



## **Request for Proposals**

### **CUNY SPH Resource Development: Strategic Fundraising and Growth Consultant**

Date Issued: April 20, 2022

Date Due: May 31, 2022 by 12:00pm EDT

#### **CUNY SPH FOUNDATION CONTACT**

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### **About CUNY SPH**

Launched in 2016 as the 24th independent school within the City University of New York, the CUNY Graduate School of Public Health and Health Policy (“CUNY SPH”) is committed to excellence in teaching, research, and service. We work collaboratively to create a healthier New York City and healthier populations across the globe, living on a healthier planet. CUNY SPH is a leader in promoting equitable and evidence-based solutions to build healthy cities everywhere. Located in the vibrant Harlem neighborhood within the global metropolis of New York, and a vital part of the City University of New York, CUNY SPH is known for our innovative programs and our inclusive culture. As New York City’s public school of public health, CUNY SPH is committed to advancing health equity and social justice locally and globally; creating affordable, accessible, and supportive educational opportunities for all, including students from underrepresented communities, working adults, and first-generation scholars; and preparing public health professionals for the challenges of tomorrow.

### **About CUNY SPH Foundation**

The CUNY SPH Foundation is an independent 501c3 nonprofit organization. Its mission is to advance the achievement of CUNY SPH’s mission, vision and values as New York City’s public school of public health through fundraising, building strategic partnerships and providing services as a champion for the school’s students as they embark on public health careers and its faculty as they work to educate the next generation of public health professionals. We serve three communities of the school - it’s students, the broader CUNY system of 25 institutions of higher learning serving 500,000+ current and continuous learners, and the public health of the city and state where we live and work. Please find attached CUNY SPH’s outlined strategy, as well as a description of our mission, values, and vision.

### **Advisement to Ensure Strategic Growth and Increased and Sustained Fundraising at CUNY SPH**

As the Fundraising Consultant, you will be joining the CUNY SPH Foundation at a moment of remarkable success in the school’s history, as the need for workforce-ready employees with public health backgrounds continues to increase in the wake of the COVID-19 pandemic. Since 2017, the Foundation has experienced over 1000% growth, and raised over \$4M in the past three years with considerable year-over-year growth. Investments have come from philanthropists, institutional foundations and corporations who recognize the need to develop creative and sound policy solutions to address public health issues as they intersect with social inequities faced by New York City communities, as well as communities across the region, and globe.

Since its inception just six years ago, CUNY SPH has quickly established itself as a leading source of public health talent in the most globalized city in the nation, with a commitment to positively impacting and improving health outcomes for all through research, education, practice, and collaboration with neighboring community groups.

Following an in-depth analysis of the school’s trajectory, financials, and fundraising strategies, and an examination of best practices and benchmarking for non-profit foundations, the Board is adopting its first Strategic Plan for the CUNY SPH Foundation. **Explicitly, we are looking for support to establish a detailed, mission-aligned operating plan for the first two years of the strategy rollout. The plan should be informed by best practices in relationship building, leadership, staffing, and key goals. In doing so, this scope of work will ensure the development of responsibilities and goals during the transition of the CUNY SPH Foundation from a start-up foundation to a maturing organization.**

Secondly, once an operating plan has been developed and presented, the Consultant will develop a recommended staffing plan with estimated annual costs that are informed by implementation of the



suggested operating plan. Our Board of Directors has recommended further efforts to solidify, operationalize, and ensure continued strategic growth at CUNY SPH. To drive forward this ambitious project, the CUNY SPH Foundation is seeking a consultant to develop a comprehensive tactical roadmap for structuring, programming, and achieving the goals set in our Strategic Plan.

### **Consulting Position Overview**

The position calls for a committed individual with a long record of accomplishment in the area of development and fundraising. This individual should be capable of developing the Foundation's detailed and comprehensive operating and tactical plan for the first two years of strategy rollout to deliver on key goals. It is essential that the operating plan takes into account the Foundation's vision and suggested tactics to complement this overarching goal. Additionally, the staffing plan should provide detailed guidance regarding next steps as they relate to team expansion, which positions to prioritize, and how/if position roll out should occur (e.g. staggered). The Consultant should have an experienced background in managing multiple large-scale projects, as well as a broad understanding of different areas of fundraising, including major gifts, annual giving, special events, and more.

