2017 Fall

Request for Proposals for
Challenge Funding

The Agnese Nelms Haury Program in Environment and Social Justice (Haury Program) at the University of Arizona (University) is pleased to request proposals for challenge funding. $200,000 is available per year for a single project for no more than 3 years.

The Haury Program will determine the individual award through a competitive review and selection process. This is a two-phase process: phase one selects up to three finalists based on a proposal responding to this RFP; phase two determines the grantee based on a written feasibility study and a public presentation event. This Haury Program funding opportunities occur through the University of Arizona (UA) Foundation (UAF) as charitable grants.

What is the Agnese Nelms Haury Program in Environment and Social Justice?

The world faces twin challenges: delivering a decent standard of living for everyone, while living within environmental limits. The Haury Program was established at the University of Arizona to invest its funding in programs, projects and people working to create a safe, just and sustainable space for all humanity. We currently focus primarily on work in the Southwest region, including Arizona, border lands and northern Mexico, and expect that this immediate focus will develop programs that provide impact in this community and models for programs that may be replicated or have value in other regions nationally and internationally.

In 2012, Oxfam economist Kate Raworth introduced a new sustainable development model for Rio +20 conference called the “Doughnut Model” in a working paper entitled A Safe and Just Space for Humanity. Oxfam’s model integrates human development with planetary limitations. Oxfam’s Doughnut model visualizes a space between planetary boundaries and a social floor where it is environmentally safe and socially just for humanity to exist.

The Haury Program uses this construct to visualize the social and environmental issues on which we focus our funding. The Haury Program’s modified version highlights the areas of primary concern in the Southwest. Our program funds work that improves social justice (justice in terms of the distribution of financial, social, political and human capital, opportunities, and privileges within a society) within the limits of environmental constraints in areas highlighted on the modified “Southwest Doughnut.” For example, currently funded Haury Program projects aid indigenous peoples’ communities in increasing resilience to climate change, support Hispanic community voices in discussions about water issues, work with community members to improve knowledge about and resilience to climate change, work to alleviate food injustice in underserved neighborhoods, and help university students working with communities to improve social justice through education. To learn more about the challenge grants awarded previously, visit http://www.haury.arizona.edu/grantmaking.
What are the mission and goals of the Haury Program?

The mission of the Haury Program is to leverage the power of university-community partnerships to address environmental and social justice challenges. Through authentic partnerships which tap into the knowledge of communities and capabilities of research, teams can advance well-established resilience of marginalized communities as they face social challenges under increasing environmental constraints.

Projects funded through this Request for Proposals (RFP) should have at least one of the following goals:

- Increase the diversity of voices in discussions of environmental issues and planning;
- Improve environmental health in marginalized communities;
- Advance opportunities for energy, food and water in marginalized communities;
- Improve gender equity in consideration of environmental challenges;
- Strengthen opportunities related to the nexus of social justice and the environment in the education pipeline (K-graduate school) for underserved youth;

And within the projects, all teams should incorporate processes to

- Strengthen organizations working on environmental justice issues;
- Improve communication among diverse groups through focus on capacity, dialogue and advocacy;
- Improve networks for social justice and environment collaborations, resource identification and distribution.
All projects must include both University of Arizona and community collaborators. These partnerships are expected to be authentic collaborations focused on tangible and measurable community needs.

Definitions

**Challenge charitable grants**: A challenge charitable grant assembles an interdisciplinary team to confront major challenges, often termed wicked problems, at the nexus of environment and social justice in the Southwest to create systemic and transformational changes. These teams include University and community members.

**Community partners**: Non-University of Arizona entities such as organizations working with underserved communities, school districts in underserved communities, Tribal nations, and other marginalized communities. Community colleges and school districts are also considered community partners. The Haury Program encourages additional partnerships with US federal, state, and local municipal (non-Tribal) governments programs and agencies, but the Haury Program does not provide funding to these entities under this grant.

