



KIPP Mission & Vision Internalization – Request for Proposals

SUMMARY OF THIS PROPOSAL

We're looking for an external partner to help us rebuild and refine our messaging, brand identity, and brand architecture and develop a launch plan that leads to the internalization of KIPP's new mission and vision by key audiences and stakeholders. The KIPP network has aligned around a new shared mission and vision that is reflective of bold social justice ideas and co-written by our alumni, families, students, and staff. We need to evolve the way we tell our story to reflect what we now stand for and move away from what we were previously known for (which is, fortunately or unfortunately, very memorable).

KIPP BACKGROUND

KIPP, the Knowledge is Power Program, is a non-profit network of college-preparatory, charter public schools educating more than 100,000 early childhood, elementary, middle, and high school student in 20 states and DC.

Our Mission: Together with families and communities, we create joyful, academically excellent schools that prepare students with the skills and confidence to pursue the paths they choose—college, career, and beyond—so they can lead fulfilling lives and build a more just world.

Our Vision: Every child grows up free to create the future they want for themselves and their communities.

To learn more about KIPP, please visit our website: www.kipp.org.

PROJECT CONTEXT:

KIPP's evolution: KIPP's mission is not a "statement," it's the articulation of our theory of impact. Each "phrase" is a programmatic assertion, i.e. it describes a "what," a "how" or a "to what end" to achieve our desired impact. Some of the assertions are further defined than others. Some are larger shifts than others. At this stage of our evolution, we believe we need to build our new brand strategy around the internalization of these three phrases:

- "College, career and beyond"
- "Together with schools and families"
- "Build a more just world"

For example, here is an articulation of KIPP's evolution from KIPP Through College to "college, career, and beyond":

- It is an important and inclusive act of **love and respect** to honor all pathways KIPPsters take in pursuit of their passions, purpose and plans in life.
- "College, career, and beyond" in the mission statement represents KIPP's commitment to prepare students with the skills and confidence for postsecondary education, career-building, networking, civic engagement, advocacy and more to lead **fulfilling lives and build a more just world**.
- We know that a **Bachelor's degree** is the surest steppingstone toward this aspiration: durable research shows that more education generally leads to stronger labor market outcomes, civic engagement and healthier choices. And we know from alumni feedback that a **one-size-fits-all "Bachelor's or bust"** approach is not



affirming / inclusive of all students and instead alienates a set of students / alumni who have not earned bachelor's degrees and who are not enrolled in a bachelor's program.

- It also overemphasizes college as the destination vs. a steppingstone and ignores the effect that systemic racism has on alumni outcomes.
- We must strengthen the consistency and quality of KIPPsters' **academic preparation**: vision of 100% college readiness for true choice. And at the same time, we must be prepared to enthusiastically support and bolster all KIPPsters along pathways to their highest career aspiration, pathways that include a bachelor's degree and others such as **credentialing programs, the military, gap-year programs and career-to-college**.
- With the new organizational mission, KIPP is officially raising the bar by which we measure our success from solely college graduation to postsecondary education, career and alumni success. By 2025, these will be new accountability measures for the network, with postsecondary education as a critical, but not exclusive, ultimate outcome.

We will provide more context around KIPP's evolution (around discipline practices, social and emotional learning, etc.) as the project kicks off.

Priority audiences: Across the country, 95% of our students are Black or Latinx, 89% qualify for free and reduced lunch, and 17% are English Language Learners. Reflecting the demographics of KIPP's student populations, the audiences below should be considered with an emphasis on Black and Latinx voices in these constituencies.

- Current students and families:
 - As we work to grow and strengthen our network, we focus on how our brand and communications resonate with students and families—their needs and concerns are central.
 - Current students and families are vital ambassadors for our brand, this will in turn also increase enrollment in KIPP schools.
- Alumni:
 - The alumni voice is a key block in shaping KIPP's national voice and serving as ambassadors for KIPP's work.
- Community members and leaders:
 - Because KIPP strives to become more ingrained in the fabric of our communities, engaging those who are actively working on issues relevant to our students—including policy decision-makers and community leaders—who have a trusted voice and broad influence will help KIPP leaders build stronger partnerships and increase credibility.
- Current teachers and school leaders:
 - Great teachers are critical to KIPP's brand and their voices can help to elevate the work KIPP is doing.
 - Having teachers and school leaders aligned with messaging will help to unify and reinforce KIPP's voice.
- Funders:
 - Through storytelling and appeals, our supporters are a key audience to understand (not shape) and amplify our messaging.