The Consultant will report to the Resource Development Committee ("RDC"), with key contacts being members of the Executive Director of the Foundation, Foundation staff, RDC members, and the Dean of CUNY SPH. The key deliverables are 1. is a vision-aligned, two-year Operating Plan that should take into account best industry practices for relationship management, leadership, and support and 2. a recommended staffing plan that will support the successful execution of the operating plan. Both should be in alignment with the development of key goals to best achieve the transition from a start-up to an established organization. As the Fundraising Consultant, you will play a role in ensuring the long-term success of CUNY SPH by working directly with and under the guidance of the Foundation to analyze and assess current practices and capacity, brainstorm tactics and methods for continued improvement, and provide practical recommendations to achieve the goals that have been outlined in the Strategic Plan.

The Consultant should use their significant experience in managing projects to articulate a plan that incorporates various strategies that touch upon the Foundation's placement in New York City, with an emphasis on integration into the robust New York City business community. Based on their own experience, the Consultant will clarify the Foundation's capacity in terms of staff, budget, relationship management, major gift fundraising, additions to the Board, and a strategy for broadening this scope and bandwidth.

The Consultant will work collaboratively with and report directly to the CUNY SPH Foundation to learn about, understand, and evaluate CUNY SPH's fundraising needs, resources, activities, and revenue models, and create a practical plan to optimize these efforts. The Consultant will lead internal and external interviews, during which they will utilize their deep industry knowledge to participate in and lead sessions. This position is grant-funded and is currently limited to a maximum of 30 hours. There is potential for an extension should funding become available. Furthermore, the Consultant will have access to administrative and operational support, as well as faculty and students to complement thought leadership and partnership introductions.

**\*Note: Currently, CUNY SPH Foundation and this position is virtual, though there may be meetings on campus as needed.**



## ESSENTIAL FUNCTIONS

The Consultant's key deliverables in helping achieve the Foundation's strategic goals are as follows:

- A detailed two-year operating and tactical plan to facilitate the Foundation's transition from a start-up to a maturing organization
- A recommended staffing plan with estimated annual cost to implement the operating plan
- Deliverables must be consistent with the mission, vision, values, and goals of the Foundation
- Provide scheduled weekly updates to the Executive Director, CUNY SPH Foundation, and an appointed member of the RDC.

The ideal candidate should have:

- Bachelor's degree
- Significant experience with fundraising and development in public health, higher education, student services, or related fields.
- Ability to work successfully in a virtual environment
- Excellent interpersonal skills, including strong verbal/ written communication and presentation skills.
- Exceptional attention to detail, organizational skills, and a track-record of project follow-through.

Preferred qualifications:

- Master's degree in related discipline.
- 10-15 years' experience fundraising in New York City

## **Vendor Requirements to Submit with Application**

- Current or prior client list
- Resume (if an individual)
- Business website (if available)
- List of key individuals who will participate in project with brief biographies
- Eligible to be employed in the United States (EIN or SNN required)

## **Restrictions**

Current CUNY employees or students will not be considered. If an individual, no benefits will be offered with this project.

## **How to Apply**

Submit a cover letter including expertise, prior work and results, proposed plan, strategies, activities, and timeline for completing work. Include maximum contract bid needed to conduct the work (do not exceed the maximum award allowed of \$20,000, a primary contact for the bid (name and email address) and available start date.

All applications must be submitted to [Fund@sph.cuny.edu](mailto:Fund@sph.cuny.edu) with "Fundraising Consultant" as the subject line.

## **Review and Selection Process**

Completed eligible applications submitted by **May 31, 2022 12:00PM EDT** deadline will be evaluated and scored. All applicants will receive a notification of whether their proposal was selected. Only



qualified candidates will be invited to participate in interviews. The CUNY SPH Foundation will not provide scores, disclose process, or specific review feedback to any applicants.



