in the data. The data we collect about students' postsecondary journeys — and beyond — is key to personalization."

— Alexandra Bernadotte, CEO

## Who is Beyond 12?

Significant disparities remain in college completion rates: Just 24% of first-generation college students earn a degree, compared to 59% of their peers whose parents graduated from college.<sup>4</sup> This gap has broad implications, especially given that first-generation students make up more than a quarter of all college attendees, including over 45% of Hispanic students and more than 30% of Black students.<sup>5</sup> One of those students was Alexandra Bernadotte. "Like many first-gen students," recalls the founder and CEO of Beyond 12, "I struggled academically, financially, socially, emotionally, and were it not for the support of my family and of mentors on my campus and a group of amazing peers, I likely would have been one of the statistics that we are striving so hard to address."

Beyond 12 is a national technology-enabled nonprofit established to ensure that first-generation students succeed once they arrive at their colleges and universities. Its mission, in Bernadotte's words, is to "ensure that every student, regardless of race, income, and family education history has access to the guidance, relationships, and resources they need to not just graduate from college, but to translate their degrees into meaningful employment and choice-filled lives." Beyond 12 partners with high schools, college access and success organizations, scholarship organizations, and colleges committed to helping their students succeed in higher education. The organization advances its mission through a coaching platform that combines three elements: (1) near-peer human coaches who work with students virtually while they are in college; (2) a campus-customized, socratic, and culturally inclusive GenAI coach that not only answers students' questions but sends them evidence-based reminders of the activities, deadlines, and behaviors that lead to success; and (3) a back-end analytics engine powered by predictive AI that allows it to predict which students need help and when, and prescribe the right type of support. Beyond 12 calls its approach "high-tech, high-touch," combining the power of human expertise, technology, and data to achieve its goals.

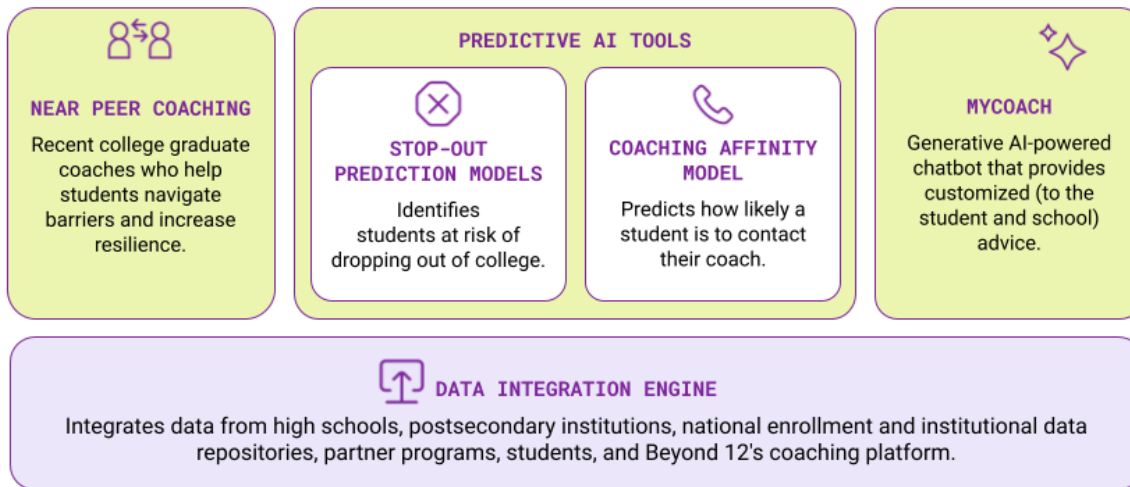
"The magic of Beyond 12 is that we are able to bring together data from K-12, higher ed, experiential data, the data from students themselves, and data generated in the process of providing support to students," says Shapiro. Underlying all of their technology is a sophisticated data integration engine that connects and organizes data from a wide range of sources. This data informs a range of student supports: informing near-peer coaches, powering a student-facing generative AI chatbot, and providing feedback to improve the efficacy of partner programs.

