Request for Proposal: KIPP Network Alumni Success Data Collection
UPDATED 1/24 *Proposal Deadline: February 7, 2020*
Proposal Contact: Danielle Eisenberg, deisenberg@kipp.org

Introduction

KIPP Foundation is requesting proposals for an entity to collaborate with us on the creation of a two-year roadmap for implementing an "Alumni Success" data collection and utilization strategy. The roadmap must be in place by June 2020, in order to begin implementation July 1, 2020.

By June 2022, we aim to be actively collecting, analyzing, and utilizing the data needed to inform and monitor a broad set of work related to supporting KIPP High School students and KIPP Alumni[1] on their journey to pursuing the paths they choose in college and career so they can lead fulfilling lives and create a more just world. The Alumni Success Data Project is situated alongside a broader Alumni Success effort which includes efforts to improve High School career counseling, College persistence, alternative pathway exploration, and the development of a new Alumni Network through which KIPP will proactively reach, engage, and connect alumni for networking and support. These concurrent projects have related data needs.

We are seeking an individual or firm with experience working with matrixed organizations with many invested stakeholders and potentially competing goals, to help us better understand the ecosystem of data available related to post-high-school outcomes for our KIPP school alumni, as well as for similar young people of color from low-income backgrounds, and then support prioritization and roadmap development for a data collection and analytic strategy that will enable KIPP to meet the needs of a multitude of stakeholders engaged in Alumni Success efforts.

KIPP Network Overview

KIPP began as two college-preparatory middle schools in 1994 and has evolved over the last 25 years to become a preK-16 educational organization that supports students to and through college, career, and life. As a not-for-profit network of 224 public charter schools, KIPP educates over 100,000 early childhood, elementary, middle, and high school students in 20 states and DC. We also have a KIPP Through College "KTC" team that supports students during and after high school as students apply for college and technical education programs; navigate the academic, social, and financial challenges they might encounter; and persist to graduation. Across the country, 95% of our students are Black or Latinx, 89% qualify for free and reduced lunch, and 17% are English Language Learners.

The KIPP Foundation is the national KIPP "parent" organization – the engine that: fuels the KIPP network's expansion; delivers leadership development for founding, successor, and aspiring school leaders; oversees quality assurance; and fosters sharing and innovation across KIPP. The Foundation

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[1] KIPP Alumni are defined as students who graduated from a KIPP Middle School (8th grade) and students who spent at least one year in a KIPP HS.

does not manage KIPP schools; KIPP is instead a decentralized network of schools and regions that each enter into a licensing agreement with the KIPP Foundation. KIPP's 242 schools are clustered together in 29 autonomous regions across the country (serving 50 different communities). KIPP regions and schools have historically had a high degree of autonomy in terms of specific educational and operational practices, including which data systems they utilize.

Historical and Current Data Access

The KIPP network shares a common school health framework and set of metrics which both KIPP regions and the Foundation report on publicly. At the national level, we currently undertake a vast amount of data collection, cleaning, and reporting work on prek-college attainment data. While KIPP regions use many different tools and systems for tracking student enrollment and performance in preK-12th grade, in recent years, a couple of common systems have been adopted by most of the network; including the an application called the Healthy Schools and Regions (HSR) Website (used to serve back achievement and survey data among other things), and an alumni tracking application built on Salesforce (internally called Alumni Database or ADB). Every region rosters their 8th grade Middle School graduates and their HS students into ADB so progress on students' journeys to career and college can be captured. This includes data points such as HS GPA, ACT Scores, College Applications, as well as Matriculation and Persistence data.

In FY16, we began annually surveying our alumni to gather more information about their experiences in college and the workforce, and accordingly began expanding ADB to store Alumni responses to surveys and career information. In FY19, we began exploring some additional routes to gather long-term outcomes information from our alumni through university and other partners, although these efforts are in the nascent stage.

Until recently, we were heavily focused on only the longer-term outcomes of our college graduates and had not done meaningful work to understand the experiences of our alumni that don't earn post-secondary degrees.

Finally, it is worth noting that our regions have their own data collection, surveying, and reporting priorities and systems.

