

CRADLE TO CAREER

BLUEPRINT FOR THE FUTURE: EXECUTIVE SUMMARY



Stepping Forward for High Educational Outcomes for All

AUTHORED BY

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WHAT IS CRADLE TO CAREER?

Cradle to Career is a community-based initiative to improve educational outcomes in Rochester, Minnesota with options to expand county-wide. It is different from other educational initiatives and programs in several ways:

- The entire community is engaged and invested beyond existing programs, schools and child-based initiatives.
- A collective impact approach establishes a proactive, systemic, data-driven approach around shared purpose, shared outcomes and a shared accountability system. Today, communities tend to be program rich and system poor. This model alters that approach to ensure long-term sustainability.
- The initiative is grounded in relevant data, mandating data use in decision making and focus. Because of this, it attracts investment due to its rigorous results based impacts across students, families and community.
- It considers every child, every student and every young adult as critical to the community's success.
- Cradle to Career is not a short-term program. It is a long-term method of working in a different way to dramatically improve educational outcomes resulting in healthy individuals, families and community who have economic stability with productive careers and contribute positively to a civic and equitable society.
- Cradle to Career is a proven model with proven results. It has been embraced by 70 cities through-out the United States and supported by a national organization, StriveTogether.

Timeline of Development:

July, 2015 – October, 2016 - Three Rochester Rotary Clubs gathered data, held community interviews, researched 10 cities across the U.S. using the StriveTogether framework and obtained a Rotary grant to conduct a community summit.

November, 2016 – March, 2017 – Rotary joined with United Way of Olmsted County. Together they determined a collective impact approach, held extensive meetings with 'coalition partners' beginning with education leaders, created a data walk to inform the community, consulted with StriveTogether .

April, 2017 – Held a community summit with 200 attendees. Immediately following the Cradle to Career summit, a group of about 50 community members including business, government, philanthropy, service clubs and education partners met to formally vote to launch Cradle to Career in Rochester. That team commissioned a smaller cross-section of community leaders to serve as a Planning Team.

June, 2017 – December, 2017 - The Planning Team worked to define a set of recommendations for launching a long-term sustainable initiative. The Blueprint contains this set of recommendations.

BACKGROUND – WHAT IS THE CURRENT STATE OF EDUCATION?

- “Our under 18 population growth is in the population of those we educate least well: those of limited English proficiency, minority children, and those of low income.” (Planning)
- In Rochester¹, every year approximately 900 out of 1300 children (69%) enter kindergarten not prepared to succeed as measured by the District defined kindergarten readiness screening.
- Five hundred out of nearly thirteen hundred third-graders (39%) in Rochester are not proficient in reading.
- Approximately six hundred out of eleven hundred eighth-graders (54%) are not proficient in math.
- Three hundred students out of approximately sixteen hundred (19%) do not graduate from high school in four years.
- Finally, 53% of the population have not completed a college degree with 34% having attained a high school diploma or less.

Education is significant to individual, family and community health, economic prosperity, self-sufficiency, and civic engagement.

Population growth, changing demographics, workforce needs and innovation culture make it imperative that Rochester increases the rate at which it mobilizes an educated community.

¹ Throughout this document references to ‘Rochester school data’ includes statistics from the Rochester Public School district which encompasses ~ 17,500 students and includes home-schooled students. As a point of reference, the next largest district is Rochester Catholic Schools, part of this initiative, at ~2,150 students but not part of the data. Remaining private and charter schools are ~ 1,650 combined, and again, are not included in this data.

WHAT WILL THE ROCHESTER APPROACH BE FOR IMPROVING EDUCATIONAL OUTCOMES?

The Cradle to Career Planning Team recommends the StriveTogether Framework, a model using collective impact, which is critical to success. There are 70 other cities, large and small within the United States and beyond working within this same framework. The Planning Team subscribes to these StriveTogether core values:

- **Community:** We focus on what connects us rather than what separates us and communicate to each other with transparency and integrity
- **Courage:** We fail forward even if no one is watching, have the tough conversations no one likes having and take risks in pursuit of results.
- **Progress:** We share learning and progress in real time, view professional development as personal growth and fix problems through continuous improvement.
- **Results:** We use data and evidence to make decisions and hold each other accountable for getting results.



