



StriveTogether 2030 Strategic Plan

Executive Summary

Context

Since its founding, StriveTogether and its Cradle to Career Network of community partnerships have held a vision of every young person on a path to economic mobility. StriveTogether believes that to fulfill that vision, communities must share accountability for equitable outcomes, maintain an unwavering focus on results, data and improvement, and consistently make practice and policy shifts across the systems that most impact the success of young people. StriveTogether and its Cradle to Career Network are particularly focused on young people who are most negatively impacted by our systems — Black, Indigenous, Latine and Asian youth and those experiencing poverty.

Research has demonstrated that young people who meet key academic milestones, 'cradle-to-career outcomes,' have an increased likelihood to achieve economic mobility, with each milestone compounding in a student's favor. High-quality early learning opportunities allow children to begin kindergarten ready to learn, and those students are consequently more likely to be good readers in third grade. Reading well in third grade is a significant predictor of future success in school. Unfortunately, the inverse is also true: with each milestone missed, students fall further and further behind, and deeply entrenched systemic inequities mean that not all children have access to the same opportunities that allow them to reach these milestones. Today, an estimated 40% of American children are not on a path to economic mobility and for young people experiencing poverty and young people of color, these outcomes are often worse.¹

For over a decade, StriveTogether and its Network have sought to improve economic mobility for all young people through the creation of 'civic infrastructure,' which places young people at the center of systems. Civic infrastructure is a way in which a region or community comes together to hold itself collectively accountable for achieving equitable outcomes for all young people. To build strong civic infrastructure, community members, systems leaders and organizations align on a shared community vision, engage in evidence-based decision making, adopt collaborative action tools and processes, and secure resources to support investment and sustainability that lead to system-level shifts and, ultimately, more equitable outcomes cradle to career. Civic infrastructure is even further strengthened when it is 'nested' — joining leaders across neighborhood, regional, state and national communities or systems to collaboratively improve outcomes for young people.

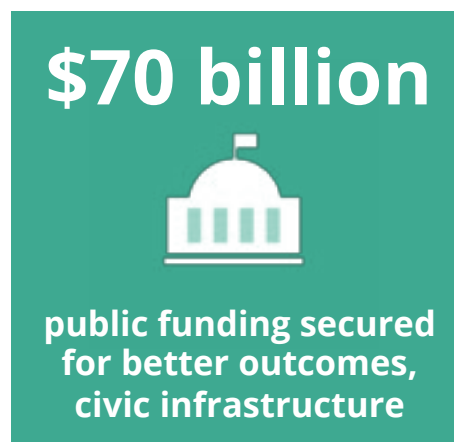
¹Sawhill, Isabelle and Scott Winship. "Pathways to the Middle Class: Balancing Personal and Public Responsibilities." 2012. The Brookings Institution

Vision for 2030

StriveTogether's 2024-2030 strategic plan builds on the successes of its 2018-2023 plan, aiming to achieve even better, faster and more equitable outcomes — placing 4 million additional young people on a path to economic mobility by 2030. This plan builds on the achievements and lessons learned in implementing the last strategic plan. Highlights include:

- On track to achieve its 2023 goals, including 23 partnerships reaching the Systems Change or Systems Transformation gateways, demonstrating the strength of the StriveTogether Theory of Action™ to build civic infrastructure and drive alignment within a region
- Proof of concept that building and connecting civic infrastructure within a state is essential to achieving scale. In particular, investing in state-level policy and data infrastructure has demonstrated how partnerships can scale effective practices, provide incentives to align public funding with cradle-to-career outcomes and support high-quality implementation of evidence-based public policy
- Validation of StriveTogether's role as a best-in-class convenor, bringing together network members around outcomes, capacities and stages of partnership development to innovate on practices and rapidly disseminate learning across the country

By 2030, StriveTogether has identified a set of results to hold itself accountable:



StriveTogether is well positioned to achieve these results given the strength of its Network, a more developed field of economic mobility and place-based partnerships as well as the opportunity presented by historic federal investment in communities.

Strategic priorities

To achieve these results, StriveTogether has identified four reinforcing priorities that leverage its assets, doubling down on its most effective roles and prioritizing impact at scale:



1. Strengthen network quality and tailor supports: The Cradle to Career Network is StriveTogether's most significant asset with over 20 advanced partnerships at the start of this plan, which represent many of the leading place-based partnerships in the country. StriveTogether has an opportunity to further support these partnerships while also identifying and supporting the next cohort of leading-edge network members in priority states across the country. Through a strengthened Network, StriveTogether will place more young people on a path to economic mobility.



2. Drive policy change and resources at the local, state and federal levels: StriveTogether's last plan showed that engaging in policy can strengthen all levels of civic infrastructure and better align public resources with positive results for young people. In this plan, StriveTogether aims to expand state-level infrastructure beyond policy to include communications, data and more. Within a state, StriveTogether will seek to strengthen the connections between neighborhood, regional and state infrastructure — ensuring local voice is consistently centered and amplified. With leadership from regional partnerships and state coalitions, StriveTogether will also support linking this body of work with opportunities for national policy change.



