Request for Proposal
Scenario Planning

The Board of Trustees of the Governor’s Institutes of Vermont invites proposals from experienced scenario planners to design and facilitate GIV’s first scenario planning initiative. This process is expected to begin in July 2019 and be completed by February 2020. The format is flexible but is expected to include information gathering, written scenarios and an all-day facilitated workshop on Monday, October 7th. The final deliverable must include a collaboratively written living strategy document.

Background
The Governor’s Institutes of Vermont (GIV) was established in 1982 and is celebrating its 36th year of bringing transformational educational opportunities to more than 12,000 Vermont high school students. Nine years into an ambitious growth and diversity campaign, we are serving hundreds more students each year with residential accelerated academic programming than when the initiative began. More information on GIV’s programs and services is available at www.giv.org.

GIV has a 12-member Board of Trustees and its current Executive Director has been in place since 2010. It has 5 fairly new year-round staff members, 120 temporary employees (most of whom have returned for many years), and a vast but inactive alumni body. GIV partners with approximately 100 schools and numerous agencies, foundations and others to provide services to ~600 young people annually.

GIV conducted its most recent strategic planning cycle in 2017-2018, when it reaffirmed the attached vision, mission and goals. Although no formal environmental analysis was conducted, the planning group included representatives of key stakeholder groups such as educators, staff and parents.

Scenario planning is being undertaken in response to a sharp unforeseen drop in student applications after eight years of steady growth. Evidence suggests this drop is affecting not just GIV, but many other summer youth programs and pursuits. GIV wants to investigate whether the trend is fleeting or permanent, potential underlying drivers such as economy, technology, educational policy, and youth culture, and how we might want to adjust GIV’s goals or strategic plan for a changing environment.
Scope of Work/Deliverables
The Board of Trustees aims to invite key staff and community members into a 6-9 month conversation about the future and how GIV can best meet the emerging needs of its constituents and community. The consultant will be working with and meeting with the Executive Director and a small task force during that period. Sample components may include:

- An environmental scan and analysis
- Development of a business idea model and 3-5 future scenarios
- A daylong collaborative strategic planning meeting on October 7th
- Analysis using a scenario/strategy matrix and other criteria
- Identification of priority portfolio and capability options
- Tangible next steps

Proposed Timeline
GIV proposes to begin in July 2019 and complete the process by the end of March 2020. Key fixed dates are:

- **June 16-July 27:** GIV summer Institutes (great resources for research and information-gathering purposes.)
- **October 7:** Daylong Board retreat at the Grafton Inn in Grafton, VT to focus on scenario planning
- **December 13:** Quarterly Board meeting in Randolph, VT – time may be scheduled for SP activities as needed.

Qualifications
The ideal consultant will have significant experience facilitating scenario planning with board and leadership staff, preferably for small-to-medium non-profit organizations, and will be able to provide references and samples of completed work. Excellent analytical, interpersonal and verbal and written communications skills are essential. Experience working with educational organizations may be helpful.

Please submit proposals with samples of work product and two references to Karen Taylor Mitchell, GIV Executive Director, at Karen@giv.org. Within your proposal, please describe your related experience and anticipated process, timeline, deliverables, and cost. Preference will be given to proposals submitted by June 20, 2019.
Vision, Mission and Goals

VISION
The Governor’s Institutes of Vermont envisions a world in which:

- Young people who have academic enthusiasm and aspirations feel safe, supported, and encouraged to pursue intellectual and creative questions, as well as school and career goals, that fulfill their highest potential.
- Motivated students’ access to and participation in accelerated learning is determined by talent and interest and not limited by demographics, economic means, or geography.
- Young people engage deeply, creatively and joyfully in advanced learning they care about and emerge with a passion for learning, new skills in their field, and tools for building community.
- Vermont’s high-potential students have an effective and powerful advocate for their education and achievement.

MISSION
GIV empowers young people with intensive, hands-on learning experiences in college settings which inspire their academic and creative passions, build confidence and leadership, and expand their sense of possibility.

GOALS
1) Five percent of Vermont HS students benefit from transformational high quality academic and creative enrichment opportunities each year.
2) Student participation in high-level enrichment programs reflects the increasingly diverse demographics of Vermont.
3) The number of girls and boys participating in fields/areas of study underrepresented by their gender are greater than the current Vermont average.
4) All Institutes provide opportunities for students to engage in deep learning and creative problem-solving and students show evidence of that learning.
5) GIV provides Vermont with a working model for deep engagement in and development of 21st century skills and an awareness of career opportunities in Vermont.
6) 95% of current GIV participants and more than 75% of 5-year alumni and/or alumni parents report significant learning and meaningful outcomes.
7) Increase profile and understanding of high-potential students and their specific educational needs among policy-makers and educators.