Framework for Building a Cradle to Career Civic Infrastructure



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CRADLE TO CAREER PURPOSE AND STRATEGIES

Every child and young adult succeeds cradle to career, through shared purpose, alignment and accountability among community partners

- The community partnership has five shared goals: That every child
 - Enters kindergarten ready to succeed
 - Succeeds academically though support in and out of school
 - Completes some form of postsecondary education or training
 - Enters and advances in a meaningful career
 - Contributes positively to the economy and the community, resulting in healthy people, families and community
- The community partnership does its work in very specific ways to accomplish these goals:
 - Developing a shared purpose and supporting systems change
 - Broadly supported backbone structure to sustain a community-adopted purpose and shared outcomes
 - Continuous examination and measurement of results using actionable data and continuous improvement
 - Aligning resources to support what works
 - Advocating for equity at all levels of the system

CRADLE TO CAREER OUTCOMES & INDICATORS

Cradle to Career Purpose: Every child and young adult succeeds cradle to career, through shared purpose, alignment and accountability among community partners.

	Early Development	Kindergarten	3rd Grade	8th Grade	12th Grade	Post Secondary	Career Excellence
	Pre-Natal to 3	Age 3-5	Age 5-8	Age 8-14	Age 14-18	Age 18-24	Age 26
	Pre-K Developmental Success	Kindergarten Readiness	3rd Grade Reading Proficiency	8th Grade Math Proficiency	High School Graduation On-time	Post-Secondary Completion	Workplace Participation
OUTCOMES	Percent of children developmentally healthy at age three.	Percent of children developmentally ready to enter kindergarten.	Percent of students reading at grade level at grade three.	Percent of students proficient in math at grade eight.	Percent of students graduating HS with 4 year cohort. Percent students with required skills for post-secondary training.	Percent of young adults attaining a college degree or industry, government or military certificate / license within 6 years.	Percent of young adults gainfully employed. Percent of young adults contributing to community.
INDICATORS	-Birth weight -Social & emotional health -Language & communications skills -Thinking & physical skills -Parent / caregiver interaction -Participation in high-quality early learning programs	Children entering Kindergarten with age appropriate: -Language, literacy and thinking skills -Social and emotional behavior -Gross and fine motor skills	-Third grade reading results -Consistent attendance rate -Children have at least one positive role model -Participation in activities beyond school day	-Eighth grade math results -Attendance rate -Social & Emotional behavior -Avoidance of risky behaviors -Youth have at least one positive role model -Participation in activities beyond school day	-Avoidance of risky behaviors -Participation in community based experiential learning -Parent / Guardian engagement in post-secondary planning including FAFSA submission by HS seniors	-Young adults with a college degree / certificate / license within 6 years of High School Graduation -Post-secondary or vocational training enrollment within a year of High School Graduation	-Young adults engaged in the labor force by age 26 -Young adults self-sufficient by age 26
CONTRIBUTING FACTORS AFFECTING ALL OUTCOMES: food insecurity, housing instability, financial instability, adverse childhood experiences, parent/family/guardian engagement, physical health, mental health, parental health, parental incarceration, learning supports, career planning.							

The indicators and contributing factors will be updated over time as Collaborative Action Teams learn more, build knowledge, add relevant research findings and gain experience with the Cradle to Career Initiative.