<sup>4</sup> [FirstGen Forward website, "Our Opportunity," accessed December 2025](#)

<sup>5</sup> [First Generation Students in Higher Education Fact Sheet, Postsecondary National Policy Institute, April 2025](#)



## Beyond 12 Program Model



This technology-enabled program model is effective: Beyond 12's program significantly increases college persistence and completion among the students (primarily first-generation) it serves. 85% of the students Beyond 12 has coached for four years have either graduated or remained enrolled by their sixth year. This is almost double the national average for similar students.<sup>6</sup> In addition, in a randomized controlled trial, students who were offered the MyCoach mobile app graduated or transferred to a 4-year degree path at a rate of 51%, 13.7 percentage points higher than the control group, which persisted at a rate of 36%.<sup>7</sup>

### Starting with Data for Equity and Outcomes

Data is the cornerstone on which Beyond 12 is built. "We've always tried to be a very data-oriented organization to ensure that we are making decisions not on gut instincts, not on feelings, not on trends, but rather on something that we can point to, saying this actually has efficacy," said Stefan Nilsson, Chief Technology Officer. When Beyond 12 began in 2009, as the team explored how to better support students transitioning to and through college, they identified an important gap in the ecosystem of college access and persistence data: While partner organizations were helping students get into college, they had little visibility into what came next. To address this data gap, Beyond 12 developed its data integration engine, which connects and organizes data collected from K–12 systems, college access programs, higher education institutions, and Beyond 12's coaching process. Integrating data collected across systems was crucial to building a shared longitudinal view of students' trajectories that all the education institutions and organizations involved could use to enhance student support. This data-driven approach surfaced new insights and made everyone's student programs more effective, since, as Dr. Eve Shapiro says, "the interventions that are most meaningful are not necessarily the most intuitive."

<sup>6</sup> [National Student Clearinghouse Research Center. \(2024, December 4\). Yearly progress and completion \(Signature Report 23\)](#)

<sup>7</sup> [Final Report of Results from the Robin Hood Success Prize Competition, Abt Associates, June 21, 2019](#)

"The magic of Beyond 12 ... is that we are able to bring together data from K-12, higher ed, experiential data, the data from students themselves, and data generated in the process of providing support to students."

- Dr. Eve Shapiro, Chief Knowledge Officer

In addition to viewing data as a key driver of outcomes, Beyond 12 believes deeply in the potential of data to reshape inequities. "Data is one of the most powerful levers we have in our sector – and for us – for advancing equity," said Bernadotte. "Data allows us to see disparities clearly and act quickly to close them."

Beyond 12's data collection has expanded to include additional data sources over time. After starting with data from partner college-access programs and colleges, they now incorporate detailed data collected during Beyond 12's coaching process that includes topics discussed in conversations with coaches, as well as interaction frequencies. To supplement this, they have added a generative AI parser that automatically extracts data from files (or images) students upload, along with their course grades. The breadth of data collected by Beyond 12 is directly related to their program goals: surfacing critical early signals that a student is struggling – such as a student's disengagement with the coaching process – which often show up in these nontraditional data sources long before they appear in academic transcripts or schools' data. They use this data both to "understand holistically what's happening to the student and intervene" and to understand at an institutional level "what kinds of challenges students were experiencing, how [the institution's] programming might need to adjust," Shapiro explains.

