

Cradle to Career Collaboratives Overview & Convening Partners Request for Qualifications (RFQ)

Final Draft – Released 10/26/11

I. Overview

The **Cradle to Career (C2C) partnership** drives cross-sector collaboration in Portland and Multnomah County by establishing common indicators of student success and developing collaborative, data-driven strategies for measurable improvement. C2C is guided by five key goals illustrated in the graphic to the right.

In order to begin work to address these goals, the C2C partnership established **three priorities**:

Eliminating Disparities in Children and Youth Success

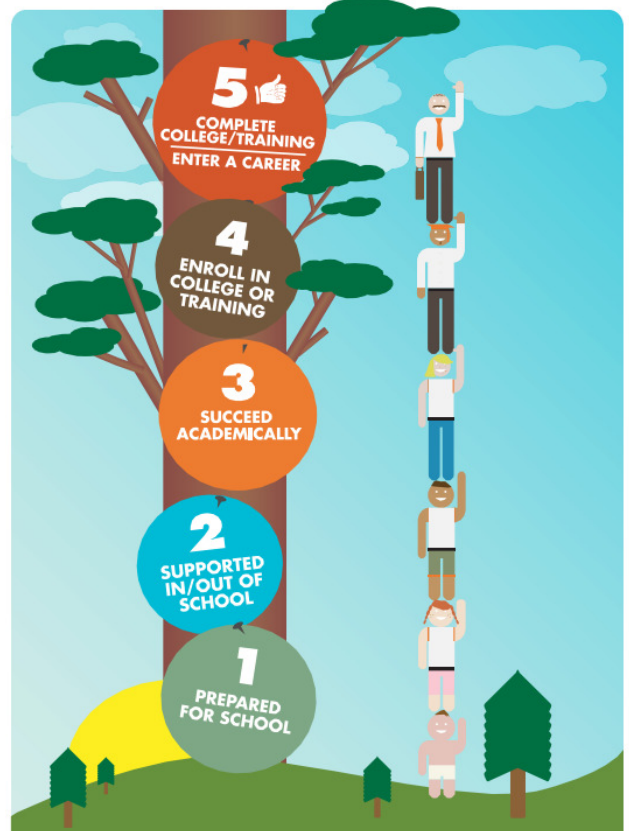
Drives action to address the academic achievement gap with a specific initial focus on racial and ethnic disparities.

Linking Community and Family Supports to Children and Youth Success

Drives action to align and improve extended learning opportunities and social supports in order to maximize their impacts on academic and social outcomes.

Ensuring that All Students Enter School Prepared to Learn

Drives action to ensure that all children, regardless of family background, receive the opportunities and supports that will prepare them to enter school ready for success.



The C2C partnership will establish **collaboratives** that bring together stakeholders around shared goals, outcomes, and action plans to advance the three priorities of C2C.

The work of each collaborative will be organized and supported by a **convening partner**. The **C2C Steering Committee** will make recommendations to the **C2C Council** regarding convening partners for collaboratives and the C2C Council's decisions will be passed on for final approval by the **All Hands Raised (formerly Portland Schools Foundation) Board of Directors**. This document provides guidance for organizations interested in the serving as a convening partner for a specific collaborative to address one or more of the initial priorities. Interested organizations will demonstrate readiness in the following ways:

- 1) Provide a written proposal addressing the items outlined in Section IV of this document;
- 2) At the request of the C2C Steering Committee, present this proposal to the Committee;
- 3) Address any follow-up actions for further consideration; and
- 4) Be available to present to others as requested.

II. Collaboratives

A collaborative is a **cross-sector** body (with representation from business, education, families, foundations, government agencies, nonprofits, students, and/or other partners) whose ongoing work

is rooted in **continuous improvement** and based on progress made toward achieving the stated outcomes. Collaboratives demonstrate:

- Shared outcomes reported regularly to the community;
- Shared decision-making;
- Shared accountability; and
- A commitment to continuous improvement.

The graphic below illustrates the work cycle for the C2C partnership and how the collaboratives and their respective action plans drive improvement on C2C indicators as guided by the C2C priorities.



III. Roles, Responsibilities, and Commitments

A. The Cradle to Career partnership, through the *All Hands Raised* Board of Directors and staff, the C2C Council, C2C Steering Committee, and C2C Data Team commits to:

- Build the capacity of collaborative members to implement continuous improvement action plans through:
 - Training, technical assistance, and hands-on facilitation provided by continuous improvement experts; and
 - Access to consultation and support from experts in research, evaluation, and data management.
- Highlight effective practices and improved outcomes delivered by the collaboratives, and as appropriate, link collaboratives to one another and to other key partners in the community.

