

StriveTogether

Communications Toolkit | 2015



Communications Toolkit

Using the Toolkit:

Talking about collective impact is not an easy task, and it can be a challenge to explain the Cradle to Career approach. But communicating this work and its urgency is extremely important in garnering the support, commitment, and ownership from the community that is necessary to sustain a Cradle to Career partnership.

The StriveTogether Communications Toolkit has been developed as a resource to help StriveTogether Network members communicate about their local work as well as the work of the StriveTogether Cradle to Career Network. It is certainly not meant to be a checklist of all the things your partnership needs to have in place in order to communicate effectively; rather it is a way to think about how other communities have communicated this work and the lessons that have been extrapolated from their experience. We hope you enjoy this toolkit and find it applicable to your everyday work.

- The StriveTogether Team

Thank You...

A special thanks to all of the communities who provided examples and stories to help illustrate collective impact communications.

We couldn't do this without you!

Thank you to the KnowledgeWorks communications staff for providing invaluable input, expertise, and support in the creation of this toolkit.

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**MetLife
Foundation**

What's in the Toolkit?

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The StriveTogether Approach
How do we get others on board?

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Cradle to Career
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The StriveTogether Approach

The StriveTogether approach to education reform is one that requires communities to come together to hold themselves collectively accountable for student success from Cradle to Career and to continuously improve their support to children by letting data drive action and decision-making. This is NOT a program, but rather an approach to bring a community together around a common vision and organizes itself to identify what gets results; improves and builds upon those efforts over time; and invests the community's resources differently in order to increase impact. This approach is different from many other education efforts and explaining this difference is important to proving the audience with a clear understanding of a cradle to career partnership. The following key messages illustrate how this approach is unique.

Cradle to Career & Every Child

StriveTogether believes that education is a lifelong experience that begins well before a child ever steps foot inside of a classroom and continues long past a cap and gown commencement and that the opportunity for education success is the right of every child. The StriveTogether approach brings together cross-sector community leaders and practitioners, at various points along the education pipeline to improve outcomes for all kids. The only way to reach the goal of success for every student is to approach education with a Cradle to Career mindset while making intentional efforts to eliminate locally defined disparities that might inhibit a student from achieving.

Contextual & Asset Based

The StriveTogether approach is referred to as a framework rather than a model because implementation depends on the local context and assets in a community. **StriveTogether's framework** for building civic infrastructure is adaptive in that there are some specific elements that, based on experience, have been determined as necessary to support this work effectively. How a community puts those elements into place, however, looks distinctly different. Building upon a communities existing assets, the StriveTogether approach helps identify ways to mobilize those assets to improve education outcomes based on a community's own unique strengths and challenges.



Data-Driven & Continuously Improving

StriveTogether places a laser-like focus on achieving measurable goals and outcomes; however, StriveTogether encourages the use of data not just to measure progress, but to continuously improve. In the education domain, data is often used to punish or reward individual schools and districts; StriveTogether holds that data should be used as a tool to identify areas for improvement and success, ultimately ensuring that partners invest in what works.

Grounded in the Community

A central premise of the StriveTogether approach is that this work requires the collective effort of an entire community to really achieve the systems level and institutional change necessary to support every child from Cradle to Career. The work of a partnership must be grounded in the context of the community by engaging a broad array of community voices through building awareness and information sharing; involving and mobilizing the community towards improvement; and co-developing solutions and strategies with community members.

Tell your partnership's story

Communicating key points about this new approach is important, but these messages have to be translated into your partnerships specific local context, creating a unique brand for your local partnership using language and messages that resonate. Launching a brand is the cornerstone of communication with the community. A brand is more than a name and a logo; it is the partnership's identity and story. A brand reflects the image held in the minds of multiple stakeholders. By establishing a strong brand partnerships have an opportunity to:

- Control the messaging around the organization
- Build relationships with other community organizations
- Build credibility and trust
- Bring a greater range of people to the table
- Connect with donors, supporters and those assisted

**USE THE RESOURCES BELOW
TO HELP TELL YOUR STORY:**

COMMIT!