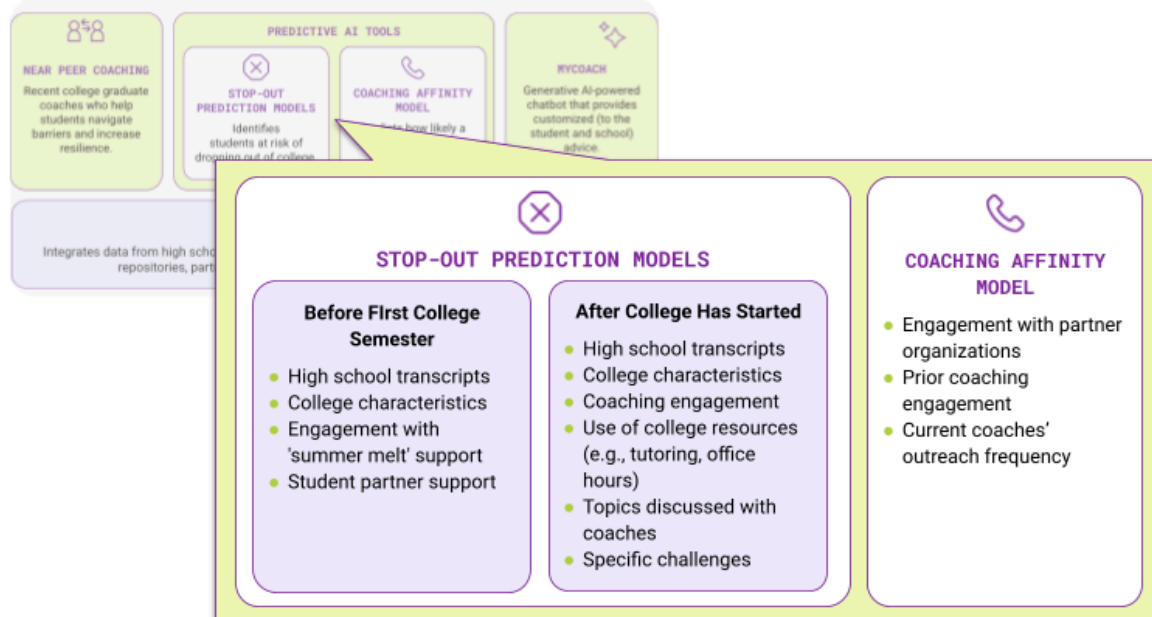
### **Building Predictive AI on a Strong Data Infrastructure**

Beyond 12's comprehensive data and sophisticated data infrastructure enabled them to be early adopters of predictive AI and champions for equitable AI in practice. As computing power grew, advances in machine learning technology led to the rise of predictive analytics, which uses patterns in historical data to forecast future outcomes. In the 2010s, commercial products emerged to predict students dropping out, a persistent and significant problem faced by higher education institutions. These products were powered by predictive AI models that tended to "rely heavily on demographics, on high school zip codes and other features, which are neither malleable ... nor, we think, predictive of the student themselves ... but instead, predictive of existing inequalities within education systems," Shapiro explains. Beyond 12 realized that they could do this more effectively and more equitably by leveraging their unique student data because, Shapiro adds, "the things that matter outside of demographic factors are unique to our students. If you're training on data from ... more resourced students, you're going to focus on the wrong dimensions." In 2017, the combination of having the right data and recognizing the ethical need for less-biased models led Beyond 12 to develop its own predictive AI models that identify the risk of a student dropping out in the coming semester and highlight the key factors that lead to that risk, without incorporating any demographic data. There are two separate models for stop-out prediction, one for before the student has matriculated (when engagement data is not yet available) and one for

during their college career (which, with more relevant data available, is more effective at predicting stop-out). Beyond 12 calls these two internally facing tools their Stop-Out Prediction Models.

Beyond 12 added a second internally facing tool in 2022 using predictive AI (their Coaching Affinity Model) to predict how likely a student is to engage with their coach. Beyond 12 realized that the detailed data they had collected on every interaction between students and coaches was exactly the fuel they needed to implement an effective AI tool to predict student engagement. “As technologies improved, AI was the place to look ... for us to be able to derive these insights in powerful, actionable ways,” explains Shapiro. Having identified that they had the necessary data – and that predictive AI technology existed to effectively leverage it – they were able to build an effective AI tool to predict student engagement with coaching. “For us, it really is about leveraging all this rich, semi-structured data that we have to understand behavioral patterns for students,” explains Shapiro.

