

### **Knowledge Management Strategy: Consulting Proposal**

UP Education Network (UP) is a non-profit school management organization whose mission is to rapidly transform chronically underperforming district schools into extraordinary schools that sustain high achievement over time. Our turnaround schools ensure that students acquire the knowledge, skills and strength of character necessary to succeed on the path to college and to achieve their full potential. UP currently operates five schools, three schools in Boston, MA and two schools in Lawrence, MA. Across our network, we are serving more than 2500 students.

UP Education Network has rapidly expanded from a single site and 486 students in 2011-2012 to five schools and 2,500 students in 2014-2015. In consideration of this growth, we used the 2013-2014 year to step back and define what "Shared Practices" bind us together as a network whose whole is greater than the sum of its parts.

We are now faced with the task of implementing and institutionalizing our Shared Practices. To that end, UP is seeking a consultant who could review our current systems for knowledge management and resource sharing, and develop concrete recommendations for the tools and processes UP should put in place to successfully develop a culture of looking to Shared Practice resources to guide our work.

Outside of Shared Practice, UP has expanded its network office team dramatically, and will be developing supporting resources for many topics not formally considered to be part of the Shared Practice process. To date, UP has shared resources primarily through email and through Dropbox. However, there is currently no mechanism to share resources with school leaders or across schools other than via email (ie, there is no shared drive, Google Drive folder, Dropbox folder or intranet site that all people in the network can access). As part of our Knowledge Management strategy we are looking to identify a platform to house network-wide resources – including both documents and videos - and a process to ensure that network-wide resources are high quality and up to date. To be successful, such a platform would need to help support collaboration and communication across our various geographic regions and across all levels of our organization. In addition, we are seeking recommendations on how we can improve our use of cloud-based file storage systems like Dropbox and, specifically, how we can ensure we have a file storage system in place that will meet our needs when we are serving anywhere from 15-20 schools.

The consultant would report directly to the Director of Strategy and Evaluation, but would also work closely with other members of the UP Leadership Team and would consult with school leaders as needed.

#### **Project Description:**

The scope of the project would be cross-functional, and would include working with the heads of the Academics, Finance, Operations and Talent departments to develop recommendations for how we should create and share network-wide resources. This may include:

- Identifying an online platform to host resources
- Determining how the resource platform should be developed and maintained, including which department(s) should be responsible for this work
- Establishing a process for determining when and how resources are published and updated

- Determining how the creation of an online platform for resources would impact our existing processes and tools used in the resource creation process

Determining how to make the transition to a new knowledge management system, including what trainings are required and when and what systems need to be put in place to monitor the success of the system's implementation.

**Proposed Deliverables:** The following are proposed deliverables (subject to change):

- Project workplan
- Benchmarking data summarizing how other large-scale CMOs or rapidly growing organizations effectively share network-wide resources.
- Proposal and implementation plan for a new knowledge management system
- Recommendations on how roles and responsibilities would need to change in order to develop, publish resources to, and update a knowledge management system
- Recommendation on how to revise our use of Dropbox as we scale
- Recommendation on how we would measure the success of the system, including how we would monitor its implementation

**Proposed Timeline:** The proposed project timeline would run from a kick-off in early to mid-December to a conclusion with final recommendations, and all corresponding tools and templates, completed by the end of March, 2015.

**Ideal Qualifications:** The ideal consultant would have the following characteristics:

- A passionate belief in UP Education Network's mission, values, and educational model;
- An eagerness to set ambitious, challenging, and tangible goals, and a relentless drive to achieve them;
- An ability to thrive in a fast-paced, entrepreneurial environment and a capacity to remain calm and focused when faced with unexpected challenges;
- Exceptional strategic thinking skills; experience in management consulting preferred.
- Experience in project management and work plan development;
- Strong organizational skills and attention to detail
- A sense of humility in the face of success;
- Excellent interpersonal and communication skills;
- 4-8 years of work experience in strategy consulting, education, non-profit management, operations, or a related field;
- Bachelor's degree is required, master's degree preferred.

**Required Documents to respond to this RFP:** If interested in being considered for this work, please submit the following documents:

- A proposal summary that addresses all components of the project description and proposed deliverables
- A draft project workplan or timeline
- A cost quote that includes timing of invoice payments
- At least two references

**To Apply:** If you are interested in submitting a proposal, please contact Nicole Dorn, Chief Operating Officer, at [ndorn@upeducationnetwork.org](mailto:ndorn@upeducationnetwork.org), or Ryan Knight, Director of Strategy and Evaluation, at [rknight@upeducationnetwork.org](mailto:rknight@upeducationnetwork.org). **All proposals are due by November 21.**



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