Who are you?
Knowing Your Story
and Communicating
Effectively

KNOWLEDGEWORKS

Equity Triangle

STANFORD SOCIAL INNOVATION REVIEW

Article on branding
for nonprofits.

How do we get others on board?

Language to consider including in your elevator speech

- Data driven
- Continuous improvement
- Building on existing resources
- Funding what works
- Cradle to Career

Elevator Speech

An elevator speech is a brief (30 seconds or less) explanation of the partnership's work that usually ends in a call to action or opportunity for the listener to further engage. The message should be simple and concise enough so that someone who is completely unfamiliar with the work of the partnership can understand what it is that the partnership does. The language should also be inviting and engaging to capture the interest of the listener. Finally, the use of jargon or organizational speech should be kept at an absolute minimum.

Samples of Elevator Speech

The purpose of the partnership

XYZ Partnership seeks to support children in this community from the time they are born until the first day of their career.

The problem the partnership is solving

The data has indicated that our fragmented systems of education are not adequately supporting all kids to reach their full potential to succeed. Student outcomes in early childhood, K-12, higher ed, and workforce are not where they need to be if we want our region to thrive.

The solution the partnership can offer

The responsibility of supporting the education of our kids is not the sole responsibility of our school districts. It requires the entire community to support the success of all of our kids and by building on existing resources from across the community and using data to identify and fund what really works, we can improve those student outcomes that are lagging for all kids.

The way that the person can help

We are holding a meeting at the library on Oak Ave. on the 22nd of this month to discuss the future of education in our community. I would love it if you could come.



Communications Collateral:

To truly 'build the movement' around a Cradle to Career education system in your community, it is important to be able to articulate the vision and role of the partnership and for all partners to be able to provide a clear and consistent message about the work. The basic message for your partnership can be emphasized through supportive collateral. The following list offers collateral options for your partnership to pull from, depending on what best fits your community and communications strategy.

Know your Audience:

In order to create effective communications materials, it is important to know what audience these materials are intended for. As these are your major outlets to engage and inform the community about the work, considering both the reservations and motivations of key community stakeholders you would like to communicate with can be incredibly useful. Below is a link to a compilation of just a few motivations and reservations of some major community sectors.



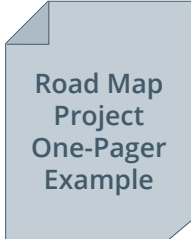
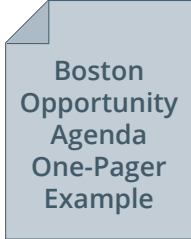
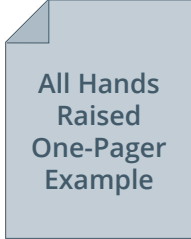
One-Pagers:

A one-pager is an overview document that outlines the necessary information about your partnership in one or two pages (front and back). One-pagers are especially helpful when meeting with funders or potential partners who are not familiar with the work. Please note that one-pagers are the visual explanation of your partnership along with the textual explanation. The more visual you can make the one-pager, the more enticing it will be to readers.

What to Include:

One-pagers, like all communications collateral, need to be tailored to your specific community and audience. That being said, the following sections are commonly included in one-pagers of Cradle to Career partnerships:

- Background/history
- Vision & Mission
- Cradle to Career Outcomes
- Focus Areas (we are we starting our efforts)
- Ways to engage in the partnership



Cradle to Career Outcomes and Indicators

Community Level Outcomes and Indicators

Community level outcomes are academic points along the Cradle to Career education continuum that are supported by research as key contributors to the achievement of Cradle to Career vision and goals. These outcomes are selected by partnerships from across the Cradle to Career continuum and are reported on regularly to ensure accountability to the community and effective alignment of community resources.

Indicators are measures of achievement. They define the measurement of important and useful information about the performance of a program or initiative. They may be expressed as a percentage, index, rate, ratio, or other numerical measure that permits comparison. Indicators are monitored at regular intervals and are usually compared to one or more criterion.

