

ABOUT CODE NATION

Code Nation is a community of teenagers, technologists, teachers, business leaders, and other champions. A movement spanning cities, cultures, and industries, our community builds bridges across social and economic divides and unites people with the power to change each others' lives.

Code Nation equips students with the skills, experiences, and connections that together create access to careers in technology. With a volunteer teaching cohort of over 300 professional web and software developers and a network of school and company partners, we provide coding courses and work-based learning programs to students who attend under-resourced high schools. Our industry-aligned curriculum and vast network of supporters provide students with the tech skills and social capital they need to break into the tech workforce.

During the 2019-2020 school year, Code Nation pivoted to reach 1,630 students in 72 programs across the Bay Area, Chicago, and New York City, 100% virtually. Software developers collectively volunteered more than 45,000 hours to provide in-person and remote learning in support of Code Nation's mission in the San Francisco Bay Area, Chicago, and New York City.

Code Nation is committed to being an inclusive, pro-Black, and anti-racist organization. Ideal candidates are committed to educational and tech equity and working against institutional inequities. We believe that anyone can learn to code, and everyone should have access to careers in the thriving tech workforce.

THE NEED

After spending a number of years shaping our small program in New York City, our organization has grown in recent years including both expansion to Chicago and the Bay Area and growing our program in New York City. During this growth time, we have added a small and talented team at "national" responsible for core functions (DEI, development, finance/accounting, HR, talent), program support (curriculum/instruction, data/evaluation), and recently added staff who are beginning to think about support and programming to the alumni of our program. Our organization is oriented around the deep belief that programs could and should be centered on local context. In this spirit, we aim to balance controlling the "right stuff" at the center while creating room for our regions to operate with autonomy as they execute the program. In our endeavors to build in this innovative way, we have predictably encountered some key challenges in our program implementation:

- We have not always been able to fully identify what the "right stuff" is to standardize and autonomy has led to variability that can be hard to manage and creates complexity for our data and evaluation.
- While we have a robust data collection process, we could be more purposeful in distilling the data into clear and cohesive learnings to inform our program.
- We need to evaluate some of our program components (e.g. recruitment of volunteers, training of volunteers, core curriculum components, corporate partnerships, etc.) in order to find the balance between efficiently centralizing to support regions in maximizing their impact while also avoiding being overly controlling from the center
- Our focus on building programs that center on local context have led to creative and impactful innovation and customization which creates more complexity as we seek a unified long term vision for our program
- Creating program components that balance control and autonomy is hard work and we have an opportunity to sharpen our ability to surface needs, identify the pattern in those needs, and create centralized solutions to address those needs that are accessible to our regional staff and successfully implemented
- We have not found models of other programs that have been built this way and have open questions about our long term staffing and organizational structure
- We have experienced some staff transitions, with our long-tenured National Program Director, moving on to new opportunities at the end of the 2021 calendar year.

We are seeking an independent consultant or consulting firm to join us over the next 6 months in support of our program vision. This person or people will be responsible for two primary responsibilities: a) supporting our national programs team to execute towards strong support of our program operating in the current school year while also b) forming an opinion about the future of our program.

In terms of support for the national programs team, we envision this person providing functional role-based management, coaching, and support to the team of four while we hire for their permanent manager:

- Alumni Manager and Career Success Associate (CSA reports to Alumni Manager)

- Sr. Curriculum & Instruction Manager
- Sr. Program Data and Evaluation Manager

This will include a mix of giving good advice, observing and providing feedback, and rolling up your sleeves to build capacity. We also envision this person providing dotted-line support, coaching and facilitation to regional Program Directors (who report to our three regional leaders) as they work collaboratively to set regional program vision, track progress, trouble shoot challenges and opportunities.

In terms of forming an opinion about the future of our program, in the first months of the engagement we envision this person will conduct an analysis of our program needs and opportunities, culminating in a report that includes and a map of long term decisions that need to be made in a sequenced order, along with recommendations on these decisions based the expertise this individual brings and context they have built.

Throughout this engagement, this person or people will build relationships with regional leaders and regional program staff in service of both the landscape analysis and the ongoing coaching and support to the national programs team. Finally, this person will partner with our leadership team and a search firm to shape a vision for staffing for the national programs team long term. For the right partner, there is the potential to participate in the hiring process for leadership roles in Programs, and support the onboarding and support of that person(s).

WHO YOU ARE

Our ideal consultant or consulting firm is first and foremost authentically centered on the values of diversity, equity, and inclusion. They are passionate about issues of equitable access and they are excited about the opportunity to work with us in expanding opportunities in tech careers to the students in our programs.

The ideal consultant or consulting firm team possess these experiences:

- **REQUIRED:** Strong people and project manager, with experience managing across functions, balancing competing deadlines and priorities, and managing stakeholder engagement.
 - a. **STRONGLY PREFERRED:** experience in a matrixed organization with a national / regional dynamic
- **REQUIRED:** Has worked extensively in programs that are in early growth and/or late growth stages
- **REQUIRED:** Either led a multi-site program with site independence inherent to the program OR is deeply passionate about this type of program design and able to leverage other experiences to give good advice
- **STRONGLY PREFERRED:** Experience proximate to the elements of our program (youth, secondary/postsecondary, workforce development, multiyear, alumni program development and/or coding/computer science education)

APPLICATION PROCESS

Code Nation is partnering with RCG Talent Solutions to source and hire for this RFP. Please submit your expression of interest to CodeNationRFP@rcgtalent.com with the subject line “National Program Consulting.” Your expression of interest for this RFP should include:

- Summary of relevant experience
- An articulation what information they would need to produce a full proposal including timelines and pricing

We will be accepting applications on a rolling basis with a deadline of 1/2/22 but desire to identify a partner as soon as possible. The process for selecting an RFP will include (dates are for applications submitted by the priority deadline):

- An invitation to meet with our leadership for 30 minutes to learn more about our organization and answer questions you might have in service of producing an outcomes grounded and timebound proposal with pricing
- A formal submission of a proposal
- Finalists will be invited to meet with our team for an additional 30 minutes to answer questions about their proposals and reference checks are conducted

COMMITMENT TO DIVERSITY

Code Nation strives to build a staff and board that reflect the cultural diversity of the communities and neighborhoods we serve. Code Nation extends this commitment to the composition of consultants who support our program in temporary and/or ongoing ways. Code Nation does not discriminate on the basis of race, color, gender, handicap, age, religion, sexual orientation, or national or ethnic origin. We are eager to meet individuals or firms that are either owned by BIPOC individuals or able to staff this project with BIPOC individuals.