

Intermediaries for Scale RFP – 2019 Stage 1 / Letter of Interest

IMPORTANT NOTE: To complete and submit a Letter of Interest, please visit <https://webportalapp.com/sp/firststage> and create an account.

Overview

The Letter of Interest is Stage 1 of the RFP process. Please refer to the RFP [overview](#) for general information about the process and the [FAQ](#) and [glossary](#) for more detailed information.

You may complete the LOI as an individual organization or in partnership with other organizations. If you are submitting in partnership with other organizations, only the lead applicant needs to fill out the application.

We anticipate that the Letter of Interest will take no more than 20-24 hours to complete. Please note that we have provided guidance on the word count for each of the questions in Parts C and D to help you prioritize questions relative to one another.

Please submit Stage 1 of your application as soon as possible and no later than **noon PST on Wednesday, March 20, 2019**. There will be no extensions to the deadline.

If you have additional questions as you review these materials, please contact IntermediariesForScaleRFP@gatesfoundation.org.

Part A – Learning Events

We will offer a series of webinars and in-person learning events where applicants can learn more about the foundation's strategy for supporting transformation and the process for selecting intermediaries, as well as network with other applicants. The first Learning Event will be held in Austin, Texas, March 5-7.

To participate in this learning event, please complete the pre-registration form by **January 30**. We anticipate pre-registration will take **approximately 10 minutes**.

Our intent is to invite every organization that meets our minimum eligibility requirements [linked here] to attend the first learning event. If, however, we have more interest than space will allow, program staff will review pre-registration information and preference will be given to organizations that show mission alignment with our strategy and are new to us.

We will notify all organizations that complete the pre-registration of our decisions by February 1. Chosen participants will receive airfare and hotel accommodations. We ask these chosen participants to confirm attendance by **February 4**.

Please note that participation in Learning Event #1 is **not** required to submit a Letter of Interest. Rather, we offer the event as an opportunity for participants to learn more about the foundation's strategy for supporting transformation and the RFP process. For those that cannot attend in person, or are not chosen to attend, we will also share this content via two online webinars on February 13 and March 12.

1. Please enter your organization's name and up to two individuals who would attend the learning event.
2. Is your current work aimed at improving postsecondary student success outcomes for students of color and/or low-income students based in the United States? [YES/NO]
3. Please select the geographies where you currently work. [DROPDOWN - SELECT ALL]
 - **National** – Across at least 5 states in more than 2 regions
 - **Regional** – Please select which region(s) you work in
 - **State-Based** – Please fill out which states you work in
 - **Within State Regions** – Please fill out which state-based regions (e.g., Northern California)
4. Can you demonstrate experience in institutional transformation (as defined in our glossary) in your current or previous work? [YES/NO]
5. Do you or have you worked with at least 10 Title IV eligible institutions of higher education that offer undergraduate credentials? [YES/NO]
6. Does your organization intentionally support specific student populations (e.g., students of color, low-income students)? [YES/NO]
 - If yes, please select the student population: [SELECT ALL] Students of color, low income, first generation, veterans, adults, Tribal, Other: please describe
7. Does your organization support institutional transformation through the implementation of specific interventions that are proven to support student success outcomes (e.g., advising, developmental education, digital learning)? [YES/NO]
 - If yes, please select the intervention: [SELECT ALL]: advising, developmental education, digital learning, financial aid, other: please describe
8. Does your organization support institutional transformation within a specific institutional segment (e.g., public two-year institutions, regional four-year institutions)?
 - If yes, please select which institutional segment: [DROPDOWN] [SELECT ALL – Two-year public, Four-Year Public, Four-Year Private, HBCUs, AANAPISIs, HSIs, Tribal, Other: please describe]
9. Please provide the annual revenue for the most recent year you have available (ideally 2017 or 2018). [FILL IN]

Thank you for completing this pre-registration. The Learning Event will be held in Austin, Texas, March 5-7. We will notify all organizations that complete the pre-registration of our decisions by February 1.

Please note that being selected to attend the Learning Event in person does not guarantee future funding. Additionally, attendance at the Learning Event is not required for submitting a Letter of Interest.

Part B – Organization Information

1. Please enter the first name of the individual we may contact about administration of this application (the primary contact).
2. Please enter the last name of the primary contact.
3. Please enter the phone number of the primary contact.
4. Please enter the email address of the primary contact.
5. Are you submitting this application in partnership with other organizations? [Y/N]
 - If yes, who are the other organizations you are partnering with?
6. Please enter the name of lead applicant organization. Please name the lead “programmatic” applicant, not the fiscal agent or other partner.
 - Please enter any other names that you refer to your organization as throughout the application.
7. Please enter the name of fiscal agent, sponsor or other key partner/s, if applicable.
8. Please enter the Tax ID of the organization that will receive the grant funds (EIN).
9. Please enter the lead applicant’s website home page URL.
10. Please enter the lead applicant’s organization “type.” [dropdown – see glossary for definitions]
11. In which state is the lead applicant headquartered? [DROPDOWN]
12. Please indicate if the lead applicant organization is a Minority-Led Organization, as defined in our glossary? [YES/NO]
13. Please enter the number of FTEs at lead applicant organization.
14. Please provide the lead applicant’s approximate Annual Operating Budget (2019).
15. Please share your annual revenue, including approximate amount for the top five revenue sources for 2018.
16. Could you accommodate a 60-minute interview with the appropriate senior leader (e.g., Programmatic Lead, CEO) and two others between May 16th and May 22nd, 2019? [YES/NO]
17. Could you accommodate a 1-2 day site visit with two to three program officers between July 15th and July 24th, 2019? [YES/NO]
18. If no to 15 and 16, please provide a brief overview of your availability in the above date ranges.
19. Has the lead applicant received funding from the Gates Foundation in the past five years?
 - a) Select team [DROPDOWN - select all: K-12 Education, Economic Mobility and Opportunity, Postsecondary Success, Washington State (Pacific Northwest), Other]
 - b) Select year of funding ([Select all that apply DROPDOWN from 2001 to 2018])
 - c) If readily available, please provide your Opportunity Number(s)