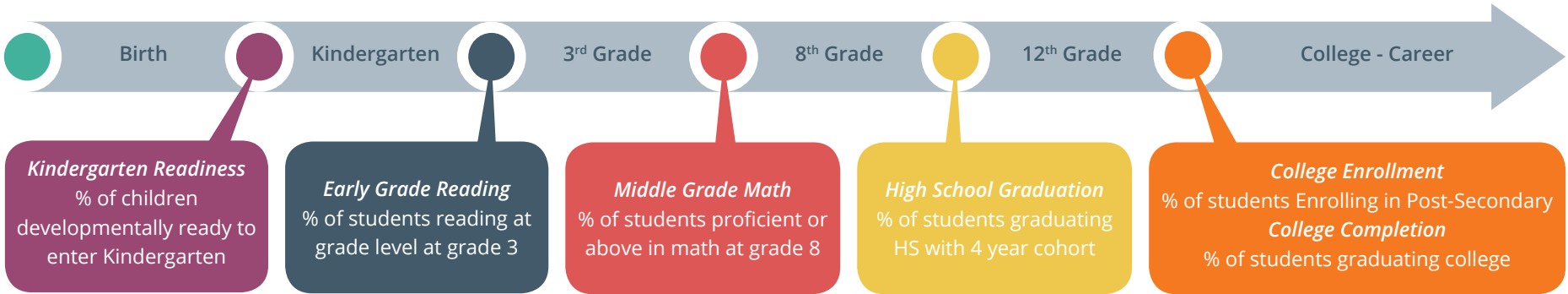
Communicating the partnership's outcomes and indicators is important to ensure that the partnership is accountable to the broader community for driving improvement. Ensuring that the community understand what the outcomes and indicators are and how they were chosen ([see criteria for selecting outcomes and indicators](#)), is crucial to involving and mobilizing the community around improving those outcomes. The outcomes and indicators also communicate that the effort is cradle to career, focused on improving outcomes that span early childhood, k-12, higher education, and workforce, and also that the partnership is data-driven with measurable indicators that it is working to improve to drive overall student success.

Examples of Partnerships' Outcomes and Indicators

Thrive Chicago

Learn to Earn Dayton

Mission: Graduate



Development and Maintenance

A website is one method for communicating messages across partners and the community. Below are some lessons learned from partnerships across the Cradle to Career Network on building a website.

- Websites should have a domain separate from the anchor entity.
- The development of a website is not something that can be entirely contracted out; a project manager is needed to oversee every step of the process, from bidding to updates. It is easy to underestimate the amount of staff time that must be dedicated to developing, writing, and updating content on the website; these tasks often require several dedicated hours of staff time a week.
- Many costs are associated with services and licensing related to website development. A web development firm must be used to build the website, which includes contract hours for a web designer, a developer, an architect, a user interface expert, and testers. Ongoing costs for maintaining a website include a person to manage and implement updates, licenses for the platform (content management system), and hosting server costs. Yearly enhancements are also a likely budget item to keep the website fresh and up-to-date.

Websites from around the Network usually include...

- Background information
 - Vision
- Outcomes
- Who we are
 - Staff
 - Accountability structure
 - Partners
 - Employment opportunities
- Report card and data
 - Links to pdf's
 - Links to educational statistics for the area
- What we do
 - Collaborative action networks
- Call to action
 - Sign up for newsletters
 - How to get involved
 - Events
 - Opportunities to volunteer
 - Donate



Websites - Examples from Our Partners

Website Lessons Learned from Spartanburg Academic Movement

“ We (Spartanburg Academic Movement) recently went through a web design and redesign process, and are very happy with the results. We hired a marketing firm to help us, which we would highly recommend. They helped us not only with the actual website design, but also in laying our story visually -- in a way that made sense to those folks who may not be as familiar with the idea of Collective Impact and our work at SAM.

