



Challah for Hunger

Request for Proposal Strategic Planning

Deadline for Submission: October 27, 2017

Purpose

Under this RFP, Challah for Hunger seeks a strategic planning consultant to create a 5-year roadmap for expanding and evaluating the Campus Hunger Project, a national advocacy and research initiative.

Organizational Background

Mission & History

Challah for Hunger builds communities inspired and equipped to take action against hunger. Through our work, every one of us will discover our own power to spark positive change and work collectively to solve urgent social challenges.

Eli Winkelman started Challah for Hunger (CfH) as a student at Scripps College in 2004. She missed baking challah with her family, and was looking for a connection to the Jewish community at her school. To solve this, Eli began baking challah with friends, and quickly realized she and her friends could use challah-baking to mobilize and educate others. They began selling the challah and donating the profits to social justice causes. Word of Eli's project spread and soon Eli was guiding students from all corners of the globe as they started their own CfH chapters.

A decade after Eli's first challah sale, CfH continues to thrive. Currently, thousands of college student participants on 80+ campuses across the US, Canada, Australia, and England come together to bake challah bread. While dough rises, they discuss local and global hunger issues and advocacy tactics. They sell the challah to fellow students, university staff and community members. 50% of profits are donated to MAZON: A Jewish Response to Hunger and 50% to a local nonprofit fighting hunger in their community.

Since 2004, our volunteers have donated more than \$1 million to fight hunger.

Current staff

CEO: Carly Zimmerman

Assistant Director: Loren Shatten

Director of Campus Programs: Talia Berday-Sacks

Development & Communications Associate: Vincent Rodgers

Program Associate: Eliana Zimet

Los Angeles Teen Coordinator: Jacqui Rosen

Description of Need

In October 2015, we met with our partners at MAZON: A Jewish Response to Hunger to discuss ideas for a new advocacy project. During this meeting, our partners introduced a hidden form of hunger that was growing but wasn't being covered by the media or addressed in a significant way on a local, state or federal level: food insecurity on college campuses.

We were shocked. How could college students, the audience that we had been working with for more than a decade to fight hunger at home and abroad, be experiencing hunger themselves?

As we learned more about this issue through recent research reports and conversations with organizations working in this field, we came to understand the complexity of the issue as well as the widespread effect on students at both community colleges and 4-year institutions. Recent studies have found that nearly 66% of community college students and nearly 20% of students at 4-year institutions experience food insecurity.

As an organization that works directly with college students to fundraise and advocate for solutions to food insecurity nationally and locally, we believe no one should have to sacrifice food for an education. In response to the lack of awareness of this issue and our own desire to empower college students to make positive change, we launched the Campus Hunger Project.

After a successful pilot year, we are seeking guidance from a strategic consultant for evaluating the Campus Hunger Project to ensure future impact and to expand the initiative. We are looking to develop a 5-year roadmap that can be executed to address college food insecurity locally and nationally and find long-term solutions by 2023.

Programmatic Overview

The Campus Hunger Project was launched to empower our student volunteers to take action and find long-term solutions to the problem of food insecurity on college campuses.

In the first year of the Campus Hunger Project, we sought to better understand different institutional responses and/or policies for addressing insecurity on campuses with CfH chapters through student-led interviews with administrators. We also aimed to raise awareness about this problem with our students, alumni, parents and our wider network through an educational campaign.

Programmatic elements of the 2017-2018 Campus Hunger Project include the following and will be leveraged by the consultant as part of their work.

- A national educational campaign, primarily digital, that engages our network in collective learning and action around college food insecurity
- Student engagement in learning, researching and developing advocacy strategies:
 - a) Distribution of a digital advocacy toolkit for students
 - b) A research project in which students interview student affairs

administrators about their institution's methods/policies for addressing food insecurity

- c) National Cohort Program: a cohort-based learning program for 10 students from 9 colleges to learn advocacy strategies for mobilizing their peers and campus communities to care about this issue and take action. The program runs September 2017 - May 2018

Project Requirements

Challah for Hunger (CfH) is seeking a consultant to provide the following services:

- Perform an analysis of the college food insecurity advocacy landscape and assess CfH's current and potential role in addressing college food insecurity
- Assess the organization's capacity, specifically staff capacity and financial resources, to expand the Campus Hunger Project
- Help us evaluate and refine our understanding of the Campus Hunger Project as it relates to student participants, their campus communities and CfH's wider network as well as help us define how the Campus Hunger Project relates to Jewish values. This includes:
 - Lead a participatory planning process with the CEO, Director of Campus Programs, 2 board members and key students
 - Conducting a general SWOT analysis of internal and external perceptions of the Campus Hunger Project, including perceptions of student volunteers and general supporters
 - Identifying which programmatic elements of the Campus Hunger Project contribute to impact and how in order to inform programmatic elements for future participants
 - Assessing existing strategies and tools currently used to evaluate the student volunteer experience and the overall effectiveness of the Campus Hunger Project in reaching original goals set in Spring 2016
 - Develop new evaluation tools for collecting data from student volunteers and general supporters about their experiences with the Campus Hunger Project and provide guidance during the use of new and existing tools starting May 2018
- Develop a timetable of expansion and evaluation with specific measurable benchmarks, goals and objectives and tasks to be accomplished to achieve goals. Identify clear, measurable outcomes for how to measure organizational and strategic effectiveness, impact, and success

Deliverables

- A 5-year roadmap for expanding and evaluating the program from 2018-2023
 - Detailed written report for internal use
 - Engaging summary report and presentation of findings to be shared with key stakeholders
 - Visual presentation of results and the plan (can be virtual)
- Development of new evaluation tools to measure outcomes, impact and effectiveness of the Campus Hunger Project

Project Budget: \$40,000

Budget includes lodging and meal costs incurred for consultant travel and costs incurred for printing work products and deliverables. The consultant will have access when relevant to CfH's digital tools, which include subscriptions to SurveyMonkey and MailChimp.

Timeline

Proposals due October 27, 2017

Candidate selected November 3, 2017

Project implementation begins November 15, 2017

Evaluation Criteria

In awarding a contract for consulting services to develop a 5-year roadmap for the Campus Hunger Project, we will examine a number of factors. Criteria will include:

1. The extent to which the proposal addresses the stated need and clearly describes the scope of work
2. Specific methodologies that will be used
3. Qualifications and experience working with nonprofits
4. Availability for work November 2017 - May 2018

Application Process & Procedures:

Send completed proposals, **by October 27**, as one (1) electronic document to Talia Berday-Sacks at talia@challahforhunger.org.

1. Programs Narrative (no more than 2 pages) with your understanding of and vision for the project with a brief proposed explanation of how you would lead the process. Applicants should propose which aspects of the project will include CfH staff and stakeholders
2. Qualifications and relevant references, including experience working with small nonprofits, advocacy and/or Jewish organizations
3. Project Plan (no more than 3 pages): A clear description of applicant's plan to complete all of the project deliverables with a detailed timeline for each. Applicants must include in their project timelines check-in points for CfH to be provided with project status updates
4. Work Sample: Example of a finished strategic plan for an organization that is currently executing/executed this plan
5. A detailed budget that breaks out expenses

Note: As work products/deliverables are completed prior to the established check-in points, applicants will be required to send CfH these materials to facilitate the status update meetings and/or conference calls. The successful applicant will be responsible for setting up the check-in meetings/calls, preparing an agenda for each meeting/call, sending out meeting invites and writing meeting minutes.

While CfH staff and stakeholders are committed to participating fully in this process, the selected applicant will be responsible for completing all project work products and final deliverables.