**Southwest**: For purposes of this RFP, “Southwest” includes the state of Arizona, the Arizona-Mexico borderlands, and northern Mexico.

**Authentic partnerships**: Partnering is the foundation for the work of the Haury Program. The Haury Program uses several indicators of authenticity for partnerships including affirmative answers to the following questions:

- Is there evidence that the project is initiated and driven by community priorities as established by the community members;
- funding – do main partners (UA and community) receive similar amounts of the total funding;
- participation – do primary partners participate in all aspects of the project or contribute substantively to critical components;
- are members of the community substantively involved in the project in all phases; and
- do the outcomes directly and immediately benefit the community – society – as well as provide educational and research opportunities to UA personnel – is this more than a research project.

Who is eligible to apply for these grants?

Proposals for seed funding must include both University and community partners and activities. Either a University of Arizona group or a community organization (see definition for payment purposes) can be the lead on the project and submit the proposal. A faculty or staff member must be the lead of the University of Arizona group.

Both parties can receive direct payments for their work in accordance with requirements as follow:

**UA primary partner**: The Haury Program transfers funds from University of Arizona Foundation (UAF) to faculty researchers or staff UAF departmental gift accounts. The recipient can transfer funds from UAF gift account to UA departmental account.

**Community organization primary partner**: The Haury Program generally pays community organizations by check. The organization must be one of the following to receive funds from UAF: nonprofit or nongovernmental organizations (IRS code: 501(c)(3)), public school district, Tribal nation, Tribal College, community college, not-for-profit university or college. Eligible organizational entities may represent
non-profit organizations, schools (teachers, students), neighborhood groups, indigenous peoples, grass root coalitions, and others.

What does the Haury Program NOT fund?

Haury Program seed grant funding does not fund:

- Capital improvements or building or capital campaigns;
- Ongoing operational funding for existing programs or projects;
- Direct donations or grants to individuals;
- Political campaigns and legislative lobbying efforts; or
- Projects that exclusively serve religious purposes.

Can an individual, team or organization submit more than one proposal for a Haury Program award under the same RFP or if they have a current award?

In general, individuals may submit proposals and receive Haury Program awards for more than one project or program. Multiple proposals submitted in response to an RFP or in addition to existing awards must stand alone, and not be dependent on the award of another Haury Grant proposal submitted at the same time, an existing Haury Program award or unguaranteed funds from another source. For example, an individual may apply for both a Visiting Associate and a Challenge Grant or a Seed Grant and a Challenge Grant and although these proposals may intersect in areas, the successful implementation cannot be dependent, that is the work plan, scopes and budgets must be independent for each project.

**Use of Funds and Funding Allotments**

Funds may be used for salaries, materials and supplies, travel, equipment. Up to 12% of the funds allotted to an organization’s entire budget may be used for administration of the project, i.e., manager’s salary (this is different from “indirect costs” - see Proposal Content, Budget Categories below). Managers and other workers’ salaries are expected to be primarily for operational costs.

The University of Arizona Foundation (UAF) will disburse funds to the charitable grant recipients in accordance with Haury Program standard operating procedures and UAF requirements. Funds are directed to the University of Arizona through UAF and University accounts. We expect that funds for community organizations (non-University of Arizona) will be allocated directly from UAF to those entities. Details will be provided to charitable grant recipients in the funding agreement letter.

Continued funding for multi-year grants will be contingent upon demonstrated progress at the end of each year; poor progress may result in reduced budget in subsequent years or termination of funding.

The Haury Program strongly encourages opportunities for UA students and young faculty in all projects it funds. While students cannot be the partner lead on a project proposal, the Haury Program encourages substantive opportunities and participation for students in projects.

**Special requirements for University of Arizona Partners**

These proposals and projects are NOT subject to UA Sponsored Projects review or processing.

Grantees must comply with all UA and federal requirements for human subjects’ research.
What are the proposal requirements?