Some takeaways/lessons we learned:

- Visit other Network member sites to get ideas
- Don't clutter the homepage with too much textual content
- Try to make sure navigation through site is clear, simple, and easy to follow
- Many people view the website on mobile devices, so make sure the site is mobile-user friendly
- Choose web platform (we use www.squarespace.com) that is user friendly so staff can make changes without having to go back to web designer constantly
- Take your time
- Don't settle for less than you want
- Make sure it visually communicates who you are
- Get Board input throughout process
- If choosing a marketing company, choose someone who's work you have seen and with a good recommendation



Website Examples



Spartanburg
Academic Movement
www.learnwithsam.org



Commit!
www.commit2dallas.org



The Road Map Project
www.roadmapproject.org

Community Report Card

Many community report cards have the following elements:

- Letter to community
- Vision, mission, roadmap
- Progress on outcomes/indicators (Where are we now)
- Disaggregated data on Outcomes/ Indicators (where are the gaps and how are we working to close them)
- Targets for each outcome/indicator (where do we want be, by when)
- Strategies around the outcomes/ indicators (What are we doing together about this data)
- Ways to engage



The community report card highlights changes in student outcomes, shown through comparing the data that the partnership collects every year against the community's baseline data. The report card also helps to track the partnership's progress in moving the community-level outcomes and achieving previously set goals. This communications piece is not applicable to partnerships that have not yet agreed upon goals, outcomes, and indicators, or collected the high-level data for their community-level outcomes yet.

Communicating Disaggregated Data

It is important to publicly disaggregate data in order to actively work on closing gaps in achievement and support the success and improvement of ALL kids. Publicly disaggregating data also provides the opportunity to begin a conversation around eliminating the opportunity gap for locally defined disparities with the broader community. Communities do not always disaggregate data by race or ethnicity, some choose to divide sub-populations by English Language Learner or socio-economic status. It is most impactful to disaggregate the data based on where disparities exist, which may mean disaggregating data differently for different indicators. For example, if the largest gap in third grade reading is between English Language Learners (ELL) and non-ELL, but for High School Graduation, the gap is along racial/ethnic lines, then the way data will be disaggregated for these two indicators will look different.

A great amount of trust and shared understanding is needed for partners and the larger community to engage in dialogue around disaggregated data; it can be a difficult and uncomfortable situation that, if not framed appropriately, can cause some partners to draw back or disengage. It is important for Partnerships to understand the narrative that exists in the community around disparities and the opportunity gap to then craft a narrative that can help move the community towards change and improvement, rather than perpetuating negative stereotypes.

Community Report Card

Methods of Disaggregating Data

- School
- Grade
- Neighborhood
- Free or Reduced Lunch
- Race
- Gender
- English Language Learner



Communicating with Data

When sharing and communicating with the community, data needs to be used clearly, accurately and within context of the local community. When communicating about local disparities it is important to understand the circumstances of the local community and be intentional about communicating a narrative to an audience. For example, after reviewing local disparities the narrative may be to bring awareness to the reality of the local disparities or that different types of data will be needed to make clear and accurate assessments.

Finally, systems change requires we understand and message our narrative through a systemic and collective perspective rather than placing individual blame on a partner or institution. The report card is a collective accountability tool that holds all partners responsible for improving the agreed upon community level outcomes. It also ensures that no one partner is to blame for failures just as no one partner is solely responsible for successes. This work takes the collective effort of the entire community to focus on improving outcomes, closing gaps, and supporting every child in being successful

How to Communicate with Data

As a crucial part of a Cradle to Career partnership communications, data needs to be able to be communicated in a way that promotes understanding and action. The key to effective communication is to put the data in context. Three strategies have been identified as ways partnerships can put their data into context- *connecting the dots*, *social math* and *pairing the data with the story*.

Community Report Card

Connecting the Dots

Report Cards report on data points from across the Cradle to Career education continuum, but it is important for the community to not only understand the data associated with each point (i.e. Kindergarten Readiness), but also the connection of the data across the continuum (the relationship of Kindergarten Readiness to Early Grade Reading or High School Graduation). Clearly communicating how one data point influences others is key to reinforcing the importance of Cradle to Career partnership, collectively working to support students all along the continuum.

