KIPP:

Request for Proposal for Executive Career Development
Proposal Deadline: 12/11/2020
Proposal Contact: Brittany Estrada, Senior Director of Regional Leader Development, bestrada@kipp.org

Introduction and Background

Great education transforms lives. KIPP, the Knowledge is Power Program, is a non-profit network of 255 college-preparatory, public charter schools educating over 100,000 early childhood, elementary, middle, and high school students. KIPP schools are tuition-free, public charter schools open to all students. KIPP schools, KIPP regions, and the KIPP Foundation are united by a common mission, that 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. In alignment with our network-wide mission, we are examining our policies, practices, and results to disrupt inequity at all levels and become an antiracist organization.

The non-profit KIPP Foundation trains and develops outstanding educators to lead KIPP schools, provides tools, resources, and training for excellent teaching and learning, promotes innovation, and facilitates the exchange of insights and ideas within the KIPP network and with partners including: other charters, districts, colleges and universities, and non-profit organizations across the country. The KIPP network operates under the governance of 28 independent regions or school districts, each led by a suite of leaders (e.g. Chief Executive Officer/Executive Director, Chief Academic Officer, Principal Managers, COO, CFO, etc.), that we collectively refer to as our "regional leaders". Both extensive education, corporate research, and our lived experience demonstrate the importance of these systems-level leaders in the performance of each region. However, our regional leader development strategy, both for readying new executives and supporting current leaders, is nascent. As we embark on designing our network-wide approach to regional leader development, we believe that having effective regional Executive Directors (EDs) who understand and represent the racial backgrounds and lived experiences of our KIPPsters is the best first place to invest.

The KIPP Foundation is seeking proposals from qualified vendors to provide career development services that will support the overall success of current regional Executive Directors and increase representation of Black and Latinx Executive Directors over time.

RFP Process
Listed below are the scheduled activities related to this RFP.

Activity	Expected Completion Date
Publication of RFP	11/11/2020
Due Date for Respondents' Questions	11/18/2020
Response to Questions	11/20/2020
Proposal Due Date	12/11/2020
Estimated Notification of Award	12/18/2020
Estimated Contract Start Date	1/4/2021

Response to questions from respondents will be emailed to respondents. Proposals must be submitted in PDF format only via email to Brittany Estrada, Senior Director of Regional Leader Development, bestrada@kipp.org with a CC to procurement@kipp.org. Please include "Your Company Name-Executive

Career Development" in the email subject line. No responses will be received after 5pm PT on 12/11/2020.

Scope of Work

As the largest charter operator in the country spread in over 30 geographies, KIPP has a unique opportunity to develop current education systems-level leaders and be an incubator of future education systems-level leaders across the nation. While there are a few external training programs targeted at systems-level leaders, most do not have the ability to move talent across the nation for residencies or convene leaders who fill similar roles. Despite the potential to leverage our scale, of the last seven ED transitions, six of those EDs came from outside of KIPP. We recognize a need to do much better in developing internal pipelines for KIPP school-systems executives.

We seek the support of a vendor in leading three major work streams– ED Profile Development, Baseline Assessment, and Researching Best Practices in Executive Development. The end goal of these work streams includes:
- Increasing internal promotions/hires of EDs,
- Increasing representation of Latinx and Black staff in the ED corps, and
- Supporting the performance and development of our in-seat EDs.

The scope of work and expected deliverables for each work stream are described below. Given our network commitment to becoming an antiracist organization, vendors should highlight how they will leverage best practices in equity and racial justice in their proposed approach to the overall scope of work. The contract and scope of work deliverables will span from January 2021 to June 2021.

Work Stream 1: ED Profile Development
While Executive Directors across the KIPP network play a similar role in leading their respective regions, the specific duties of their position vary based on their regional context (e.g. regional size, regional longevity, regional growth trajectory, political context, etc.) as do the skills, experiences, and mindset needed to successfully lead a given KIPP region. These differences in regional context also influence the distribution of leadership responsibilities across a regional leadership team, with some regions having more generalist roles and others having the scale and need for greater specialization. As we seek to develop a network-wide approach to supporting current EDs and readying future executives, we see codifying an ED profile as an important first step. Given the diversity of KIPP regions, we envision there being a few ED profiles that we will need to develop, which are anchored in common, network-wide competencies, as well as context specific competencies aligned to criteria/characteristics of a region (e.g. a profile for EDs in emerging, growing, and steady-state regions). As a part of our profile development work, we also seek to codify a vision for our EDs as the next generation of education sector leaders, leading change within and outside of KIPP.