Lead organization

Either a UA researcher (faculty, post-doc or staff) or a community group (defined above) may be the lead organization of the project. Projects may have multiple partners but it is suggested that one primary UA member and one primary community organization coordinate the project.

Proposal due date

Proposals are due on October 31, 2017, at 5:00 pm local time. Proposals received after this date will not be considered. The Haury program will open another opportunity for challenge charitable grants in fall 2018.

Funding Dates

The funding start date for challenge grant finalists is January 2018. The funding start date for the selected challenge charitable grant is July 2018 and the charitable grant term is one to three years.

Proposal content

All proposals must be written in English, understandable to a diverse review panel as described below. Proposal information is submitted through a web form (see below). Formatting: font – no less than 10 point; margins – no less than 0.8 inch (2.032 cm).

Challenge charitable grants proposals must include the following information in order to be considered. Note that this information must be submitted as prompted in the Haury Program webform and its attachment (see below).

- Summary (250 words);
- Contact information (point of contact name, organization, email, phone, address)
- Narrative (up to 6 pages)
  - Project goals and objectives;
  - Relevance to the goals of the Haury Program outlined in this RFP;
  - Relevance to social and environmental categories (Southwest Doughnut) addressed;
  - Communities benefited by this project;
  - Proposed activities and work plan (including needs assessment, how community members been involved in identifying the problem and proposing solutions, and summary of related work already conducted and/or related community programs);
- Partnership(s) including:
  - How the partnership(s) was formed;
  - Collaboration work to date (though it not necessary to have previously collaborated);
  - How the proposed partnership fits within the definition of “authentic partnership” provided on page 3;
  - Roles and responsibilities of the partners; and
  - How the project will promote interaction among collaborators and communities;
- Dissemination of outcomes and impact to wider audiences: For at least one goal, an outcome must include a lasting resource, in addition to actionable information for the community, such as video, presentation(s) at a community events and professional conference(s), research paper, general publication, podcast, or other lasting resource;
- Sustainability of partnership, project, outcomes and impacts;
• Project evaluation process: Referencing the illustration of change table (see below), indicate what the evaluation process will be and who will conduct the evaluation (note: UA STEM Learning Center has resources for project evaluation); and
• Schedule with milestones.
• Illustration of change the project will bring. This table acts as a framework for the project design, implementation and evaluation by laying out goals, activities, expected outcomes from activities, and larger impacts of the project. This table will form the basis for the project evaluation plan that successful proposal teams will develop with the Haury Program upon award (see template);
• Detailed budget including any information concerning resources leveraged from additional sources (see template);
• Letter(s) of commitment and role in project by non-lead organization representative and any significant partners. If Native nations, tribal communities, or tribal colleges are included, the team must provide documentation these entities are committed to project;
• Short biographies of the project leaders which demonstrate relevant experience (1 page/person);
• Statement of previous/current Haury Program funding – team members must indicate whether or not they have received or are receiving funding from the Haury Program since its inception in 2014. If team members have, also indicate the award amount, use, and how the project being proposed is different from the previous Haury Program award(s).

Budget categories: salaries and benefits, supplies, travel, services (e.g., consultant services), and other (e.g., rental of workshop space), indirect costs (0% for University partners, the federally approved rate or up to 10% of direct costs for non-University partners). Note that both University and community partners can include up to 12% management/administrative as salaries under direct cost (that is, 12% of the total requested direct costs may be allocated to management of the project).

No funding match is required but leveraging of Haury Program funding is encouraged. If the proposal claims leveraged funds exist, they must be guaranteed by the external funder at time of grant submittal.

How are proposals evaluated?

Proposals are ineligible for consideration and will be rejected for any one of the following:
• Missed submission deadline;
• Incorrect submission method – not using the web form to upload the proposal and input basic information;
• Exceeding the 6-page limit for the narrative;
• Missing any one of the proposal components: Summary, Narrative, Budget, Schedule, Letter(s) of Commitment, Project Leader Bios, and Statement of Previous Haury Program Funding.