The Problem We are Trying to Solve

In our early problem definition work, we identified a set of related, but slightly different use cases for Alumni data moving forward:

1) *What should we do?* Data to Inform Programs, Counseling, Career Curriculum, Proactive Alumni Outreach & Networking

2) *Is what we're doing working?* Program Evaluation and Rapid Cycle Evaluation

3) *Is what we're doing having the impact we desire? And Is it Externally Validated?* Long term Impact Evaluation

4) What should others know about our Alumni experiences? Data and Trends that Inform Public Policy and Higher Ed

As our alumni population continues to grow (we expect to have 80,000 alumni by 2025), and as our interest in and set of programs to actively supporting our alumni into and through early stage careers increases; we need to make sure that relevant stakeholders across both the KIPP Foundation and our schools and regions have the right data at hand to make good decisions in support of our alumni and evaluate the efficacy of our strategies. While we will not be able to anticipate all of the questions we will want and need to ask and answer as we grow, we can structure our data systems and processes to be extensible. Issues with our current approach:

- The Foundation and the KIPP Regions are not in sync on how to obtain data from Alumni, and whose job it is to obtain what types of data.[2]
- We are missing data from a large swath of our Alumni (illustratively, we only have contact information for 17,000 Alumni, but have 27,000 total alumni).
- We are overly reliant on information from students who are persisting/graduating college or responsive to our surveys (18-30% of the alumni targeted for a given survey); we are not clear on the impact of existing response bias.
- We do not have the right comparative data sets to help make sense of our internal data.
- We have incomplete data sets on career and salary outcomes; lack of clarity on what career data would be needed to inform the new HS Career Curriculum effort.[3]
- We do not have clarity on additional outcomes we want or need to measure, and on what frequency (e.g. home ownership, life satisfaction, dependents, civic engagement, etc.).
- We need the right data to connect alumni to each other, support the emerging Alumni Network[4], and understand how Alumni want to engage with KIPP later in life.
- It takes time, intentionality, coordination and change management to adopt new metrics and go after additional data and there may be barriers (regional burden, time, money, access, privacy) to getting long term outcome data on a more representative sample of students.

Project Aims

1. We aim to get a better understanding of the **data, analytic, and insight needs and requirements** of the KIPP network and the KIPP Foundation related to our alumni outcomes; specifically identifying what data we need from which sources with what frequency. Some specific objectives:

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[2] Beyond regional use of ADB, we do not have a landscape of the type of additional data collection regional KIPP Through College teams are doing with their alumni; for instance, regional survey efforts. This is leading to some confusion as the Foundation engages in national Alumni surveying and data collection work.

[3] A concurrent effort is the College Knowledge and Career Success Curriculum Project. It will be important for this effort to ensure alignment with the work of that consultant.

[4] A concurrent effort is Alumni Network Design Project. It will be important for this effort to ensure alignment with the work of that group.

- Determine what we already know about alumni and what data is already available to us, but may not be fully leveraged today
- Determine questions we have about our alumni outcomes, as well as about the counselors, colleges, and employers that have touch points with them, that we can't answer today
- Determine how to acquire contact information for the ~15,000 alumni for whom we do not have current data
- Determine when survey data is and is not an appropriate source of information for data capture and decision-making, and how to reduce response bias
- Determine how to capture accurate career and salary data for all alumni regardless of college attainment, and how frequently we should attempt this
- Determine how to capture information about how alumni want to engage and communicate with KIPP and with each other (*some work being done on this through the Alumni Network workstream)*
- Identify data sets, analysis, insight generation, and reporting that the Foundation or network do not access or effectively leverage that could help us to answer more questions now and in the future

2. We aim to determine how **data collection** and verification can happen for prioritized needs in ways that provide timely access to necessary data sets, leverage existing and new data stores and partnerships, and do not add (and even diminish) burden on our network staff.
3. We aim to understand the frequency with which various data sets are needed to be refreshed
4. We aim to understand how Foundation and perhaps network **infrastructure** will need to adapt in order to meet expanded alumni data requirements[5]
   - We aim to store data in such a way that today's most important questions can be answered and the answers to tomorrow's questions can become accessible in the future
5. The process must be collaborative, intentional and leverage the voices and needs of alumni and regional staff, as both groups are key stakeholders in this effort.

In this first year, we are focused on research and discovery, with a goal of laying out a two-year roadmap for building our alumni data collection and reporting infrastructure by June 2020. We are open to design suggestions from RFP responders, but have imagined three components to this work:

1. **Problem Definition:** User research to ensure we understand the scope of the problem, from both the national and regional perspective; and have a thorough understanding of the data needs (as well as existing collection activities/sources) of a wide variety of stakeholders including local KIPP Through College and Career counselors.
2. **Discovery:** Identify various sources that could fulfill requested data needs, along with level of effort. Conduct a scan of "cousin" organizations to learn how they track their Alumni.[6]

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[5] The current assumption is that we will build out additional infrastructure necessary to take on new data streams leveraging existing in-house systems. It is not in scope to design new infrastructure or propose new products; however, we are open to advice and suggestions about alternative approaches if relevant.

[6] We assume this scan would include other Charter Management Organizations (e.g. Uncommon, Noble, Idea) as well as organizations that are designed to support students from low-income backgrounds through career and

3. **Prioritization and Decision Making:** Forcing tradeoffs and building the 2-year roadmap. If the project team has ideas about "quick wins" – smaller projects that can be started and completed before the larger infrastructure has been fully implemented, but which won't compromise the overall data strategy, we would hope that would be surfaced during this stage as well.