Key Deliverables
- KIPP landscape analysis, including review of existing artifacts, regional profiles, and stakeholder interviews
- Industry benchmarking of competencies used for executives in organizations like KIPP
- Development of core executive competency framework that codifies the skills, behaviors, values/beliefs, and mindsets that are important across executive roles and regions
- Development of a library of region/context specific competencies for EDs that can be added to ED profiles as relevant to their regional context

- ED profile and competency drafting and facilitation of feedback collection
- Final core ED profiles that can be used to assess current EDs, guide development of current and future EDs, and serve as a basis for candidate profiles in succession planning, recruitment, and selection processes
- Recommendations for processes to update profiles in the future to ensure continued relevance

Work Stream 2: Baseline Assessment

In work stream 2, the vendor will leverage the codified ED profiles from work stream 1 to diagnose the strengths and developmental priorities of our current EDs. Given that regional context can change over time, the strengths and developmental needs of all EDs should be diagnosed relative to the full set of profiles that are created. KIPP has not previously implemented a network-wide approach to performance reviews so we would like the vendor to design, implement, and codify a process that we can leverage in the future to ensure accurate and timely data to inform network-wide succession planning. This process will need to deeply engage a diverse set of regional stakeholders in a rigorous, equity-minded review that will identify in the highest leverage developmental focus areas.

Key Deliverables
- KIPP landscape analysis to understand current practices in ED performance reviews
- Review of best practices for executive performance reviews for the purposes of succession planning
- Implement and codify an approach for baseline assessment, including lessons learned and process improvements recommended for the future
- Report of current strengths and developmental priorities of our current EDs

Work Stream 3: Researching Best Practices in Executive Development

In work stream 3, we seek the support of a vendor in understanding opportunities to leverage the KIPP network's scale and regional diversity to support more thoughtful and strategic succession planning for EDs. Specifically, we would like a vendor to research and codify a menu of industry-proven and research-based best practices and programs that would support the performance of current EDs and identify and ready the next generation of KIPP EDs, with the end goal of increasing internal promotions/hires, increasing representation of Latinx and Black staff in the ED corps, and supporting the performance and development of our in-seat EDs. Additionally, we are interested in identifying strategies to prepare our most tenured and successful EDs to expand their impact as education sector leaders within and outside of KIPP. These best practices should be surfaced from a variety of organizations, internal and external to the education sector, with similar operating conditions and desired outcomes to KIPP. As a part of this review, the vendor will need to provide details regarding contextual factors that support successful implementation of each best practice.

Key Deliverables
- KIPP landscape analysis to understand current executive development practices and key players within KIPP
- Review of executive development and succession planning practices in organizations similar to KIPP
- Review of existing third-party programs that support executive development
- Report on a menu of external programs and internal practices that KIPP could leverage to support our desired outcomes, including resources needed, pros/cons, and contextual conditions that support successful implementation

Vendor Requirements

The KIPP Foundation is seeking an experienced contractor that meets the following minimum requirements:

- At least 5 years of experience in field of talent management or executive career development
- Capacity to and experience in managing engagement across multiple regions with differing contexts (e.g. size of region, tenure of executives in the region, external political context, etc.)
- A stated commitment to further racial equity through internal practices and partnerships with clients
- Experience implementing talent practices, programs, or policies that support equitable outcomes for constituents of color
- Dedicated point of contact to work closely with KIPP Foundation's project manager
- A diverse (by race and gender) and experienced team with an understanding of and commitment to KIPP's mission

Evaluation Criteria

The weighted criteria listed below will be considered in evaluating proposals.

Criteria	Maximum Points
Vendor Capacity and Approach	30
Prior Experience	30
Reputation and References	15
Price	25
Total	**100**

- **Vendor Capacity and Approach:** Respondent has the staffing and resources necessary to complete the services required and outlines a plan to deliver high-quality work products that meet the full scope of work and leverage best practices in equity and racial justice.
- **Prior Experience:** Respondent provides resumes for key staff and documentation that verifies expertise in successfully implementing similar work with clients like KIPP.
- **Reputation and References**: Respondent has a demonstrated track record of success in performing the requested services and/or in the industry and provides positive references.
- **Price**: Respondent offers the requested services at a competitive price and all necessary factors that contribute to the price are accounted for.

Proposal Elements

To ensure that all proposals are evaluated in an equivalent manner, respondents must submit a proposal that contains responses to all of the sections below. Proposal formatting should also correspond to the sequence and format outlined below.