If a proposal is rejected for any of the above reasons, the Haury Program notifies the lead after the proposal deadline. Proposals meeting the above criteria undergo a formal review process.

The Challenge grant is a two-phase process:

Phase 1: Initial applicants are narrowed to no more than three finalists and
Phase 2: The finalists prepare feasibility studies and public presentations; one team is selected
for funding.

**Phase 1 follows this evaluation process:**

1. **Initial review**
   
The Haury Program reviews proposals to determine whether they comply with the following programmatic criteria:
   
   - Sufficiently justify the relevance of the project to the served community;
   - Develop socially just solutions to environmental challenges identified in the Southwest Doughnut Model;
   - Include substantive participation by University of Arizona and community partners; and
   - Clearly identify the focus, objectives and outputs of the project in relation to the Haury Program.

2. **Review panel evaluation**
   
   Review panels convene to consider the proposals. Panels consist of representatives from the University of Arizona and the larger community, including non-profit organizations and government. The review panels select up to three finalists to recommend to the Haury Program Donor Advised Fund (DAF) Board. The DAF Board resides in the University of Arizona Foundation (UAF) and decides on the finalists.
   
   The review panel judges the proposals that pass the initial review according to the following general criteria:
   
   - Project merit
   - Project Impact
   - Strength of team
   - Relevance to Haury mission and goals
   
   For detail about these categories, which may help in your proposal writing, see the appendix at the end of the RFP.

3. **Funding evaluation**
   
   The Program Advisory Council and Director will evaluate the review panel’s recommendations (based on score ranking) on the basis of strategic goals and in light of the portfolio of the Haury program for presentation to the DAF Board.
   
   The Haury Program notifies the finalists upon their selection.

**Phase 2 consists of these activities:**

January 2018: The Program provides each team with $10,000 to develop its feasibility study and prepare for the public presentation and final selection event. Each team may determine how best to use the $10,000 to develop their Phase 2 materials and presentation. No budget or justification for expenditures for this proposal-preparation funding is required. Previous teams used the funding for salaries, holding public forums and creating videos.

January – March 2018: Teams develop feasibility study. The Haury Program provides a limited amount of presentation coaching for each team if desired by the team. Teams prepare and craft their presentations.

March 30, 2018: Teams submit their feasibility study.
April 2 – April 10, 2018: Content experts evaluate the feasibility studies.

April 11 – April 24, 2018: Challenge Judges (DAF Board and External Community or Foundation Representatives) review the written materials and convene to review projects on basis of written materials.

April 24, 2018: Public Event (See appendix for description of the public presentations.)

- Each team presents 10-minute presentation with 5-minute question period (questions by judges only);
- Judges reconvene to consider the projects; and
- Announcement of selected team.

A detailed calendar of coaching will be provided after selection of the finalists and in coordination with the finalists. The Haury Program reserves the right to modify Phase 2 activities and dates prior to the contracting with finalists in January 2018.

What is the proposal format?

All proposals must be delivered electronically through a web form with attachment in portable document format (PDF) as described below.

- The web form requires entry of: type of grant submitted, contact email, proposal title, proposal lead, partners, budget totals by year, proposal file name, and upload of proposal as pdf file.
- The uploaded pdf file includes:
  - Cover page: Project title, lead last and first name
  - 6-page narrative
  - Detailed budget template
  - Biographies of main personnel
  - Letters of commitment
  - Other items listed under section, Proposal content

Attached file and name

Proposals must be attached as a single portable document format (PDF) and titled as follows:

Proposer’s last name first name initial_Abbreviated Name of the Institution_MonthYearofDelivery_CGProposal

Examples:

Jane Smith of Community Solutions for Environmental Justice presents a proposal in October 2017, the file name should be: SmithJ_CommSolnEJ_1017_CGProposal.pdf.

