



Irving Harris Foundation
Request for Proposal
Seeking a Strategic Sunset Consultant(s)
Submission Deadline: June 8, 2024
April 28, 2024

Intro/Overview:

We welcome submissions from qualified and experienced strategic philanthropic consultants with expertise in liberatory and DEIB practices to support the Irving Harris Foundation's (IHF) team as we advance our sunset strategy. This Request for Proposals (RFP) aims to identify a consultant(s) to support IHF to develop and align around a shared vision for our sunset strategy across our programmatic priority areas and then translate that vision into actionable strategies and actions. We particularly want to call out the need for support around the best way to engage our grant partners in this process.

As the Irving Harris Foundation moves toward sunset in 2032, we are dedicated to ensuring that this transition embodies our core values of justice, partnership, and equity. Irving believed that all people have the right and ability to thrive, and IHF will continue his legacy of addressing the root causes of social injustice. We are committed to more deeply centering intersectional racial equity in our work by modeling the principles of trust-based philanthropy and shifting power and resources to BIPOC communities through our grantmaking and strategic initiatives. Our decision to sunset is guided by our aspiration to further shift and share power in our core giving areas of Reproductive Health & Justice, Infant & Early Childhood Mental Health, Early Childhood, and Jewish Values. Spending down all our funds over a shorter period of time will allow us to more quickly put these resources where we feel they belong – in the hands of the communities we work to support.

We seek to co-conspire for justice with our grantee and other partners in the years ahead. We intend to listen deeply to grantee and community voices, to communicate openly and honestly, and to co-create meaningful new possibilities with our collective resources and creativity. We will deepen our relationships with our grantee and other partners and stakeholders as co-designers and co-learners in the years ahead so that we can continue to benefit from their wisdom. We aspire to:

- ❖ Support and resource our grant partners in ways that honor and prioritize the long-term vision and sustainability of our partners as best as possible.
- ❖ Continue to build on and refine our strategies and work, shaped by the wisdom and aspirations of our grant partners and their communities.
- ❖ Disrupt traditional power dynamics in philanthropy, uplifting the voices and experiences of our partners and communities and changing philanthropic practices to better support and honor them for the benefit of future generations.

To live into these values and commitments, we are seeking a strategic consultant to help IHF engage its partners effectively. Together, we will refine and coordinate a comprehensive set of sunset strategies tailored to each of our core giving areas. These strategies will build upon our long-term work and support our grant partners' ability to sustain and amplify their efforts beyond our foundation's sunset. We want to work with a consultant(s) who will help us develop a strategy that

will leave our partners and their ecosystems better resourced and with the capacity to continue this work well after the foundation sunsets.

Scope of Work

We seek to hire a strategic consultant(s) who holds a liberatory and diversity, equity, inclusion and belonging lens and offers expertise to help ensure that we continue to advance our work in ways that shift power, center community and those directly impacted; and make bold, intentional decisions that center intersectional racial equity and lead to meaningful change. IHF has a broad strategic framework and individual program strategies and priorities already guiding our sunset decisions. The consultant will work with other consultants engaged by IHF and will support IHF to develop and align around a vision for engaging our grant partners to inform and help advance our sunset strategy across our programmatic priority areas and then translate that vision into actionable strategies.

Phase One (Planning): To accomplish this work we are seeking a consultant(s) to first facilitate a planning and reflection period that includes sessions with various groupings of our teams, beginning with leadership, to support our ability to align our objectives, ensure cohesion across program areas, and articulate our high-level goals for this process; and then through a series of follow-up sessions with the full teams and individual program areas, operations, and administrative teams as needed. Through this process we aim to:

- Reflect on our current work, and what we have already done to begin to develop our sunset goals and approaches to our program areas.
- Understand and more fully develop our dreams and aspirations for sunseting, supporting our ability to think in bold and innovative ways.
- Develop clear, concrete implementation plans for engaging our grant partners in refining and co-creating our sunset strategies.

During Phase One the consultant(s) will complete the following deliverables:

- Design and implement facilitated conversations with the leadership team to support them in aligning their objectives and ensuring cohesion across program areas, including individual programs, operations, and administration, thus facilitating a unified approach before engaging with the entire IHF team.
- Design and facilitate a conversation with the full team about our dreams and aspirations for sunseting, including identifying key goals, objectives, and approaches shared across program areas.
- Engage in thoughtful analysis, present reflections, and emerging themes derived from discussions. Collaborate with IHF to iterate these emerging themes, and ultimately provide a comprehensive synthesis of our collective values, dreams, and aspirations.
- Collaborate with program teams to design/develop and plan program specific partner engagement strategies grounded in our dreams and aspirations– this may include survey work, focus groups, one-on-one meetings, and convenings. Different approaches and methodologies may be needed across program areas.
- Work with IHF to develop a detailed process and implementation plan to engage and collaborate with our partners in informing, refining, and in some cases, co-creating our strategy over the next few years. This scope should include a written detailed plan that includes meeting schedules, timelines, deliverables, role assignment, and accountability mechanisms.