Social Math

Data, while integral to the approach, is not always the easiest thing to understand or communicate. An effective strategy in helping individuals visualize what data means and its impact is to relate the data to something common or familiar to the audience. Consider the following statements: The tobacco industry spent approximately \$8.82 billion on advertising in 2011; or the tobacco industry spends more in advertising in one day than the federal government spends on prevention in an entire year. This method of relating data to familiar concepts can be useful when developing a report card to communicate data such as the number of students the partnership is looking to impact, or how many more students need to be reached to hit targets for specific outcomes. While this communication technique can be very effective, it is absolutely necessary that the comparison is factual and not misleading.

Pairing the Data with the Story

Data is a foundational element to the cradle to career approach, however it is not always the best communications tool if used on its own. Data does appeal to the logical part of the brain, helping the audience understand the rational reason for a cradle to career effort, but it doesn't engage the emotional part, that part that many times will be driving the audience's decision making. Pairing data with a story can help the audience connect with the impact of a data point and see the child that is behind each number. A good story is one of the most powerful tools in communication, it can help build credibility, garner community buy in or incite people to action. People can't face the data if they are facing the wrong way. Stories let the data in and put a face to a percentage.



E-Newsletters

E-newsletters are an effective and relatively inexpensive way to promote both internal and external communications while also creating an informational bond between the reader and the partnership. Keeping consistent releases with new and relevant content is important to maintaining the usefulness of the newsletter.

Lessons Learned from the Network

- Consistency is Key
- Determine a set schedule for release
- Make sure information is updated and relevant
- Messages should be applicable for both internal and external partners

Potential Newsletter Metrics

- Deliverability (maybe include brief description of what these mean)
- Open-rate
- Click-through
- New subscribers
- Opt-outs

Examples from our Partners



All Hands Raised Monthly



The StrivePartnership Update



Treasure Valley News Bulletin

Engaging the Media:

To effectively communicate the work and role of a Cradle to Career partnership in the community, traditional media must be engaged. It is a source of credible information for diverse audiences within a community. When engaging the media, it is important to deliver a clear and consistent message that concisely explains the work and why it is newsworthy. It is helpful to have clearly outlined talking points for your partnership, and to use these when creating news releases and media alerts. The following tips will help outline the important details that you need to include when engaging the media.

News Release Tips:

How do I structure a news release?

Good news releases are written so a sixth-grader can understand them. If they're not simple, they're not good. They answer some basic questions:

Who: Who is this news release about? Who should be interested in this? Who can elaborate on the news release if the media have questions?

What: What is the news release? What is the significance of it?

When: When is the date the news release will take place?

Where: Where is the news release taking place? Or, where did it take place?

Why: Why is this newsworthy? Why is it happening?

In addition to the 5 Ws, below are some additional tips to create a great news release:

- Don't skimp on details. Include the full names and titles of people or organizations pertinent to the news. Double-check that you've included correct dates and times, phone numbers, e-mail addresses and other contact information.
- Give background. Be sure to provide some history, when necessary, to help reporters make a news judgment.
- Send your release to someone specific. Take the time to find the correct name and/or e-mail of the reporter or newsroom. For television, ask for the name of the assignment desk editor. Also, save your news release and make note of when you sent it so you can follow up on its status or update the contents.
- Is there a photo opportunity? Be sure to mention a unique photo opportunity or interview possibility.
- If it is an event, consider inviting reporters to join.

Engaging the Media:

Examples & Templates:



Use the following checklist below to avoid common mistakes in news releases

- Include contact information. This is a name and phone number where an editor can call to ask questions.
- No typos. If you overlook spelling and grammar, then why should that editor take the time to thoroughly read your information?
- Don't get flowery. News releases should always be on plain, white paper with black ink.
- Use a dateline. This is the city name in capital letters followed by the name of the state. Datelines are found before the first word in the body of your release.
- Use letterhead. It's professional and part of your image.
- Put the most important information at the top. Editors usually cut from the bottom.
- Don't get carried away. Just give the facts: Who, what, when, where and why.