3. Scale competencies through the Training Hub: StriveTogether's Training Hub builds leaders' competencies to work toward economic mobility in communities, both inside of and outside of the Network, by training practitioners on StriveTogether's core expertise in three areas: data, collaborative improvement and backbone excellence. The Training Hub serves as an entry point to the Network and accelerates results in communities.



4. Build awareness, understanding and demand for a new civic infrastructure: While there is demand for equity and results, the role of place-based partnerships, civic infrastructure and systems transformation is lost in communication. By building greater awareness, understanding and demand, StriveTogether will create both a "reason to believe" and a "reason to act" across key audiences, scaling the ultimate vision of every young person on a path to economic mobility.

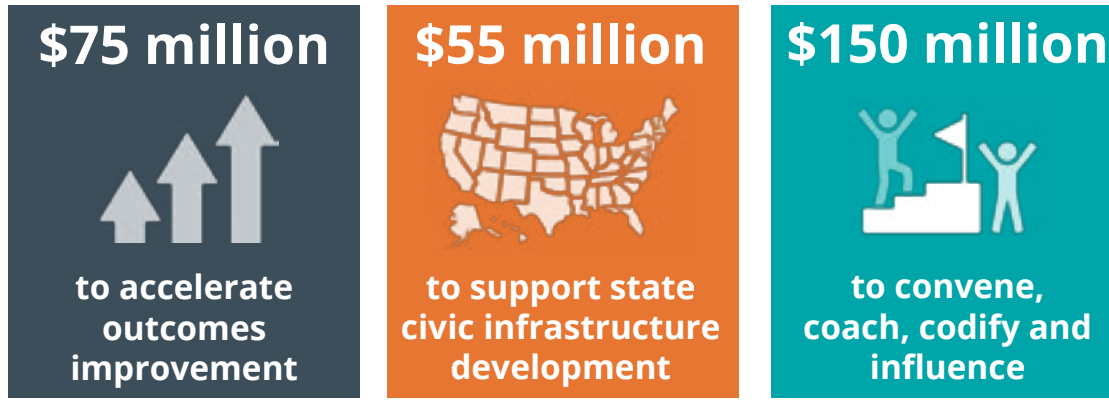
These priorities are part of a reinforcing flywheel to put more young people on a path to economic mobility. By developing a stronger Network, we can expect to see strengthened nested civic infrastructure across the country. This will in turn drive greater policy change and resources, and, along with the Training Hub, result in a stronger field for StriveTogether and its partners. Finally, by building greater awareness, StriveTogether will activate demand for a new civic infrastructure across even more communities.

StriveTogether recognizes that as a national intermediary, it is important to identify where its expertise is best deployed to successfully implement each priority versus when it should work through others to achieve impact. To that end, StriveTogether has made choices on when and how it will deepen the expertise of its own staff, when it will invest behind its Network through re-granting and where an external partner is most effective.

What it will take to achieve these results

This plan requires \$280 million to successfully implement and achieve the results outlined. Specifically, StriveTogether expects to:

- Re-grant \$130 million to the Network to accelerate partnership outcomes and drive policy change and resources at the local and state level.
- Allocate \$150 million to fund the four priorities.



StriveTogether anticipates raising 90% of funding from philanthropy and the remainder through earned revenue, which is in line with its long-term financial sustainability plan. StriveTogether has been fortunate in receiving support from multiple long-term funding relationships and will need to raise an additional \$105M to full realize this vision. The team also anticipates an increase in earned revenue as the Network grows in size and the Training Hub scales in reach.

StriveTogether also anticipates further evolving its capabilities and capacity through the creation of new leadership roles and investment in talent. Notably, StriveTogether will establish a Chief Program Officer and Chief Advancement Officer who will join the Chief Executive Officer and Chief Operating Officer in holding accountability for key 2030 results. The organization will build dedicated roles mapped to key customer segments as the Network continues to grow in diversity of needs and boost its capacity in the Training Hub and other key functional areas.

Call to action

StriveTogether believes in a world where a child's potential isn't dictated by race, ethnicity, zip code or circumstance. For over a decade, StriveTogether's national network of cradle-to-career communities has demonstrated the power of building civic infrastructure. Now is the moment to invest even more to translate evidence-based practices into systemic change at a greater scale. By identifying what works locally, validating and scaling statewide, and amplifying and spreading practices across the country, StriveTogether's model can achieve equitable outcomes for millions more young people in the years to come.

Join us to fully realize the vision to put 4 million more young people on a pathway to economic mobility. Partner with StriveTogether by investing to:

- 1 Improve specific cradle-to-career outcomes from kindergarten to workforce readiness across the Cradle to Career Network**
- 2 Strengthen the Network's capacity, particularly in supporting policy development, advocacy and implementation of policies that center young people and families**
- 3 Target resources and support to a specific state or region of great opportunity and potential.**