## **Appendix:**

### **Resource Development Committee Strategic Plan Recommendations**

The Resource Development Committee (RDC) was tasked to develop a strategy for a best in class Foundation to optimally support the mission, vision, and values of CUNY SPH with an emphasis on Social Justice (included in the appendix). Within this scope, the endowment for CUNY SPH, food insecurity programs, and support of special initiatives in the Harlem community are key goals.

After reviewing the assessment and benchmarking, several observations were made. Relatedly and closer to home, the CUNY School of Journalism Foundation and Harlem Children's Zone were also reviewed as benchmarks.

#### **Observations:**

- 1) There is an opportunity for a significant leap in capacity, capability, and performance of the Foundation as evidenced by the benchmarking. This was further emphasized by noting that CUNY SPH resides in the richest city and business center in the world.
- 2) There is immense untapped potential for the Foundation capturable by building broad, deep, and lasting relationships with the NYC business community. Development of this core capability will likely necessitate augmented staffing and leadership.
- 3) Further development or initiation of core processes in the areas of Relationship Management, Major Gifting, Alumni Gifting and Online Gifting each have the potential to augment performance.
- 4) Future resources, staffing and leadership requirements should be driven by the strategy.

The RDC recommends for the Board's consideration the following recommendations:

- 1) Gain Board understanding and commitment to the SPHF Strategy strictly adhering to SPH's mission, vision, and values emphasizing Social Justice.
- 2) Focus initial efforts on developing best in class processes for Relationship Management and Major Gifting to have the most immediate and significant impact.
- 3) Begin a well lead process for building broad, deep, and lasting relationships with the NYC business community.
- 4) Examine Board composition to assist in building broad, deep, and lasting relationships with the NYC business community.
- 5) With significant progress in Relationship Management and Major Gifting achieved, begin to build best in class Online Gifting and Alumni Gifting processes.



- 6) Resources, staffing, and leadership needs should be driven by the strategy. Annual business plans should be developed to support Foundation efforts.

The Committee greatly appreciates the work, thinking and support of notably Cara and Adam in facilitating this process.

### **Vision of CUNY SPH**

To improve health and social justice in New York City and across the globe.

### **Mission of CUNY SPH**

To promote and sustain healthier populations in New York City and around the world through excellence in education, research, and service in public health and by advocating for sound policy and practice to advance social justice and improve health outcomes for all.

### **Values**

**We strive to incorporate health equity into everything we do.** We apply a health equity approach to our work and acknowledge the legacy of health inequities and racism experienced by marginalized populations. In order to address the public health needs of society we must first acknowledge the origins and impact of unequal treatment.

**We provide access to excellent educational programs for all students.** As New York City's premier public school of public health, we deliver rigorous and affordable in-class and online graduate education that prepares our graduates for professional success. We provide access for people who have historically been excluded from higher education, celebrate the broad diversity of our community of learners, and build meaningful relationships between students and faculty that support student achievement.

**We believe that public service is a duty and a responsibility.** As a public school of public health located in Harlem, we believe that responsible engagement with our surrounding communities is a priority and an essential part of our identity. We also believe that an important tenet of the school's mission is to use our intellectual resources and talent to advance global public health efforts and improve well-being.

**We are a respectful, diverse, and inclusive community.** We believe that diversity strengthens our school and offers essential insights into public health problems and solutions. In all of our efforts, we endeavor to center the voices of those who have been historically excluded and respect the dignity of each individual.

**We believe collaboration leads to innovative and impactful research, programs, and policies.** Our collaborative approach reaches across academic departments and disciplines within CUNY SPH and throughout CUNY, and extends to research, education, and practice with national and international schools of public health. We collaborate with community groups, NGOs, and other organizations to improve public health at home and abroad.

### **Mission of the CUNY SPH Foundation**



The CUNY SPH Foundation's mission is to advance the achievement of CUNY SPH's mission, vision, and values as New York City's public school of public health through fundraising, building strategic partnerships, and providing services as a champion for the school's students as they embark on public health careers, and its faculty as they work to educate the next generation of public health professionals.