Examples of News Coverage:

- [Milwaukee Succeeds](#)
- [Raise DC](#)
- [P16Plus Council of Greater Bexar County](#)

Using Social Media

Check out our Social
Media Platforms



Social media platforms are fundamentally changing the way we collaborate and communicate, offering new ways to engage with community partners, colleagues, key publications and organizations, thought leaders, and the world at large. Social media presents an avenue for interaction that can help build stronger relationships, provide access to relevant local and national conversations, and help position your Cradle to Career partnership as a leader in your space.

Social Media Guidelines:

Social media, like any communications platform, needs to be used responsibly as brand integrity and reputation is at stake. Brush up on some basic social media guidelines by clicking on the link to the left.

Social
Media
Guidelines

Social Media Platforms:

Social media is constantly changing, and keeping up with the different platforms and how to use them effectively can be quite the challenge. [CMO.com](#) created a guide to the social media landscape that gives brief context around the pros and cons of each platform.

Social
Media
Landscape
2014

Making Your Space:

On Twitter and Facebook, follow the key publications, organizations, and writers that share your space. Your space is shaped and defined by which ideas you want to own. When deciding on which ideas you want to own, it helps to brainstorm and then narrow yourself down to a list of 3-5 focused phrases or key words (i.e. Cradle to Career, Kindergarten Readiness, Collective Impact, High School Graduation Rates, etc.). Narrowing yourself down to a key word or phrase makes it much easier to search for like-minded people, publications, and organizations. Also, make sure you share success stories, photos of meetings, articles relating to outcomes, and links to local media stories about community.

Using Social Media

Tweet all about it:



Tweet often. Engaging multiple times a day on twitter, even if you only have time to retweet, keeps you an active participant in the ongoing and relevant conversations. It also gives you more exposure.

- There are free tools like TweetDeck and Hootsuite, that allow you to schedule tweets in advance and can be big timesavers. These tools also give you the ability to create a personalized dashboard that can include a column for people you follow on Twitter, a column for those who mention you, a column for each list you have, etc. Another HUGE timesaver.
- Retweeting is a great way to start building relationships. Make sure to retweet, mention (@), and link to people/ publications/ organizations you want to establish relationships with. Many will start to follow you this way.
- Using hashtags (#) allows you to own ideas and find other people in the same space. By using a #, you make yourself way more visible to people who are interested in the same thing.
- Using Twitter lists is a big timesaver. By creating lists in Twitter (things like “Early Childhood Partners” or “Cradle to Career Partners”), you can easily follow the twitter accounts of those who are most likely to provide material for you to retweet, comment on, link to, or write about in a blog post.

Make it Facebook official:



To stay active in the space without overwhelming followers, post on Facebook a couple times per week. Post too little and people might not see the point in following you (or might forget to check your page often). Post too often and people might get annoyed that your page is taking over their news feed.

- By posting things that are directly relevant to you and your work, local community members can feel more connected and invested.
- Make sure to “like” the same type of people you’d follow on Twitter – for the same general reasons.
- Tag people and organizations when you post so they know you are promoting them.
- Save time by scheduling your posts in advance.

Entering the Blogosphere:

The general rule is to blog regularly; at least once or twice a week – this keeps you relevant and allows you to build up a fan-base since they'll know they can expect new ideas from you every week.

- Posts can range from a 3 sentence overview of an article and a link, to a 3 paragraph post with more in-depth thought and opinion about an idea. Blogs allow you the most freedom to articulate your ideas, opinions, and stance, and really own them.
- Commenting on others' blogs is also a smart way to enter into the conversation. So setting up accounts at strategic publications (SSIR or a local newspaper) and then commenting on relevant articles is a good strategy for building dialogue and getting noticed.
- Blogs are a good tool for collaboration. Partnerships with a variety of organizations have a pool of available people to reference for guest blogging, which is a good way to network, build relationships and highlight the work of an individual organization within the partnership.