- Publish a Cradle to Career Report to the Community tracking communitywide student success indicators.

B. Convening partners commit to:

- Organize and sustain a strong and representative network of cross-sector stakeholders focused on improving outcomes in one or more specific priority areas of the C2C partnership.
- Coordinate regular meetings, including scheduling and working closely with a C2C-provided continuous improvement expert to prepare agendas, facilitate and debrief meetings, and document follow-up actions.
- Develop a clear plan for addressing the achievement gap and advancing equity with a specific focus on racial and ethnic disparities.
- Support the development and implementation of a shared **action plan** that:
 - Defines common goals, outcomes, and scope of the work;
 - Identifies specific measures to understand, assess, and report progress;
 - Includes analysis of proven and promising practices; and
 - Describes the responsibilities of each member related to specific actions.
- Develop a **Collaborative Agreement** that includes:
 - A clear definition of each member’s role and responsibilities;
 - A description of the financial accountability of the convening partner and each member; and
 - A signed commitment by all members to the collaborative’s shared action plan.
- Operate on a model of shared decision-making.
- Value cultural, organizational, diverse ability, and other differences.
- Maintain regular communications between meetings.
- Report periodically to the C2C Steering Committee, C2C Council, and the *All Hands Raised* Board of Directors on the outcomes and actions of the collaborative.

C. Members of collaboratives commit to:

- Participate actively in meetings;
- Promoting and participating in continuous improvement;
- Sharing knowledge, information, and resources;
- Collecting and sharing data on a regular basis, guided by the collaborative action plan;
- Integrating and communicating the work of the collaborative within members’ respective organizations;
- Collaborating on funding proposals as appropriate; and
- Working in good faith partnership with the convening partner and other members.

IV. Request for Qualifications: Convening Partners

A. Narrative (*Up to 5 pages, 12-point font, standard margins*)

- 1) Provide an overview of the proposed collaborative, including:

- a. Name of the organization(s) proposing to convene the collaborative (not more than two).
 - b. Brief overview of the focus of the collaborative.
 - c. Explanation of priority(s) of Cradle to Career to be advanced (from the list below):
 - o Eliminating Disparities in Children and Youth Success.
 - o Ensuring That Every Student Enters School Prepared to Learn.
 - o Linking Community and Family Supports to Children and Youth Success.
 - d. List of potential indicator(s) to be targeted from the 2010 C2C Report to the Community (www.cradletocareer.wordpress.com) along with any other key indicator to be targeted (Note: The C2C partnership is currently working to focus and refine the number of indicators to be tracked by the partnership.)
- 2) Describe your organization's experience and track record as 1) an effective convener, and 2) a credible partner within the priority area(s) that you propose to convene (if your organization is new to the priority area(s) that you propose to convene, please note that).
 - 3) Describe how your organization, as the convening partner of the collaborative, will deliver on the commitments of Convening Partners as outlined in Section III. B.
 - 4) Describe your approach to ensuring that the collaborative is open and inclusive, with representation from diverse individuals, groups, organizations, and sectors (including business, education, families, foundations, government agencies, nonprofits, students, and/or other partners).
 - 5) Describe how the work of convening the collaborative 1) fits with the overall mission of your organization(s) and 2) has been clearly identified as a top priority by all levels of your leadership and governance.
 - 6) Describe how the work of convening the collaborative will be staffed, funded, and sustained.
 - 7) Describe any potential challenges that you foresee in taking on this role.

B. Attachments

- 1) A list of committed or potential partners you intend to convene in the work of the collaborative.
- 2) Up to three letters of support from key stakeholders within the targeted sector or priority area(s).

V. Submittal of Proposals

Proposals must be submitted by 5 p.m. on Thursday, December 1, 2011. Proposals submitted by that date will be considered for approval at the January 17th meeting of the C2C Council. **All materials should be submitted via email to nate@thinkschools.org.**

Following December 1, 2011 the C2C partnership will consider proposals on a rolling basis in alignment with the Council's quarterly meeting schedule.

If you have questions or need more information, please contact Nate Waas Shull at 503-234-5404 or nate@thinkschools.org.