



Request for Proposal for Assistance in Strategic Planning

Release Date: September 17, 2018

Due Date: October 15, 2018

Organizational Profile

The National Alliance for Partnerships in Equity (NAPE) is a membership-based 501(c)6 consortium of state and local education and workforce development agencies, corporations, and national organizations committed to the advancement of equity and diversity in classrooms and workplaces. Chartered in 1990, NAPE currently has 38 state members, over 300 affiliate members. The NAPE Education Foundation (NAPE EF) is a 501(c)3 nonprofit organization established in 2002. NAPE and the Foundation (hereafter called NAPE) share a common mission: to build educators' capacity to implement effective solutions for increasing student access, educational equity, and workforce diversity. This mission is met by collaborating with stakeholders in education, particularly in career and technical education (CTE), Science, Technology, Engineering and Mathematics (STEM), and workforce development to build the capacity of educators, parents, and employers through its four lines of business: professional development (PD), technical assistance, research and evaluation, and public policy. For more information about NAPE go to www.napequity.org.

NAPE last updated its strategic plan in 2013, and the organization has met its goals. In that period of time the budget has continued to increase with an annual budget of over \$2.5 million; the staff has increased to 10 full-time staff, and the consultant pool has quadrupled to 30 consultants in the field. The organization is primarily virtual with staff and consultants located throughout the United States. NAPE currently manages three major NSF grants, and it is implementing statewide and smaller-scale professional development to close equity gaps in CTE and STEM throughout the United States. The organization will have its 40th convening of the National Summit for Educational Equity in Washington, DC in spring 2019, where 350-400 educators and leaders from education and workforce development will attend to share effective practices and innovative solutions to close equity gaps in CTE and STEM. In addition, at the Annual Public Policy Day participants will hear from representatives of Congress and the Education and Civil Rights leadership and visit their members of congress on Capitol Hill.

The reauthorization of the Perkins Act (*Strengthening Career and Technical Education for the 21st Century Act*) was signed into law on July 31, 2018, and NAPE is positioned to be a strong partner in building state and local capacity to meet the requirements under the new law relative to identifying and closing equity gaps in CTE.

On September 1, 2018, NAPE's CEO of over 20 years retired and the organization is moving into transition to new leadership. The new CEO has been directly involved with the organization for about 10 years and has been a leader on staff for nearly four of those years.

The strategic plan that will be created over the next year will position NAPE for continued growth and scaling in serving its mission. This strategic planning process will require input from stakeholders, including staff, the NAPE Education Foundation Board, the NAPE Executive Committee, the NAPE Membership, and the larger field of education and workforce development, as well as partners in work focused on equity, civil rights, and social justice. NAPE is widely viewed as a leader in equity in education and workforce development.

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Outcomes to Achieve

NAPE seeks to develop a strategic plan over the next year. The strategic plan will provide direction for the organization as it moves into its next phase of growth and effectiveness in meeting its mission and the needs of its members. NAPE seeks to scale its impact with quality and fidelity and improved member engagement. The strategic plan will drive priorities, initiatives, and programs over the next three to five years, and it will be used as a supporting document for seeking future federal and foundation grants to expand and deepen our work.

Duties and Responsibilities

The consultant will serve as a facilitator on the following:

- Review NAPE materials to gain an understanding of the purposes and work of the membership organization and the Foundation
- Work with the Strategic Planning Committee comprised of individuals from the Foundation Board, NAPE Executive Committee and staff to move the planning forward
- Identify and implement a process to gather information from both NAPE and NAPE EF Board members to provide input into the content of the strategic plan
- Develop and implement a process to gather input from constituents involved in NAPE and NAPE EF programming and other activities, including affiliate and individual members, participants in the NAPE Virtual Learning Community, and key partners
- Conduct focus groups and other data gathering at the annual National Summit for Educational Equity in Spring 2019 (www.nsee.info)
- Facilitate in-person strategy sessions, e.g., two half-day to full-day meetings of the Strategic Planning Committee to further refine the work of the plan (location to be determined)
- Deliver a clear and consistent strategic plan with criteria for evaluation of success that will be used by the organization for the next three to five years
- Develop an operational plan based on the strategic plan by facilitating staff input and engagement

Anticipated Time Frame and Deliverables

- October 15, 2018 Proposal Received
- November 14, 2018 Consultant selected
- Consultant/Key Strategic Planning Committee Members Pre-Planning meeting within 30 days of the vendor selection (before December 15, 2018)
- Written outline of revised planning process submitted for approval within one week of that meeting
- Planning meetings (virtual and in-person) begin in January 2019 and extend into summer 2019
- Over the course of the winter through the early spring, information and input will be gathered from members and key stakeholders
- Additional input will be gathered at the National Summit for Educational Equity (April 28-May 2, 2019)
- An initial draft of the strategic plan will be delivered in early summer 2019 in time for the summer NAPE Program of Work and the NAPE EF summer Board Meetings
- The final Strategic Plan will be delivered by September 15, 2019 unless otherwise specified.

Qualifications and Skillsets

- Previous experience and successful completion of strategic planning with non-profit boards and other organizations, as evidenced by testimonials, letters of support, sample agendas and strategic planning materials

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- Demonstrated understanding of equity and diversity issues and experience; working with programs designed to address educational equity and social justice (*preferred*)
- Experience consulting with virtual organizations and capacity and skill to manage online meetings and manage information in an online platform.
- Ability to facilitate group processes using creative techniques that engage a diverse set of stakeholders.
- Working knowledge of education, including federal education legislation and funding priorities (*preferred*)
- Understanding of the Career and Technical Education and STEM communities and the mission and goals of NAPE and the NAPE Education Foundation (*preferred*)

Submission Process

Submit your proposal and quote to Ben Williams, PhD, CEO bwilliams@napequity.org by email, posted no later than 12:00 p.m. EDT on Monday, October 15, 2018.

Please submit the following items:

1. A sample outline of the strategies to be used in the planning process with the name of the person(s) facilitating this process
2. Samples of similar past strategic planning agendas, activities and written materials successful with non-profit organizations, especially other membership organizations
3. Testimonials and references
4. Facilitator resumes and/or company prospectus
5. Detailed budget - Quote should include all costs associated with planning, researching, conducting, and writing related to the strategic planning process. This includes staff time, travel, printing, and consultant fees. Submit separate budgets for the strategic plan phase and the operational plan phase.
6. Contact information, including web site if applicable

If your proposal is selected, you will be asked to meet (through electronic means) with members of the Strategic Planning Committee to discuss your approach to the strategic planning process. Following this meeting, you will provide a revised timeline for the planning activities.

For any in-person meeting, NAPE (NAPE and NAPE EF) will pay all costs related to the meeting.

The consultant will be responsible for providing a final version of the strategic planning document, including agreed-upon content, no later than September 15, 2019, unless specified otherwise.

For more information about the National Alliance for Partnerships in Equity, please visit www.napequity.org.

Responsibilities and Rights

The NAPE Education Foundation reserves the right to edit, print and distribute written materials used or created resulting from this planning process in a manner that meets its needs.

The NAPE Education Foundation reserves the right to request reasonable improvements or additions to the selected vendor's plans and or budget.

In the case of an in-person meeting, the NAPE Education Foundation staff will be responsible for arranging facilities, conference organizational and management tasks.

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If you need additional information, please contact Ben Williams, PhD, CEO at bwilliams@napequity.org; 614-596-5730.

Equal Opportunity Employer

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