



Share Our Strength  
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**Released:** February 7, 2018  
**Proposals Due:** March 14, 2018

## Request for Proposals: The School Breakfast Leadership Institute

### Overview

- Purpose:** To help participating state teams develop a plan to reduce childhood hunger and increase academic success by expanding access to school breakfast.
- Goals:** Through this Institute, teams from selected states will participate in a 1 ½ day meeting in Chicago, IL to:
- Understand best practices for expanding access to school breakfast.
  - Set school breakfast expansion goals and develop comprehensive plans to reach those goals.
  - Identify opportunities for policy and legislative change.
  - Strengthen public-private partner relationships.
- In-Person Meeting Date:** June 14-15, 2018 in Chicago, IL  
(Hold these dates on your calendar pending the selection of state teams)
- Financial Support:** No Kid Hungry will cover travel and lodging expenses for the five individuals from selected state teams to attend the Institute in Chicago, IL. In addition, participating state teams will receive a \$50,000 implementation grant.
- No Kid Hungry Contact:** Kelley McDonough  
Program Manager, School Breakfast  
No Kid Hungry | [Center for Best Practices](#)  
(202) 594-3593 or [kmcdonough@strength.org](mailto:kmcdonough@strength.org)

### About No Kid Hungry

When kids get the food they need, they're ready to learn and do better in and out of the classroom. Today, 1 in 6 American children know what it's like to open their textbook with an empty stomach. No Kid Hungry is ending childhood hunger by using practical solutions to ensure that kids eat a healthy breakfast. Studies show that when kids start the day with breakfast, they have higher attendance in school, do better in math, and are more likely to graduate high school. When we all work together, we can make sure kids get the healthy food they need. No Kid Hungry is a campaign of national anti-hunger organization Share Our Strength. Join us at [NoKidHungry.org](http://NoKidHungry.org).

### Purpose

Childhood hunger can have a devastating and long-lasting effect on a child's physical, emotional and academic well-being. In a national survey, 3 out of 4 teachers, principals and other educators said that they had children coming to school hungry. Teachers also reported that it was having a profound effect on their classrooms. The vast majority describe students who are unable to concentrate and lack energy or motivation; they point to poor academic performance and behavioral problems.

The School Breakfast Program ensures that kids get the nutrition they need to learn and succeed in school. A student who eats school breakfast is more likely to do better on standardized tests, attend class more frequently and have fewer behavioral issues. They are also more likely to consume critical vitamins and minerals, as well as more milk and fruit compared to students who eat elsewhere. Recognizing the benefits of school breakfast for kids and schools, elected officials, state agencies, educators and nutrition services staff have made expanding access to school breakfast a priority. In fact, the growing nationwide movement to make breakfast part of the school day—often referred to as Breakfast After the Bell—has led to steady participation increases each year.

No Kid Hungry is hosting the Institute for a select number of state teams to develop a plan to expand access to school breakfast. The Institute will bring together stakeholders who can influence school breakfast policy and practice in their state, including gubernatorial policy advisors, staff in state education agencies, state and local food & nutrition service directors, and state superintendents. Participants will deepen their knowledge about school breakfast operations and the most effective tactics for expanding access.

During the Institute, participating state teams will learn how they can take immediate steps toward a more comprehensive, systematic, state-led approach to expanding access to school breakfast. The goals for the Institute are to:

- Understand best practices for expanding access to school breakfast.
- Set school breakfast expansion goals and develop comprehensive plans to reach those goals.
- Identify opportunities for policy and legislative change.
- Strengthen public-private partner relationships.

## The Institute Experience

The Institute will take place over 1 ½ days on June 14-15, 2018 in Chicago, IL. The Institute will bring together national, state and local experts who have made expanding school breakfast a priority and will provide a unique opportunity to engage in constructive conversation about how we can implement new and better ways to connect kids with school breakfast. Participants will hear from education leaders, state executive branch leadership, state school nutrition directors and others across the country who have made significant efforts to increase access to school breakfast in their states.

Participants will leave the Institute with a preliminary action plan for expanding access to school breakfast in their state. The plan will include short- and long-term action steps. These steps may include, for example, aligning current efforts, targeting key districts or schools, leveraging funding sources to achieve goals or developing a process for working across agencies.

No Kid Hungry anticipates that additional outputs from the Institute will include new partnerships for the participating states, greater collaboration among the state's stakeholders and new or strengthened relationships with stakeholders from other states.

No Kid Hungry will cover travel (flights or ground transportation) and lodging expenses (hotel for up to two nights) for the five individuals from selected state teams to attend the Institute in Chicago, IL. Meals will be provided during the Institute and a special evening reception will be held on June 14, 2018 at a No Kid Hungry chef partner's restaurant.

## Grant Opportunity

Participating teams will receive a \$50,000 grant to implement the comprehensive plan that they develop during the Institute to meet their school breakfast expansion goals. Grants can support staff/contractors to lead school breakfast expansion efforts, grants to key school districts to implement Breakfast After the Bell models or other items as approved by Share Our Strength.