Design Parameters

This project is situated within a larger grant funded initiative to increase the Success of our Alumni. As such, it will be essential to collaborate with several teams, other consulting groups, and be willing to be nimble as information evolves.

The process should be:
- Equitable and Inclusive: We seek to center the voices of all alumni, regardless of age, college completion, geography or field of work.
- Participatory and Active: KIPP Regions and KIPP Foundation Stakeholders are brought along and feel proud of the process and invested in the outcome. Alumni are engaged in an authentic and respectful way.
- Integrated: The project seeks to connect dots to existing alumni work, ensuring the data plan meets the needs of other efforts, and attempts to streamline (not duplicate) any data collection efforts.

Recommended solutions should be:
- Alumni- and Regional-User Centric: Reflective of the needs of our alumni and the KTC staff that support them directly; while also solving for Foundation requirements.
- Unbiased: The different paths and experiences of all alumni will be valued.
- High-impact/low burden: Solutions will provide significant value to the end-user (defined by scale and depth of impact), without creating unnecessary drain on resources
- Viable, sustainable, and scalable. It will be important to consider cost and feasibility of solutions.
- Measurable: We have a way to measure and track success.

High-level Timeline & Deliverables

We are seeking a partner who can lend their expertise to further refine our proposed process and deliverables. We welcome proposals that push on our assumptions, timelines and proposed deliverables.

Timeline:
Proposals should outline a detailed process to move the team from kick-off sometime in February 2020 to a final plan by June 2020. Key considerations:
- We anticipate an internal kick off with KIPP Foundation stakeholders in late February. We realize this is a quick turnaround and are seeking a partner who can jump right into the work.
- By June 2020, we hope to have final roadmap for the next 24 months.

Anticipated Deliverables
1. Project Plan with clear milestones and deliverables
2. Documented user research which defines alumni data needs by stakeholder, including what data is needed, for what purposes, and at what level of detail (aggregate, atomic) and how frequently

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college (e.g. Braven, Genesys Works); but may also include other relevant entities (e.g. Universities, Private Schools, etc.)

3. Internal and external landscape scan of where identified data sets can be accessed, at what cost and constraints*[6]
4. Prioritized roadmap for which data sets we want to start or continue collecting and which data is not high priority to access within the next two years;

<u>KIPP Foundation will provide</u>
- Internal KIPP Foundation Alumni Success Data Project Lead, Danielle Eisenberg
- Internal KF Project Manager, (TBD)
- Additional support from other members of the Alumni Success KIPP Foundation cross-team; including Amara Warren (Alumni Success), Michelle Bruce (IT), Rebecca Vichniac (Insight & Analytics), Terry Kline (Data Governance and Quality) and Christina Hamner (KTC)
- Access to alumni data, programs, and previous interviews and data collection
- Necessary connections and introductions to alumni, regional KTC teams, other internal KIPP Foundation staff as needed

PROPOSAL SUBMISSION GUIDELINES
The KIPP Foundation invites responses to this proposal by **01/30/20**. Please send the proposal by email to Danielle Eisenberg at deisenberg@kipp.org and procurement@kipp.org . Responses MUST include:
- Cover Page: include contact information for the primary contact person and a brief abstract for the proposal
- Organizational Description: Briefly describe the organization's history, mission, and key program areas. Focus on relevant experience.
- Criteria for Equity and Inclusion: Include information that will help us assess your organization's ability to demonstrate rigor through equity. What criteria do you use to vet a project, study, data set, etc., for bias? How would you approach this project given an understanding that our primary clientele is first gen, students of color?
- Proposed Scope of Work: Describe the vision for the work and your intended approach.
    o Include information about how you will approach each required deliverable
    o Articulate expectations for cooperation/collaboration from KIPP Foundation, as well as KIPP Regions, schools, and alumni.
    o Include information about how you typically work with partners (meeting cadence, documentation, etc.)
- Monitoring and Evaluation Plan: Include your method for tracking progress, getting feedback, and measuring impact and effectiveness of the deliverables
- Work Plan and Timeline: Provide a work plan, with key dates and deadlines
- Staffing and Management Plan
    o Please include brief bios of each core member of the project team
    o Briefly describe relevant experience and expertise of team members, as well as current capacity
- Budget and Pricing Narrative
    o Provide a detailed budget for the proposed work, including any justification of proposed line items.
- Sample Deliverables
    o Please include a sample deliverable that speaks to the type of work you would do for this engagement
- References: please include email address and telephone number for three references.
fThank you for your consideration.