

Education Analytics Organizational Culture

Request for Proposal

Statement of Purpose

Education Analytics (EA) is seeking a partner to assist in our continued efforts to develop an organizational culture that enables and fosters inclusivity and support for all employees. Our key near-term objectives for this partnership are to: develop a mission and vision statement that reflects our core values; assess organizational structures and processes in relation to diversity, equity, and inclusion (DEI); and provide training to staff relating to conversations about DEI in the workplace.

Background Information

EA is a fast-growing nonprofit with a mission to “conduct research and develop policy and management analytics to support reform and continuous improvement in American education”. To do this, EA works closely with partners, including school districts, charter management organizations, state education agencies, and education foundations to develop data management, analytics, and reporting systems that support decision making.

Central to our work is the belief that thoughtful analytics and reporting can be used to uncover the inequities that exist in public education; whether these inequities are structural, and have existed for decades, or are emerging as the demographics of public education continue to shift. In all our work, EA is committed to working with partners to uncover and highlight these inequities so that students from all backgrounds and experiences can meet the expectations set out for them.

EA currently has around 60 staff members, all with diverse experiences and perspectives. One of our main goals is to continue to diversify our organization to better serve our partners, as well as grow in a way that is reflective of the experiences of those whom we work with.

While leadership knows that an organization’s ability to engage in authentic dialogue about DEI lives with all employees, they recognize that the responsibility for creating a structure that allows this begins with them. This is one of the reasons that EA is looking to work with a partner that can help us assess the structures and processes of the organization, specifically related to communication and reporting, with the hope that we can identify and work toward a more inclusive culture. Additionally, EA would like to establish organization-wide staff training to help encourage employees to engage in conversations about how their identity is or is not acknowledged and affirmed in the day-to-day work of the organization.

Key Outcomes

Our aim with this initiative is to assess our current policies and activities through a DEI lens to help us better understand the approach needed to create lasting and impactful change, both internally and externally.

Consulting partners will be expected to work in conjunction with organizational leaders and other staff members at EA to evaluate the current state of the organization and provide a summary report of the

findings and recommendations for actions that EA can take to improve. Included in the report should also be a training plan for all staff to support in reaching our goals for diversity and inclusion.

Three strategic areas that EA leadership has identified as possible places to start are below; however, we recognize that consultants may recommend other important areas to consider. We welcome recommendations on the best approach for moving this work forward.

Vision, Strategy, and Policy

1. Create a shared understanding of EA's vision and mission for embracing and embodying DEI in all aspects of the organization;
2. Develop a common understanding of EA's perspective on, and expectations for, DEI behaviors at work;
3. Create a shared lexicon where an employee can reference those understandings; and
4. Use clear goals and metrics to increase accountability for DEI across the organization.

Community and Culture

1. Build a common understanding within EA's community about how we value DEI and how it is centered in all our work;
2. Create an office and organizational culture that is accessible and accepting to all;
3. Ensure there is distribution of ownership and accountability measures across all levels of organizational hierarchy in order to help drive change and further organizational accountability;
4. Ensure that leadership commits to DEI initiatives by being self-aware about their own perspectives, assumptions, and biases, while also creating deeper connections across dimensions of difference in order to continuously learn and improve.

Recruiting, Hiring, and Staff Assessment and Development

1. Design hiring criteria and processes that reflect DEI;
2. Understand how biases, privileges, and microaggressions impact recruiting and retention;
3. Increase the number of leaders from diverse backgrounds, as well as at all levels of the organization;
4. Create a shared understanding of the interconnection between DEI and performance expectations among leaders and staff; and
5. Create a shared understanding of the value of training by leaders and staff.

Summary of Deliverables

- Report on findings from "current state assessment"
- Recommended actions/approaches and measures of success in the following areas:
 - Vision, Strategy, and Policy
 - Community and Culture
 - Recruiting, Hiring, and Staff Assessment and Development
- Guidance on implementation of recommended actions/approaches, including a training plan for all staff.
 - Training for staff should ensure that they feel comfortable having open conversations with each other.

- Training should also be differentiated for leadership and for all staff, with leadership training possibly preceding that of staff.
- Additionally, EA would like proposals to include a plan for training selected staff to facilitate conversations (likely up to four people, including the HR team).
- Timeline for completion of all products

Contract Details

Period of Performance

Initial contract to begin as early as September 15, 2019 and through the duration of the training plan proposed by the consultant. Options for renewal to be agreed upon.

How to Submit a Proposal

Please submit your proposal no later than August 5th , 2019, to Kelsie Fowler, Education Analytics, Human Resources Representative, at hr@edanalytics.org. Proposals should include:

1. Overall philosophy around and approach to this work.
2. A technical approach, which describes how you will carry out the tasks outlined above.
3. A summary of your recent and relevant projects, with a sample report provided to another client.
4. A firm estimate of the fees to be charged and an estimate of expenses that would be incurred. Please price the organizational assessment, as well as each of the training components separately.
5. Resumes of all consultants who would be involved in the project.
6. Names, phone numbers, and email addresses of individuals at three similar organizations who have been your clients during the last 24 months and whom we can contact as references.

Proposal items 1-3 below should not exceed 10 single-space pages. There is no limit on items 4-6.

EA reserves the right to select components of proposals, rather than the whole technical and price proposal as submitted by potential partners. As such, please price your services accordingly.

As a final point, additional services may be requested during the period of performance at the request of our anticipated newly hired Director of Human Resources or other leadership staff.

We will hold interviews with finalists during the week of August 26. If you have questions, please email them to hr@edanalytics.org.

EA would like to give gratitude to Denelle Robinson at Emily's List for granting us permission to use language from their DEI RFP in this one. We are thankful other organizations share our belief that DEI is important work and are also soliciting services, and are willing to share their work freely.