Each proposal should contain the following information:
1. **Vendor Background and Previous Experiences**
2. **Contact Information**
3. **Organizational and Staff Capability**
4. **Scope of Work**
5. **Expertise**
6. **Client References**

7. **Pricing**
8. **Additional Capabilities (if applicable)**
9. **Minimum Qualifications**

1. Vendor Background and Previous Experiences
To demonstrate the Respondent's experience with similar organizations and/or with similar work, include:
- Summary description of organization and its primary offerings
- Relevant experiences in antiracist human capital/management consulting
- Relevant experiences in K-12 education sector, particularly with charter management organizations

2. Contact Information

Primary Contact Name	
Primary Contact Title	
Primary Contact Phone Number	
Primary Contact Email Address	

Vendor Legal Name	
Vendor Address	
Vendor Phone Number	
Vendor Website	
Year Founded	
Number of Clients	
Number of Employees	

3. Organizational and Staff Capability
To demonstrate how the Respondent will manage, supervise and execute the work, include:
- Description of experience and qualifications (i.e., resumes) of all key personnel expected to be staffed on the project. Key personnel is defined as any staff member who will be working on or providing oversight on the project. For all key personnel, describe planned level of effort, anticipated duration of involvement, on-site availability and tenure with vendor
- Description of management and reporting relationships. Provide detailed organizational chart and project staffing model
- Description of how the Respondent will project manage the work streams to keep the KIPP Foundation engaged and updated on work throughout the project

4. Scope of Work
To demonstrate how the Respondent will effectively perform the services specified in this RFP, include:
- Description of how the Respondent will provide all aspects of each work stream as specified; include detailed plan listing out all major activities and deliverables
- Explanation of each major activity planned and how the expected output(s) will inform the final work product and deliverable
- Estimated timeframe (i.e. number of days, number weeks, etc.) estimated for each major activity planned

- Description of the tools and resources that will be provided to KIPP Foundation staff to help ensure sustainability of new practices
- A proposed project plan that includes the current requirements specified in this RFP and a post project implementation plan
- Description of the research base that informs your approach

5. Expertise
To demonstrate the respondent's expertise in the work streams specified in this RFP, include:
- For general approach to the Scope of Work
  - Sample work products that centered diversity, equity, and inclusion as the focus of talent practices, programs, or policies
  - Outcomes data from work with other clients that demonstrates furthering diversity, equity, and inclusion for constituents of color
  - Examples of how the vendor's approach to the scope of work is grounded in best practices in equity and racial justice
  - Description of the vendor's philosophy/approach to diversity, equity, and inclusion work specifically focused on racial justice
- For Work Stream 1: ED Profile Development
  - Sample work products for other clients demonstrating capability and expertise (e.g., sample competency map, sanitized presentation decks, executive summaries, project plans)
  - List of existing relationships with other charter management organizations, school districts, and/or organizations in the K-12 education or nonprofit sector that would be referenced
  - Description of the proposed approach to stakeholder engagement (e.g. who are the relevant stakeholders, how they will be engaged, etc.)
  - Description of potential factors to consider when undergoing large-scale competency mapping
  - Sample outcomes data from prior executive competency model or executive profile development work
- For Work Stream 2: Baseline Assessment
  - Sample work products for other clients demonstrating capability and expertise (e.g., sanitized presentation reports, executive summaries, project plans)
  - Description of potential factors to consider when assessment performance for succession planning purposes
- For Work Stream 3: Researching Best Practices in Executive Development
  - Sample guiding principles for executive career development
  - Description of the vendor's philosophy/approach to adult learning and career development
  - Sample outcomes data from prior executive development work led or recommended by the vendor
  - List of existing relationships with organizations and programs that would referenced in the review of external programs and practices

6. References

List three client references to which the Respondent has provided talent management consulting or executive career development consulting services to within the past five (5) years, preferably in the K-12 education sector.

Reference 1

Name of Company	
Company Address	
Contact Name	
Contact Title	
Contact Phone Number	
Contact Email Address	
Brief Description of Services Provided	
Dates of Service	

Reference 2

Name of Company	
Company Address	
Contact Name	
Contact Title	
Contact Phone Number	
Contact Email Address	
Brief Description of Services Provided	
Dates of Service	

Reference 3

Name of Company	
Company Address	
Contact Name	
Contact Title	
Contact Phone Number	
Contact Email Address	
Brief Description of Services Provided	
Dates of Service	

7. Pricing

Respondents must provide a detailed proposal and cost breakdown by project workstream, including the number of FTEs staffed, the proposed staffing levels of the team members, and the estimated hours and price breakdown for each major activity,

8. Additional Capabilities

If applicable, include a description of any other resources to be provided by the Respondent which would enhance the Respondent's ability to carry out the services (e.g., additional services, deliverable quality assurances, etc.)

Exhibits
- About KIPP

- KIPP's Structure
- List of Regions