StriveTogether

Every child. Cradle to career.

Theory[®]Action

Gateways

The StriveTogether Cradle to Career Network is guided by the Theory of Action. Built on lessons from Networl members, the Theory of Action helps communities build and sustain cradle-to-career civic infrastructure. The Theory of Action consists of six gateways: exploring, emerging, sustaining, systems change, proof point and systems transformation. Within each of the gateways are a series of quality benchmarks that are key to developing and sustaining a partnership.

Meeting the quality benchmarks in the first five gateways puts a community on a path to systems transformation and improved economic mobility.

The Four Principles

Partnerships implementing the Theory of Action effectively demonstrate four principles as they move from building a partnership to impacting outcomes:



The work of partnerships must be grounded in the context of the community. Partnerships engage a broad array of community voices through building awareness and information sharing; involving and mobilizing the community toward improvement; and co-developing solutions and strategies with community members.



Systemic inequities and opportunity gaps are defined by each partnership using local data and context. A combination of gualitative and guantitative data is used to highlight inequities to shift mental models, change power dynamics and establish more equitable policies in the community. Partnerships ultimately work to eliminate disparities in achievement and change systems to advance more equitable opportunities.



Partnerships use local data, community expertise and national research to identify areas for improvement in a constant and



RESOURCES Partnerships build on existing resources in the community and align them to maximize impact.

r :	Gateways						
ork		EXPLORING	EMERGING	SUSTAINING	_	SYSTEMS CHANGE	PROOF POIN
re	PILLAR: Shared community vision	A cross-sector partnership with a defined geographic scope organizes around a cradle-to-career vision A cross-sector leadership table is convened with a documented accountability structure The partnership formalizes a set of messages that are aligned and effectively communicated across partners and the community	The partnership operates in alignment with the accountability structure The partnership publicly releases a baseline report card to the community with disaggregated data The partnership refines key messages to cultivate community engagement	The partnership structure enables action The partnership maintains effective two-way communication with partners and the community	LEADS TO SYS	Organizations, institutions and community members align their work to support the cradle-to-career vision Partners effectively communicate in ways that demonstrate shared accountability for results and build community engagement	 PROOF POINT: Partnership me four benchmar the systems ch gateway across pillars Four core indic. of the seven cradle-to-caree outcomes are maintained or improved ONGOING PROOF POINT:
y Y ing g;	PILLAR: Evidence-based decision making	The partnership selects community-level outcomes and core indicators to be held accountable for improving The partnership prioritizes a subset of core indicators for initial focus based on disaggregated data	The partnership collects and disaggregates baseline data by key demographic groups for core indicators and regularly shares data with partners The partnership prioritizes a subset of contributing indicators of initial focus	The partnership facilitates the collection and connection of academic data across the cradle-to-career pipeline and among partners to enable continuous improvement		Student-level data is accessible and used regularly by relevant partners to inform actions to improve outcomes and reduce disparities	 Partnership is is is systems change gateway with additional exam of systems change of the seven cradle-to-caree outcomes are maintained or improved Two disparity g of the seven cradle-to-caree outcomes are reduced or eliminated
ed a y. tore	PILLAR: Collaborative action	The partnership has committed to using continuous improvement to improve community-level outcomes	Partners use disaggregated data and community voice to understand the root causes of disparities and identify and implement strategies to improve community-level outcomes	Partners take action to improve contributing indicators using rapid-cycle continuous improvement as a means to improving core indicators Action is taken to address opportunities and barriers by pursuing systems-level strategies to advance more equitable outcomes The partnership mobilizes the community to improve community-level outcomes	LEADS TO SYSTEM CHANGE	Partners use a variety of data to continuously improve and implement strategies that intentionally accelerate outcomes for populations facing persistent disparities Collaborative action efforts are sustained to improve outcomes and reduce disparities Community members are involved in the co- development of solutions to improve outcomes	
at irk. ing gn	PILLAR: Investment & sustainability	A backbone is established and capacity to support the daily management of the partnership is in place The partnership has identified what role to play in policy, advocacy and/or mobilization The partnership has engaged investors to support the operations and collaborative work of partners to improve outcomes	The partnership has in place the necessary capacity to support the daily management of the partnership as well as data needs, facilitation, communication and community engagement The partnership engages with local, state or federal leaders who influence policy Partners support the operations work of the partnership	The partnership develops a sustainability plan for operations and staff capacity The partnership takes action to change local, state or national policy to improve community-level outcomes Partners allocate and align resources to improve community-level outcomes		Partners consistently build capability and staff are supported with sustainable funding to implement the evolving partnership strategy Public and organizational policies change to support improvement of community- level outcomes and reduce disparities Public and private dollars are targeted to spread and sustain data-driven practices	

Getting better results for every child, cradle to career

Multiple sectors have aligned efforts in service of economic mobility Youth, families and community residents are empowered to make decisions about education and economic mobility Real-time data, disaggregated by race, gender and economic status, is shared

SYSTEMS TRANSFORMATION

Cross-sector partners implement concurrent strategies to advance better, more equitable outcomes

across sectors in pursuit of better, more

equitable results

The community organizes mobilization efforts to influence practices and policies necessary to improve outcomes

Partners sustain actions to support systems change across sectors

Partnership recruits, engages and builds the capability of diverse staff and partners to advance equitable outcomes, cradle to career

Partners and institutions in multiple sectors adopt practices and policies that advance equitable outcomes

Public and private funding is aligned to strategies that advance equitable outcomes, and/or positive policy changes occur along multiple points on the cradle-to-career continuum

SYSTEMS **TRANSFORMATION:**

- Partnership has met the threshold for systems transformation
- Four core indicators of the seven cradle-tocareer outcomes are improving
- Four disparity gaps of the seven cradle-tocareer outcomes are reduced or eliminated
- One adjacent sector outcome for families, youth or community residents is improving

PROOF POINT

Partnership meets

four benchmarks in

the systems change

gateway across four

Four core indicators

Partnership is in the

additional examples

of systems change

Four core indicators of the seven

Two disparity gaps

cradle-to-career

cradle-to-career

systems change