### Beyond 12's Internal-Facing AI Tools



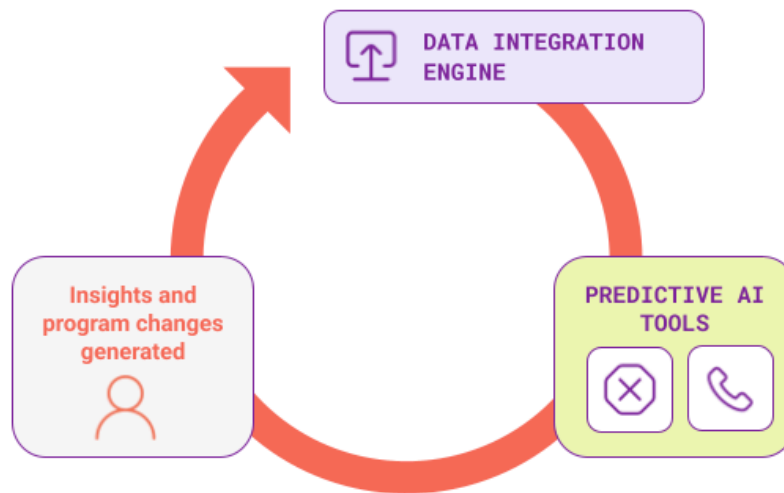
### Using AI Model Outputs for Program Model Improvement

Beyond 12 conceptualizes its predictive AI models primarily as drivers of action. “We’re not just using predictive analytics, but also prescriptive.” Bernadotte explains, “Based on the data that you have, what are some potential interventions that could disrupt or enhance the opportunity, or help address the challenges that students may experience on their road to earning a college degree?” Beyond 12’s Stop-Out Prediction Models are prime examples of this emphasis on actionable data. When they were initially launched, the Stop-Out Prediction Models informed both overall program improvements for their partners (college access organizations, K-12 schools, and institutions of higher education) and the interactions of Beyond 12’s coaches with individual students. However, they discovered that the true value of the Stop-Out Prediction Models was “less about a coach



taking a specific action with a student and more about holistic program adjustments,” data scientist John Lithio explains. Based on the stop-out prediction model, Beyond 12 provides its partner organizations with specific reasons their students might drop out so their partners can make timely and impactful program improvements. Instead of waiting for episodic evaluative results, Beyond 12’s partner organizations can make iterative program changes in the moment to serve their students more agilely.

### Feedback Loop Between Data and Program



### Building Generative AI on A Strong Data Infrastructure

When OpenAI publicly launched ChatGPT in November 2022, Beyond 12 saw right away that it would transform their work. Their existing comprehensive data and information and sophisticated data infrastructure – and the experience they had gained from building internally facing predictive AI tools – allowed them to be early adopters of generative AI. “For Beyond 12, it’s always about being part of the conversation in the places where there’s the most opportunity, and the biggest risk to support our students,” said Shapiro. Guided by this perspective, Beyond 12 set out to leverage their data and information and coaching pedagogy to develop their AI-powered MyCoach tool, which augments commercially available large language models with over a decade of proprietary student-coach interaction data, Beyond 12’s evidence-based coaching curriculum, campus-specific insights, and culturally inclusive tone-of-voice guidelines. MyCoach relies on a carefully curated database of school-specific information (like academic deadlines, contact information, resources) and student information (demographic data, academic major, goals) to provide accurate and relevant responses for each student. Beyond 12 is not trying to compete with general-purpose public large-language models like those from OpenAI or Anthropic, but instead aims to provide more contextually relevant responses to students by leveraging the comprehensive amount of data it has on students and their needs. Moreover, Beyond 12 has integrated human coaching into all aspects of MyCoach – from being available for coaching sessions initiated within the tool, to reviewing conversations and augmenting or intervening in bot support when needed.