Phase two (Implementation): Once the reflection and dreaming phase is complete and the consultant has helped us to develop a process and plan for our grant partner engagement and strategy development work, we hope to engage with the consultant(s) to support IHF in implementation. In this phase the strategy development consultant(s) will also work with our team and other IHF consultants to inform the overall design of our storytelling/impact strategy, and approach to internal/external sunset engagement to ensure alignment with our overall strategy. The consultant will support IHF's ability to coordinate, integrate, and implement our Grantee and Partner engagement strategies to inform Sunset, Programmatic, and overall Foundational Strategies in an iterative and ongoing manner. This will include work to:

- Support IHF program teams in executing and implementing grant and field partner engagement plans developed in Phase One including designing and distributing surveys and coordinating and managing focus groups and one-on-one interviews as needed.
- Capture learnings across the program areas that can inform program specific and foundation-wide strategies with a particular focus on legacy and impact.
- Develop and/or support funder engagement strategies to leverage resources over time to the issues relevant to IHF.
- Develop a process for synthesizing and integrating what we are hearing in ways that can inform grantmaking, special initiatives, and field leadership.
- Identify and help pitch sessions to various conferences in partnership with leadership, program team, and grant partners/other partners.
- Help to identify what types of evaluation strategies and outcome data would inform IHF's strategic decision making and longer-term storytelling/impact strategy.
- Work with other IHF consultants to advance an integrated strategy that amplifies our partners and maximizes impact.

Budget and Pricing: Proposals should provide a comprehensive breakdown of costs based on the agreed upon scope of work. The budget range is \$100,000 to \$120,000 for a 12-month period.

Timeline and Schedule: This project is set to begin as soon as we hire a consultant(s). We anticipate this work spanning the rest of 2024. Develop a timeline, process, and accountability mechanisms for this work that includes deliverables aligned to the following phases of work:

Phase 1 – aligning around a synthesized vision with the Leadership team and full foundation team, program teams, and across strategies to guide an integrated sunset strategy.

Phase 2 – develop a synthesized action plan to advance the strategy that includes partner engagement, approaches to evaluation/outcome data to inform storytelling, etc.

Phase 3 – Support the implementation of the integrated sunset strategy.

Evaluation Criteria:

- Demonstrated expertise and proven track record in diversity, equity, inclusion, and belonging and anti-racist, anti-oppressive, and liberatory practices.
- Relevant experience collaborating, supporting, and developing diversity, equity, inclusion, and belonging programs rooted in anti-racist, anti-oppressive and liberatory principles.
- Experience working with a sunset foundation preferable.

- Experience working with the philanthropic sector, particularly in the area of strategic impact development and implementation.
- Experience developing and advancing strategies that leverage resources and maximize impact.
- Clarity and thoroughness of the proposed approach and methodologies.
- Evidence of an approach towards consultation that is rooted in critical reflection, building relationships, sharing-power, transparency, and collaboration.
- Experience collaborating with diverse teams and promoting equitable decision-making.
- Strong communication and facilitation skills.
- References and track record in similar diversity, equity, inclusion, and belonging focused projects rooted in anti-racist, anti-oppressive, and liberatory principles.
- Demonstrated project management experience.
- Experience facilitating learning sessions, focus groups or other means of gathering and synthesizing diverse feedback and input.

Submission Requirements:

Interested consultants are requested to submit their proposals electronically to ihfadmin@irvingharrisfdn.org, no later than June 8, 2024. Proposals should encompass:

- Consultant's qualifications and pertinent experience.
- Detailed approach and methodology to achieve project objectives.
- Proposed timeline and key milestones.
- Budget breakdown and cost estimate.
- References from previous DEI-related projects and philanthropic strategic planning/implementations.
- Examples from previous DEI-related projects and philanthropic engagements

Additionally, please submit a draft action plan and timeline for engagement, highlighting your qualifications and experience related to diversity and inclusion. If your experience in this field is limited, express your interest and motivation for undertaking this endeavor. Provide relevant background information about your firm, its values, and certifications.