HOW TO EFFECTIVELY COMMENT ON A BLOG:

- Take a stance or pose a question; either way, you should be moving the conversation forward
- Be concise, but make sure to provide value to the discussion (no fewer than 3 lines is recommended)
- Proofread
- Only link to your site if it's relevant – don't be overly self-promotional

COMMENTS SHOULD NOT:

- Strongly agree, without any further contribution to the discussion
- Strongly disagree, without any rational justification
- Be ambiguous
- Blindly/ forcefully push your own "product"



Check out the
StriveTogether blog

Launching Your Partnership:

Launch your Partnership Publicly

Publicly announcing a commitment to improving education from Cradle to Career can be one of the biggest challenges that partnerships face in regards to communications. This step not only invites the public to support and embrace the movement, it also opens the partnership up for criticism and rejection. While a public launch of a Cradle to Career partnership is entirely necessary in order to obtain the commitment and ownership of the community as a whole, there are many considerations around when to launch, what to launch, and how to launch. Think carefully about how and what the partnership is messaging and to what audience. The following considerations are meant to provide your partnership with some initial ideas around what might be helpful to have in place before launching a partnership publicly.

View the StrivePartnership's Launch FAQs



The talking points above were written when StrivePartnership was operating under the organization's previously branded title, "Strive."

Partnership Readiness Considerations:

- Report card has been compiled with community level outcomes and baseline data
- Key cross-sector community leaders are committed
- Vision, mission and goals are established
- Partnership name is decided on and logo is created
- A set of talking points or one-pager has been developed to keep message consistent
- Messaging has been carefully crafted, messengers are thoughtfully paired with the audience, for example, who will talk to the media and who is not talking to the media
- Outcomes have been selected across the cradle to career continuum

Launch Event Considerations:

- What we are launching?
- Hard vs. Soft launch?
- When and where are we launching?
- Who to invite?
- What key messages do we want to emphasize at the launch?
- How do we publicize the launch?

Launch your
Partnership
Publicly

Soft vs Hard Launch



When considering what type of launch event is most appropriate for your partnership, StriveTogether tends to categorize launches as either 'soft' or 'hard.' Soft launches tend to be a media announcement indicating the commitment to a Cradle to Career approach for education improvement, without a large event or huge press coverage. A hard launch tends to be a much larger communications effort, often with an event, media coverage, and high-profile attendees.

Soft Launch

Public commitment to improving education from cradle to career through limited communications means, such as a press release or news article. Soft launches tend to happen early on in the creation of a cradle to career partnership and communicate, at a high-level, the intended purpose of the partnership, without any set deliverables or specific strategies. This technique is great to stimulate community interest without creating unrealistic expectations before the partnership can deliver.

Before a Soft Launch, be able to:

- Clearly articulate the partnership's vision and outcomes
- Explain how this work is different, but builds upon past efforts
- Develop talking points and key messages tailored to specific audiences
- Have all partners deliver a consistent message
- Have a way for community members to engage in the work Media conference announcing partnership launch
- News Release announcing partnership launch
- Major Community Leader (mayor) announces partnership launch

Challenges to Soft Launch:

- Does not force into public eye
- Does not create community buy-in
- Does not provide community with tangible commitment

Soft vs Hard Launch

Hard Launch

Public commitment to improving education from cradle to career through a significant communications effort, often with high-profile speakers and attendees at a public event. Hard launches tend to happen later on in the creation of a cradle to career partnership after a community report card has been developed and the partnership is ready to communicate how they will work to improve the agreed upon community level outcomes and indicators. This technique is great way to engage and mobilize a broad group of community members and partners, as well as show the commitment partners have made to support the work.

Before a Hard Launch, be able to (in addition to all requirements for a soft launch):

- Communicate the current conditions of the local education system (baseline data around each community level outcome)
- Articulate how various partners and community members will work to improve these outcomes
- Show the commitment of multiple community leaders in the work of the partnership
- Have multiple opportunities for partners, organizations, and individuals to become involved in the partnershipPublic event with Report Card release

Challenges to Hard Launch:

- Could set expectations too high before the partnership is in a position to deliver
- Requires more planning, time, and resources
- Could alienate partners who are not initially involved

StriveTogether

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