Anticipated deliverables: For our priority audiences to internalize our mission and vision, we believe we need the following:

- Project design with a lens towards diversity, equity, and inclusion:
 - Implementation of “[equity meets design](#)” principles or another approach to build in diverse voices at each step of the process, create the conditions for equitable and transparent decision-making, user-centered design with a focus on “the margins”, etc.
 - Plan that [avoids practices that can disenfranchise diverse contributors](#) (overemphasis of written feedback over multiple discourse methods, turnaround times that practitioners who do not sit at desks daily cannot meet, focus on collecting feedback as opposed to demonstrating how input shaped decisions and results, etc.)
- Messaging & materials:
 - Differentiators/org positioning (replacing current 5 that include “focus on character”, etc.)
 - Mission-driven slogan (replacing Work hard. Be nice.)
 - Messaging guide (*building on existing*)
 - Website assets, including video
 - Collateral and signage suite for schools
- Identity & architecture:
 - New KIPP Foundation/national name
 - New KIPP Through College program name
 - National-aligned naming convention for regions
 - Refreshed look/feel
- Launch plan:
 - Internal rollout plan
 - Media plan to share this story with external audiences

Organizational structure: KIPP is a decentralized organization. The selected vendor will work alongside a core team that consists of national and regional marketing and communications leads and a steering committee of national and regional leadership. There will be many voices in this project and we’re looking for a vendor who has experience bringing audiences along the journey, valuing diverse perspectives, and driving toward clarity within complex organizations.

CRITERIA FOR A SUCCESSFUL ENGAGEMENT

Desired outcome is a brand that...

- Is anchored in our new, shared vision and mission
- Demonstrates our commitment to racial justice and educational equity
- Is more unified across the network, with the right balance of consistency and regional autonomy
- Born from a student-centered, research-driven, and inclusive process that reflects the voices of our students, families, teachers, leaders, alumni, community members, and people of color.



Questions to address within proposals:

- How realistic is it to be able to land on a set of national differentiators that resonate with all local markets? What have other franchise or federated organizations done to solve for this? Would there be a tier of messaging one level deeper that gets more specific? Would those messages be built differently?
- Knowing 17% of our students are English Language Learners and English is so often not the language spoken at home, how would you approach developing messaging that will translate across languages? Across regional dialects?
- How might you scaffold the launch of new messaging to build in time to bring internal audiences along the journey (funders who feel strongly that KIPP needs to stay focused on college) and does not risk early leaks and losing control of the narrative?

HIGH-LEVEL TIMELINE

- Select Vendor: Mid-November
- Vendor Engagement & Co-design: December - March
- Internal Communications Prep: April/May
- External Rollout: June/July

PROPOSAL SUBMISSION GUIDELINES

The KIPP Foundation invites responses to this proposal by **10/16/2020**. Please send the proposal by email to Susan Ciccone at sciccone@kipp.org and CC procurement@kipp.org. Responses should include:

- Cover Page: include contact information for the primary contact person
- Organizational Description: briefly describe the organization's history, mission, and key program areas.
- Proposed Scope of Work
 - Describe the vision for the work and your intended approach.
 - 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
 - Please include brief bios of each core member of the project team
 - Briefly describe relevant experience and expertise of team members, as well as current capacity
- Sample Deliverables
 - Please include a sample deliverable that speaks to the type of work you would do for this engagement, and specifically to our commitment to equitable design.
- Budget and Pricing Narrative
 - Provide a detailed budget for the proposed work, including any justification of proposed line items.
- References: please include email address and telephone number

Please contact Susan Ciccone at sciccone@kipp.org with any questions about this proposal.