## Post-Institute Support

Post-institute, No Kid Hungry will provide technical assistance and best practice support via:

- Site visits and/or phone consultations by Share Our Strength staff to facilitate additional team planning or present to a larger group of stakeholders.
- Data analysis support and assistance, including:
  - Developing school target lists to guide strategy.
  - Establishing measurable goals.
  - Developing and analyzing surveys for school nutrition directors, educators, superintendents, parents or other stakeholders.
- Breakfast After the Bell implementation support, including:
  - Phone consultations with school nutrition directors to provide guidance on effective implementation.
  - On-site consulting from school nutrition experts to guide implementation.
  - Resources and toolkits to facilitate Breakfast After the Bell implementation.
- Policy support, including:
  - Developing legislative language.
  - Assessing the potential impact and cost of proposed policy change.
- Communications support, including:
  - Phone consultations to help develop/advise on a school breakfast communications plan.
  - School breakfast communication toolkits and customizable templates.
  - Use of No Kid Hungry's Powered by Breakfast branding, access to print-on-demand materials and photo library.
- Webinars & access to online resources.

## Required Activities for State Teams

As participants of the Institute, the selected state teams are expected to:

- Provide school-level data on school breakfast participation for school years 2016-2017 and 2017-2018 (to date) in advance of the Institute.
- Participate in an orientation webinar ahead of the Institute.
- Attend the full 1 ½ day Institute in Chicago, IL.
- Complete an action plan during the Institute.
- Commit to carrying out the action plan and communicate with No Kid Hungry post-Institute.

## Proposal Content

The proposal narrative should not exceed five pages (excluding the cover page and letters of commitment from participating state team members) and is required to include the following:

- **Cover Sheet (Required)**

The cover sheet should identify the state and team leader, including his or her contact information (organization, title, mailing address, telephone number and email address).

- **Learning Objectives & Vision (30 points)**

Explain your state's interest in participating in the Institute. Describe how your state hopes to benefit in the short-term from participating in the meeting and your state's commitment to expanding access to school breakfast. Identify what you are interested in changing in your state and what challenges and opportunities currently exist.

- **Current Efforts (30 points)**

Describe your current efforts to expand access to school breakfast in your state with respect to: (1) facilitating community eligibility adoption (2) promoting and supporting Breakfast After the Bell (3) mechanisms to support cross-sector collaboration and (4) capacity to conduct analyses. Describe how your state currently uses data to set goals and track progress on breakfast participation. Specify any progress made, challenges encountered and specific areas where you will benefit most from learning about best practices for expanding access to school breakfast. If any member of the team or other state agency officials for child nutrition programs have attended a No Kid Hungry event in the past (like the National Summer Meals Summit or National Governor Association Learning Lab), please note what actions have been taken as a result.

- **Team Membership (40 points)**

List the name, organization and position for each member of the state team and describe the role that each individual will play in expanding access to school breakfast. Teams must be comprised of five members; states can send up to two additional people at their own expense. If the team includes members who are elected/appointed officials or who work for elected/appointed officials who will not be serving in 2019, please describe how the work of the team will be sustained beyond 2018. All team members are expected to attend the full 1 ½ day in-person Institute.

Teams are required to include at least two representatives from the following list:

- Member of the governor's policy staff
- Chief state school officer (e.g. state secretary of education, commissioner of education or public instruction, state superintendent of education, etc.) or chief deputy
- State school board chair/president or designee
- State nutrition director
- School nutrition director from a large district or target district for breakfast expansion

Other team members may include:

- State agency official responsible for administering the school breakfast program
- School Nutrition Association state association board member or designee
- No Kid Hungry campaign partner or nonprofit advocacy/policy organizations working on school breakfast
- Teacher's union or other union representative
- Representative from state principal or superintendent association
- Parent teacher association representative
- Other stakeholder who will play a key role in supporting school breakfast expansion

- **Letters of Commitment (Required)**

A letter of commitment from each state team member is required. The letter should state the team member's interest in reducing childhood hunger by expanding access to school breakfast. The letter should further include a commitment to attend the full in-person Institute, to carry out the action plan developed at the meeting and to engage with No Kid Hungry staff post-meeting.

## Proposal Process

- **Eligibility**

Only one application from each state will be considered. The application must be submitted by the governor's office, state education agency or state agency that administers the School Breakfast Program.

- **Submission Information**

All proposals must be submitted by March 14, 2018 by 5:00 p.m. ET. Only one proposal per state will be accepted. Please assemble all proposal materials into a single PDF document. Submit the proposal to Kelley McDonough at [kmcdonough@strength.org](mailto:kmcdonough@strength.org).

- **State Selection**

All states that submit proposals will be notified about their selection status during the week March 19-23<sup>rd</sup>.