### Using data to tell if AI can be as good as humans

When evaluating the idea of a generative AI-powered coach, Beyond 12 did a side-by-side evaluation of MyCoach's responses and human responses. "We wanted to compare: Do GenAI coaches respond as well as human coaches? Both human and GenAI evaluators preferred some of the GenAI responses," explains Lithio. They continue to evaluate MyCoach's responses to students against the same rubric they use to assess their human coaches, allowing them to improve their systems' alignment with their coaching pedagogy iteratively. Students are still able to request immediate access to a human by typing #human.

As Beyond 12 develops its technology roadmap, it relies on more sophisticated data use rather than improvements to frontier models. "I think one of the most exciting parts of how we can run our business today is that we have this pent-up data that's been with us for the past ten-plus years. And finding ways to leverage that even more deeply to understand our students' circumstances and context, and then from an insights perspective, is really powerful," explains Nilsson.

### Evaluation Infrastructure to Make AI Safe & Effective

Beyond 12 designed and implemented a rigorous evaluation and monitoring infrastructure prior to piloting MyCoach AI with students, treating evaluation as a core system rather than a post hoc safeguard. At the real-time layer, students can surface concerns directly by texting "#redflag," while all student and chatbot messages are continuously monitored using OpenAI's moderation endpoint, intentionally leveraging a mature, externally validated moderation system rather than duplicating that functionality internally. Above this real-time layer, Beyond 12 conducts nightly automated evaluations of all AI coaching conversations using the same 15 rubrics and 46 quality and safety criteria applied to assess human coaches, ensuring parity between human and AI performance expectations. Ambiguous or potentially suboptimal interactions are systematically flagged for human-in-the-loop review, with findings feeding directly into iterative system refinements.

To achieve this level of quality as measured by the rubrics, Beyond 12 maintains a continuously expanding evaluation framework consisting of more than 1,800 individual evaluation tests, including a canon of 333 test cases, each scored across a minimum of six distinct dimensions, as well as more than 150 custom evaluation criteria used to assess response quality, safety, and alignment. This layered approach – combining real-time safeguards, nightly scoring, and post evaluation, along with extensive pre-release testing – reflects the significant engineering and analytical investment required to build a reliable, high-stakes AI system for student-facing use.



## Using Data to Drive Outcomes with AI

Beyond 12's technologically sophisticated approach to supporting first-generation students through college illustrates how high-quality data is pivotal to driving outcomes with AI.

**IDENTIFY AI-SHAPED OPPORTUNITIES:** Successful AI adoption starts by carefully exploring whether AI technology can be used in a way that supports program outcomes with sufficient accuracy and safety. When generative AI arrived, Beyond 12 recognized the potential opportunity this technology offered and was poised to leverage it to create MyCoach AI tool.

"When OpenAI publicly launched ChatGPT in November 2022, it felt as if the technology had finally caught up to our vision of scaling empathic, authentic human connections."

—Alex Bernadotte, Founder and CEO

**LEVERAGE HIGH-QUALITY DATA AND INFORMATION TO FUEL AI TO ENHANCE OUTCOMES:** Rich datasets - often those that integrate data and information from a variety of sources - allow AI implementations to truly drive outcomes. Beyond 12 invests heavily in collecting comprehensive data, including detailed data about its students' interactions with coaches to power predictive models like its Coaching Affinity model.

"AI interventions are only as good as the data that built them. And it takes a deep understanding of the data to understand the right steps forward."

—Eve Shapiro, Chief Knowledge Officer

**USE AI OUTPUTS FOR CONTINUOUS PROGRAM MODEL R&D:** AI implementations can generate valuable insights that allow for faster, R&D-like learning. Data from AI systems can generate timely insights that, when properly validated, can guide day-to-day program decisions. Beyond 12 regularly uses insights from its Stop-Out risk models to provide program partners with real-time feedback, enabling them to improve their program.

Risk factors identified from the Stop-Out risk model "now inform our program model as a whole or for specific partners. It's less about a coach taking a specific action and more about holistic program adjustments."