Pedro Sanchez of the University of Arizona presents a proposal in October 2017, the file name should be: SanchezP_UA_1017_CGProposal.pdf.

Multiple Files

Proposals containing multiple files will not be accepted.

Electronic delivery

All proposals must be delivered electronically using the proposal submittal form on the Haury Grant Opportunities webpage: http://www.haury.arizona.edu/grant-opportunities. The form
must be filled out completely and the proposal uploaded as a single PDF. The maximum file size that can be uploaded is 50 MB.

Once the proposal has been submitted, the submitter will receive a confirmation email. If the submitter does not get a confirmation email, please email haury@email.arizona.edu.

For information on delivering proposals or for questions:

- Information about the RFP:
  - Information session - September 22, 2017; 3:30 pm to 4:30 pm, Santa Rosa Library, 1075 S. 10th Ave., Tucson, AZ 85701. The format will be a brief presentation followed by a question and answer session.
  - General information slideshow is available on the Haury Program website at Grant Opportunities:
  - In person meeting with Anna H. Spitz, Haury Program Director
    a. Grant proposal office hours and dates are: 9/12, 9/26, 10/10, 10/24 from 2-4 pm
    b. Please call (626-4237) or email Nancy Petersen nancypetersen@email.arizona.edu to make an appointment. Drop in meetings are also available during these times on a first-come first-serve basis and after scheduled appointments.
  - Environment and Natural Resources 2 (ENR2) Building, 6th Floor, Room N517, University of Arizona, 1064 E Lowell Street, Tucson, AZ 85721.
  - Information about the Haury Program in Environment and Social Justice:
    http://haury.arizona.edu.

What are the key dates for the Fall 2017 challenge charitable grants?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Announcement</td>
<td>September 5, 2017</td>
</tr>
<tr>
<td>Information Session</td>
<td>Sept. 22, 2017, 3:30 to 4:30 pm</td>
</tr>
<tr>
<td>Submittal Deadline</td>
<td>Oct. 31, 2017, 5:00 pm (local time)</td>
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<tr>
<td>Announcement of Awards</td>
<td>Starting December 21, 2017</td>
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<tr>
<td>Contracting with Finalists</td>
<td>starting January 2, 2018</td>
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<tr>
<td>Feasibility Study Funds Available</td>
<td>starting January 9, 2018</td>
</tr>
<tr>
<td>Submittal of Feasibility Study</td>
<td>March 30, 2018, 5:00 pm local time</td>
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<tr>
<td>Public Presentation to Judges</td>
<td>April 24, 2018</td>
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<tr>
<td>Announcement of Award</td>
<td>April 24, 2018</td>
</tr>
<tr>
<td>Contracting with Selected Team</td>
<td>starting May 15, 2018</td>
</tr>
<tr>
<td>Project Funds Available</td>
<td>starting July 1, 2018</td>
</tr>
</tbody>
</table>
Honesty, Transparency, Effectiveness, Economy and Efficiency

An obligation of this program is to manage the available financial resources with transparency, efficiency, effectiveness, economy and honesty, to meet the objectives for which they are intended. Beneficiaries must observe these principles as well, managing funds that are granted to them for the proper performance of the purposes. To do so, they must submit reports on the terms set out in the Agreement between the Haury Program and grantees.

Any breach of these principles shall be cause for cancellation of the support.

Equity and Non-Discrimination

The recipients of Haury Program charitable grants are selected through competitive, efficient, equitable, transparent and public procedures based on merit and quality; charitable grants that are awarded are subject to processes of evaluation, selection, formalization and follow-up, in terms of the regulatory framework that corresponds to each program, therefore, the Haury Program in the allocation of resources to beneficiaries, is obligated not to discriminate the proponents for any reason or social status.

Interpretation and Unforeseen Issues

The interpretation of this call and issues not covered herein will be resolved by the Haury Program, and its resolutions will be final.