Part C – Past Work

1. Please summarize the lead applicant’s mission statement. Please also copy and paste a direct link to a web page showing the lead applicant organization’s mission statement. (~200 words)
2. Please describe your team’s experience in closing gaps in student success outcomes for students of color and/or low-income students. Share how you approached the work, who you worked with, the aim or aims you were trying to reach, the data you used to determine the root cause of the problem, and how you supported students and/or institutions using continuous improvement methods. Refer to the definition of Institutional Transformation and Continuous Improvement in our [Glossary](#). (~500 words)
3. We are interested in how your organization approaches institutional transformation, both how you have approached your work with institutions, and the types of support you have provided. Tell us

which aspects of institutional transformation your organization have focused on (see glossary), how you have helped an institution (or a group of institutions) assess their improvement needs, and how you have interacted with institutions. (~200 words)

4. To effectively support institutional transformation, both intermediaries and institutions must be intentional about how they organize and support their staff and resources. Please describe how you have organized your staff to support institutions and in turn, what you have asked participating institutions to do around the organization of staff, resources, and time to maximize their ability to improve student success outcomes. Consider both how organizational structure and resource prioritization have supported institutional transformation and how they created conditions for continuous improvement. (~300 words)
5. Supporting institutional transformation is complex work. To do this well, we envision intermediaries working closely with partners. Share how you may consider partnering with other organizations to better support institutional transformation at scale, how you foresee your organization partnering to complement and supplement your work, how you will align on what impact is and how you will measure it, and how you track progress in collaborative work. In your answer, you may wish to draw upon an example of a time when you worked with partners to improve student success outcomes. (~200 words)
6. Please describe a time you networked institutions together to learn from each other and not just from you as the intermediary. Share why and how often you brought them together, how you supported them to connect and learn from each other, and what evidence you drew on to determine how effective you were. (~200 words)
7. Finally, what should we consider that we haven't asked about yet? (~200 words)

Part D – Artifacts

Please share the following artifacts from past or current work so that we can get to know you better.

1. We are looking to create a portfolio of intermediaries that reach a diverse set of institutions and students to provide them with deep support to ensure institutional transformation at scale. In the next stage, we will share a set of institutional access and success criteria that we believe are most aligned with the Foundation's values (e.g., access criteria may include institutions with at least 25 percent URM enrollment or at least 30 percent Pell enrollment aligned with population averages). All applicants will be asked to indicate how the institutions they serve align to these criteria in the next phase.
 - For now, we ask that you share a list of institutions you currently work with as well as the ones that you have worked with in the last three years. Please include IPEDS UNITIDs or another unique identifier for the institutions. (Please upload this in an excel document).
 - Please estimate the number of students, broken down by demographics (e.g. students of color and low-income students at least as defined by Pell recipient status), you have reached over the past five years, and provide insight in how your reach will change in the next five years. In your answer, please provide context for the type of support you provide these students. Please note there is not a minimum threshold needed to be considered. (200 words)

- In a few paragraphs, please highlight how you have focused on equity within your target institutions and students (~200 words).
2. [OPTIONAL]: Please upload (a) shared tools, frameworks, or processes that demonstrates how you have supported institutional transformation to improve student success outcomes. (b) Include 1-2 paragraphs describing how you used the artifact. (~150 words)

All organizations will need to submit artifacts if selected for the next stage (Request for Information). If you submit an artifact at this stage, you can provide an updated artifact if you progress to that stage.

Part E – Commitments

In our work with colleges and universities, we've learned that some activities and tools can help intermediaries better support institutional change. We will spend time reviewing and discussing the commitments listed below during the Learning Event and webinars. At this time, we ask that all applicants agree to learning more about the commitments listed below, and to raise any concerns or considerations they may have related to each item. If you have definitional questions, please reference the [Glossary](#). If your question is not answered there, you can reach out to: IntermediariesForScaleRFP@gatesfoundation.org.

Do you agree to the following? [Y/N] If no, why? [To be asked for each commitment]

1. Ensure all participating institutions are submitting specific key performance indicators data disaggregated by race and income via the National Student Clearinghouse's [Postsecondary Data Partnership](#) (PDP).
2. Ensure all institutions are participating in the Institutional Transformation Assessment (ITA).
3. Use data to support the institutional transformation process from prepare, reflect, prioritize, act, and monitor.
4. Coordinate and interact with qualified technical assistance and other service providers.
5. Engage institutions to opt-in to sharing data about service needs and outcomes with relevant service providers.
6. Actively participate in formative evaluation and learning, led by AIR, and incorporate findings into planning and implementation as appropriate.
7. Actively participate in a learning community with other intermediaries and the Gates Foundation collectively developing organization capacity to work at greater scale.

Thank you for your application. All applicants will hear from us by April 16.