— John Lithio, Data Scientist

**RIGOROUSLY MONITOR AND ASSESS:** Safe and effective AI implementations require systematic evaluation and ongoing monitoring for safety and effectiveness. Systems that directly interact with the public - or that make particularly high-stakes decisions - require particular care in evaluation. Beyond 12 has developed a sophisticated evaluation system for its MyCoach AI chatbot, with multiple layers of ongoing monitoring to detect potentially serious challenges in real time.

"Every night we take everything that's happened on the MyCoach platform, and we run it against our rubric of how do we want our bot to behave? Is it curious enough? Does it ask insightful follow-up? Does it do all these things that we want it to do?"

— Stefan Nilsson, Chief Technology Officer



## Recommendations

Both grantmakers and nonprofit and district practitioners should be aware of the role of data and information in driving AI outcomes. For practitioners, this starts with critically evaluating whether they currently have high-quality data and information - starting with effective questions, collection methods, and measures aligned with program outcomes - to build AI tools that drive outcomes. For grantmakers, enabling impactful AI projects requires investing in data collection and infrastructure that support program outcomes, and planning for the ongoing costs of maintaining these systems. Across the field, funders and practitioners should consider the potential of AI implementations to drive continuous improvement of program models.

### FOR NONPROFIT LEADERS

- Expand your definition of usable data. AI enables analysis of information assets beyond numbers such as text, voice, pictures, etc.
- Invest in data and information collection.
- Consider ways that AI tools can support data collection.
- Critically evaluate current data and information quality (accuracy, completeness, recency) needed to fuel AI tools that drive outcomes. Identify data gaps that might hamper AI initiatives.
- Consider how unique data and information could enable customization and add value to internally facing AI tools or externally facing AI products.
- Identify how AI model outputs – such as outputs from a predictive model or conversation logs with a chatbot – could be used for R&D like timely program improvement.
- Implement ongoing assessment and monitoring for AI models, particularly in externally facing AI products.
- If building externally facing AI products, deploy real-time monitoring and assessment.
- As AI technology advances, revisit whether AI can solve persistent program problems or enable new mission-related opportunities at a reasonable investment of financial and human resources.
- Clarify how program outcomes will guide what data is collected, prioritized, and used. Ensure data investments are focused on information that supports program decisions and improvement.
- Establish clear ownership for data quality, AI use, and ongoing monitoring across technical and program teams.
- Build staff capacity to interpret and act on data and AI outputs, ensuring insights are understood and used consistently across the organization.

### FOR GRANTMAKERS

- Invest in grantee's data and information collection and data infrastructure both upfront and for ongoing maintenance.
- Make connections between organizations and institutions that could benefit from sharing access to mutually beneficial data.
- Learn how AI enables R&D-like program model improvement and expands learning and evaluation approaches.
- Consider requesting documentation of how externally facing AI products will be monitored and assessed, especially for publicly facing products.

"The interventions you use GenAI or machine learning to produce are only as good as the data that built them."

—Eve Shapiro, Chief Knowledge Officer



# Appendix

## Resources

- [Beyond 12's Responsible AI Framework](#)
- [Impact of Two Technology Interventions on Associate's Degree Completion or Equivalent Transfer](#)
- [Beyond 12's Impact](#)

## Additional Reading from Project Evident

- [Equitable AI Adoption \(EAIA\): Highlighting AI in Action](#)
- [Sustaining Scaled Impact, AI & Technology at Crisis Text Line](#)
- [Staying Ahead of the Technology Curve: AI Technology Evolution at Quill.org](#)
- [How to Foster a Culture of Learning and Manage Change: AI Integration at Chicago Public Schools](#)
- [Funding the Future: Grantmaker Strategies in AI Investment](#)
- [Inspiring Action: Identifying the Social Sector AI Opportunity Gap](#)
- [Next Generation Evidence Strategies for More Equitable Social Impact](#)
- [NextGen Tools for NextGen Evidence: AI-Enabled Decision Making for Impact](#)