Miscellaneous

The Haury Program does not provide office space or other facilities or equipment for grantees. All support, equipment and facilities must be provided by grantee and/or included in the budget.

The Haury Program reserves the right to forgo or postpone funding.

Frequently Asked Questions

Please email your questions to haury@email.arizona.edu.

We will post answers to all questions on the frequently asked questions (FAQs) link on the website at http://www.haury.arizona.edu/grantsS2017/FAQS2017.
Appendix

What do review panels look for in proposals – how do you make your proposal stronger?

• Project merit
  • Clear and documented assessment of the need for the work and rationale for this assessment;
  • Clear explanation of how and why this project and/or collaboration addresses this need;
  • Match of work to capabilities, budget, schedule and milestones; and
  • Clear statement and justification of expected outcomes and impacts.

• Strength of University-Community Team
  • Clear statement of all work to be performed as part of the project including responsibilities, roles and capabilities of community and University partners as well as expected outcomes;
  • Demonstration of authenticity of the team;
  • Opportunities for UA students and younger UA faculty to engage in the project and community;
  • Opportunities for development of diverse and inclusive young leaders in community and university (impacts sustainability also).

• Impact
  • Potential impact of the project to produce solutions to problems and transformational changes, provide actions within the community and scalability;
  • Sustainability of the project/program/opportunity/collaborations or exit strategy (e.g., replication, adoption by others, mission achievement, sustained service, connections within larger efforts/institutions, capacity building) after the grant term;
  • Dissemination of action and knowledge – what will come of this project, what significant tangible product occurs in the community, how might it advance research efforts, and how will others learn of the accomplishment; and
  • Other funding sources (past, current for this work) or potential future leverage opportunities – note that matching funds are NOT required nor expected but information that demonstrates how Haury Program funding is or can be leveraged is welcomed and encouraged and speaks to the sustainability and impact.

• Relevance of the work to the goals and mission of the Haury Program:
  • How this project fits within the mission and goals of the Haury Program and
  • How this project advances the mission, goals of the Haury Program.

What is the public presentation purpose and format?

The public presentation for the challenge grant is intended to be exciting, inspiring and provide the public, visiting foundation members, and the Haury Program with a “fast-pitch” version of the project. This model of grant making is in use by various groups. The Haury Program’s purpose in employing this model is to generate excitement for all of the finalists’ projects, bring attention to social justice and environmental challenges, raise awareness of other funding sources, and raise the visibility of the Haury Program.

View the presentations of the 2015 and 2016 Haury Program Challenge Grant winning teams on the Haury Program website or at: https://www.youtube.com/watch?v=tvfK0tPbpJ4&feature=youtu.be and
What are the general reporting and outreach requirements for successful proposals?

- Attend semi-annual meetings with the Haury Program with main project partners (video conferencing is acceptable).
- Submit progress reports as required by the Haury Program (for multi-year programs, these are annual reports that include narrative and financial information);
- Submit a final report (including program evaluation, final costs aligned to original proposal, summary of work, graphics, videos and photos, continued or proposed follow-on work);
- Notice the Haury Program regarding public and professional presentations and
- Participate in future evaluation of the project initiated under the grant*; and
- Other requirements as specified in the award letter; and
- Participate fully in the Haury Program network by attending sponsored events and professional development opportunities

*The Haury Program is dedicated to ongoing evaluation of programming and projects to assess sustainability and transformational success of the Program, in order to be able to share lessons learned from projects, and to potentially continue to advance successful program and projects. In addition to the program evaluation required in the grantee’s final report, which provides evaluation of short-term success of the specific project, the Haury Program conducts evaluations up to five years post-completion for various projects. As a condition of acceptance of Haury Program funding, your team agrees to participate in a future evaluation of the work completed under the grant. In consultation with grantees, the Program determines the time frame (usually no fewer than two years post-completion) and specifics of the evaluation. The Haury Program compensates grantees for participation in this post-completion evaluation in accordance with the degree of their participation.