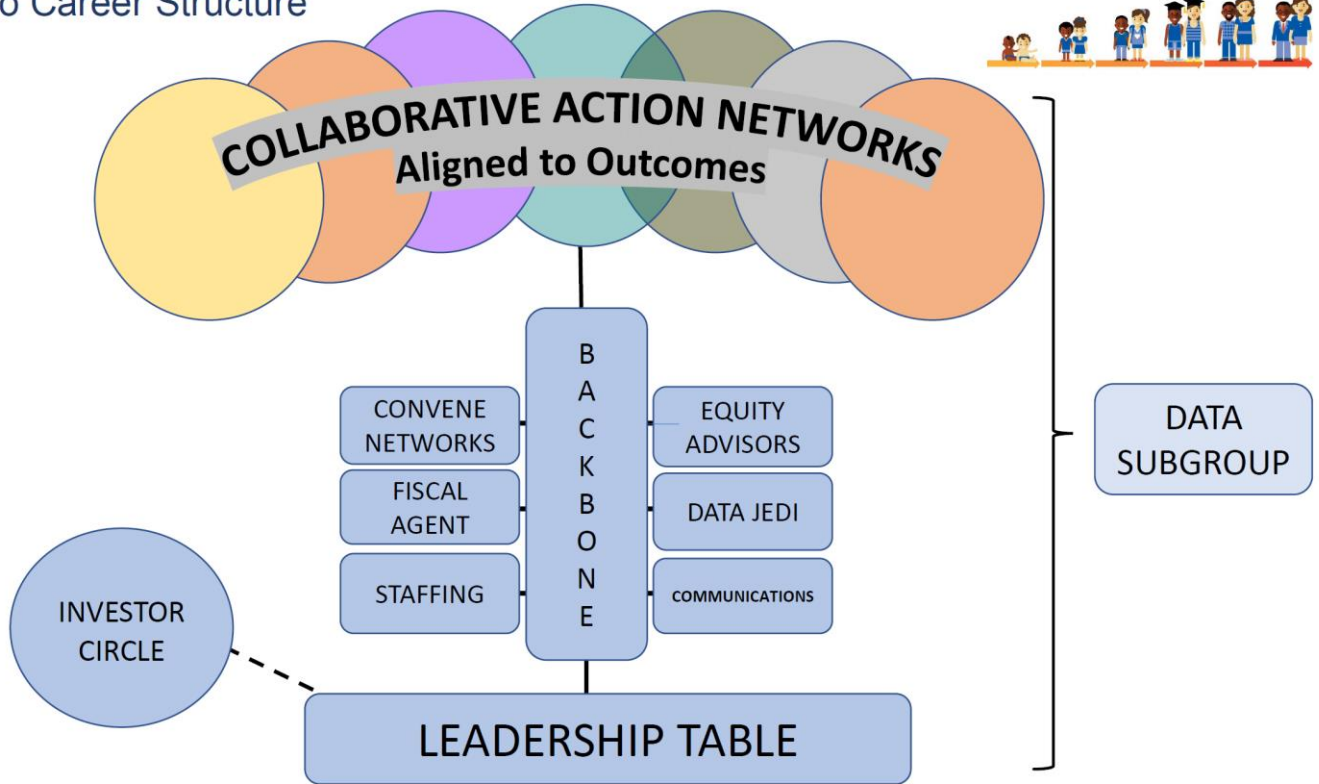
For more information: www.cradle-2-career.org

The Cradle to Career Planning Team recommends that Kindergarten Readiness and High School Graduation teams are launched first. These outcome areas will have some early wins associated with them, have existing data, represent a broad span, are good choices to test the model and will involve multiple community partners.

CRADLE TO CAREER STRUCTURE

A Cradle to Career Education initiative requires the support and commitment from all types of partners, from influential executives to the grass-roots community. Ensuring every child is able to succeed truly takes the whole community and the first step is to build a long-term sustaining governance structure.

Cradle to Career Structure



PHASES OF WORK

There are four phases in the StriveTogether model, and The Cradle to Career Planning Team recommends the proposed timeline for each:

Phase I: Exploring (2017-2018)

Phase II: Emerging (2018-2019)

Phase III: Sustaining (2019- 2029)

Phase IV: Systems Change (2029+)

CRADLE TO CAREER LAUNCH PLAN

The short term launch plan is as follows. This schedule assumes community support during the February briefing on the recommendations from the Cradle to Career Planning Team.

Cradle to Career Launch Plan 2018

Item	March	April	May	June	July	August	Sept
Governance							
• Leadership Table (LT) committed	█						
• LT first meeting and C2CPT orientation		█					
• LT Bylaws, Budget approval, officers named, C2CPT transition			█	█	█	█	
• Seed investment secured and Investor Circle launched				█	█	█	█
Backbone							
• Detailed budget created						█	█
• Baseline Data created		█	█	█			
• Data Management plan and shared data agreements			█	█	█	█	█
• Hire Executive Director							█
• Network Conveners onboarding				█	█	█	
• Launch first CANs							
• Activate Equity Advisors		█				█	
• Create communications team and plan, launch website	█	█	█	█	█		
• First Community Report Out							█
							Goal: accelerate → OCT

CALL TO ACTION

In summary, Rochester has all the elements needed to make our purpose a reality. Consider a community in which:

- Every child is born healthy
- Every child is nurtured, cared for and valued
- Every child is developmentally ready to succeed from Kindergarten forward
- Every child develops fully and to his or her own potential
- Every child receives an advanced education or training which results in financial stability, independence and health
- Every member of our community is valued, disparities are eliminated, human capital is maximized and our community purpose and goals are fulfilled

Given the needs of our community coupled with changes in demographics, community imperatives and the opportunity that is before us, it is clear that our need is now and action is required. Join us to ensure that every child, from Cradle to Career has a positive place in our community and the world and that their contributions ensure a healthy community for everyone.

ORGANIZATIONS SUPPORTING THE CRADLE TO CAREER INITIATIVE:

