*September 2011 – Advancement Framework Planning*

**Background on The Ohio State University**

The Ohio State University was established as a federal land-grant institution in 1870, and today is one of America's largest and most comprehensive universities, including a top-ranked medical center, business college, veterinary and agriculture schools, and extensions programs throughout the State of Ohio. The institution has well-regarded programs across the arts and humanities, law, and politics, and it is known for excellence in food science, materials science and engineering, and ag-biosciences, among numerous other programs. With an annual operating budget of some $5 billion, the University would be listed on the Fortune 500 if it were a company. Ohio State ranks second among all U.S. universities in the volume of industry-sponsored research.

Admission to the University has grown increasingly competitive, and its graduates are highly sought-after. Entering freshmen, nearly 20 percent of whom are first-generation college students, have an average ACT of more than 28. Ohio State ranks among the nation's top 20 universities both for international student enrollment (nearly 5,000) and the number of students who study abroad. Ohio State ranks 12th among the top producers of Fortune 500 CEOs in the country, according to a 2010 *U.S. News & World Report* survey of America's top companies.

More than 55,000 students are enrolled at the University's Columbus campus. The University maintains 14 colleges, 175 undergraduate majors, and 240 master's, doctoral, and professional degree programs. As Ohio's best and one of the nation's top-20 public universities, Ohio State is further recognized by a top-rated academic medical center and a premier cancer hospital and research center. An additional 8,200 students attend Ohio State's campuses in Lima, Mansfield, Marion, and Newark, and the Agricultural Technical Institute in Wooster. The University has awarded 622,368 degrees since 1878. Its legacy extends to some 500,000 living alumni.

**Higher Education Funding Shifts and Advancement Rationale**

As costs associated with higher education climb and financial support from public sources declines, private support for The Ohio State University is increasingly critical in order to realize the institution's noble land-grant mission to educate students, create knowledge, and serve communities. This private support takes multiple forms, e.g. counseling the university, service provision, research support, and philanthropy.  As State resourcing capability has diminished, Ohio State needs to and can better engage its widest potential group of stakeholders to help the university in its mission, and very importantly, continue to be a high value provider of quality education to its students.  The Advancement model at Ohio State is based upon a belief that as we create a better awareness of Ohio State's mission and capabilities, and engagement by stakeholders with the University in multiple ways, private financial support for the University will be enhanced.  This model requires the University to greatly strengthen the alignment among its efforts in communications and marketing, alumni relations and engagement, and fundraising.

Increasingly in higher education, the responsibility for managing an institution's relationships with key external constituents—including alumni and friends, government policy-makers, media, and the community—falls to an office of institutional advancement that consists of the functional areas of alumni relations, communications, marketing, and fundraising.

**Ohio State's Advancement Model**

This proposal seeks expertise to partner with the University in building on work previously conducted and currently underway in realizing an Advancement program and structure at Ohio State.  To begin the Advancement effort, an expansive and broadly inclusive team of Ohio State leaders and alumni conducted a thorough study of other university Advancement models across the country. Following the conclusion of that study, The Ohio State University Board of Trustees (the "Board") created a new Advancement Committee in September 2010.  The Advancement Committee considers and makes recommendations to the Board on matters of policy and strategy pertaining to the integrated efforts of the OSU Foundation, alumni relations, communications, and marketing.  The Committee advises relevant University officers and monitors progress, performance, and the integration of fundraising efforts, alumni relations,

communications and marketing strategies. The Committee consists of 5 members of the Board, 2 members of the Alumni Association Governing Board, and 2 members of the University Foundation Board. The administrative liaisons are the Senior Vice Presidents of Development (OSU Foundation), Alumni Affairs, and University Communications.

The goal of the Advancement model is as follows: the strategic, university-wide integration and coordination of alumni relations, communications and marketing, and fundraising functions to foster positive relationships with students, alumni, and other key audiences; provide multiple opportunities for engagement; and generate involvement with and support for the mission of The Ohio State University.

In February 2011, the Board passed a resolution formally approving eight advancement objectives for the University and authorizing President Gee "to take all actions required to support the successful implementation of an advancement model." The eight goals for Advancement are:

1. Become America's No. 1 public university in annual total private support by 2020.
2. Raise $2.5 billion from a comprehensive fundraising campaign by 2016.
3. Increase the number of annual donors to 240,000.
4. Earn a "very satisfied" rating from 50% of alumni for providing opportunities to be or stay involved with the University.
5. Demonstrate yearly increases in the number of volunteers actively serving Ohio State.
6. Increase the number of national leaders who award high marks to Ohio State from 39% to 50% in awareness and from 24% to 40% in "very favorable" ratings.
7. Increase the number of advocates/ambassadors who are ready to reinforce key university accomplishments and attributes.
8. Increase the number of Ohioans who report a "very strong" connection to the University from 22% to 44%.

Under the Advancement umbrella, several working groups have been formed to provide guidance on such matters as integrated communications and messaging, branding, human resources, funding and shared services, culture enhancement, and information technology and data, among others. In its broadest sense,

Advancement includes several hundred University staff members who work across campus.  Ohio State's Advancement strategies are included as Appendix A.

The consultants will have full access to recent internal and external studies conducted related to Advancement at Ohio State and to its fundraising and communications and branding efforts, including extensive fundraising consulting conducted during 2009-10.

The following is a brief overview of each of the offices integral to Advancement:

*OSU FOUNDATION*

*The mission of the OSU Foundation is to obtain private philanthropic funding from alumni, friends, corporations, and foundations. Through the Ohio State University Foundation, its board of directors, a national corps of volunteers, and university administrators, faculty, and staff, the Office of University Development (OSU Foundation) organizes and coordinates all fundraising programs for the university in support of the academic mission and objectives of the university as determined by the academic leadership of the institution. It is with the aid of the foundation board that Ohio State is able to thrive in all it does.*

*Ohio State's primary gift-receiving organization is The Ohio State University Foundation, incorporated in 1985. The foundation is governed by a board of 56 members and is led by the Senior Vice President Jeff M.S. Kaplan, who reports to the president of the university, E. Gordon Gee.*

*ALUMNI ASSOCIATION*

*Established in 1879, The Ohio State University Alumni Association is a member-centered organization dedicated to connecting Ohio State alumni, students, and friends in lifelong support of the university and each other. One of the biggest dues-supported alumni associations in the world, the association has more than 126,000 members, 200 alumni clubs, and 50 societies across the globe. Members are offered an array of services, events, communications, and ways to get involved.  In 2010, the Alumni Association's relationship with the University was strengthened, and its staff became members of the University's staff.  Archie Griffin leads the Alumni Association and is Senior Vice President of Alumni Relations.*

*COMMUNICATIONS*

*As the center of Ohio State's university-wide communications and reputation management, the Office of University Communications includes Internal Communications, Social Media, Kiplinger Program of Public Affairs Journalism, Marketing Communications, Media Relations, Research Communications, and WOSU Public Media.  Many of the University's academic departments and*

*support units have their own communications and/or marketing staff. Efforts are underway to align and integrate the decentralized communications and messaging across campus. Tom Katzenmeyer is the Senior Vice President of the Office of Communications.*

**SCOPE OF WORK**

The Ohio State University is soliciting proposals from consulting service providers to work with the University in developing a strategy to deliver a successful Advancement model and achieve Advancement's eight goals. The plan must define the best organizational structure and operation, including essential University talent and external linkages to deliver the plan most cost effectively and with the greatest results. The consultant must assess the University's branding, marketing, and communications structures, and define a plan to best utilize those structures to achieve the greatest results.

Incorporating an understanding of existing assessments of the institution's branding elements, the goal is a plan that will provide the University with strategic direction for integrated communications/branding/public relations/marketing efforts and alumni engagements that will undergird and translate into successful fundraising. The plan will identify the institution's key brand equity elements and determine how the University can most effectively and efficiently leverage those elements to increase awareness among critical stakeholders.

At a minimum, the University seeks qualified consultants to propose solutions and processes for achieving the following tasks:

Communications/Branding/Public Relations/Marketing:
- Conduct an internal assessment of the University's marketing and communications structure and determine the strategy that delivers the Advancement goals with the highest productivity;
- Identify necessary elements to establish the University's brand and establish key communication points;
- Develop a strategy for how the University brand-name equity should be leveraged across all communications, while allowing appropriate flexibility within individual University units to target and message key stakeholders,

i.e. increase the effectiveness of University <u>and</u> College-based communications;

- Identify ways the University increases the effectiveness of University-directed messaging/branding; and
- Identify organizations that define best-in-class public relations capability and results and how the University can achieve it.

Alumni Engagement:

- Develop a strategy for the most important role for the Alumni Association (and its heightened engagement with alumni) and how it can be achieved; and
- Identify signature new programs and strategies for the Alumni Association to lead in Advancement engagement.

Fundraising:

- Determine how Ohio State can most effectively market and achieve the desired results of the five strategies adopted for its fundraising campaign:
    1) increase leadership gifts (7-, 8-, and 9-figure gifts);
    2) increase major gift ($100k-$999k) capacity and delivered gifts;
    3) better integrate activities and increase Corporate, Foundation and Research gifts (at least 10 $5million+ Corporation/Foundation gifts and 43 private research grants of $1-5million;
    4) build a pipeline of planned gifts; and
    5) cultivate a strong annual giving culture.

In order to form those recommendations, consultants will:

- Identify the best models in the country for marketing, messaging, and Foundation work and how the University can model itself best; and
- Help the University determine the necessary talent and interrelationships for key Advancement roles.

At the conclusion of the team's work, present and lead discussion of the recommendations with University leadership, and submit a final report that includes a detailed summary of the internal assessment and specific recommendations for Advancement structure.

The consultant must provide a succinct explanation of how the consultant will meet the requirement of this RFP.  The consultant must describe its understanding of the project as outlined in this Scope of Work section and a plan for accomplishing these tasks.  Proposals will be accepted from consultants with significant demonstrable and direct work experience in the field of strategic fundraising, branding, and communications/marketing consulting.  Consultants must be prepared to share this expertise and knowledge in both written proposals and interviews with University staff and/or Board of Trustees prior to the final selection of a consultant.

This proposal is subject to change as the University deems fit.

**Project Schedule**

The contract is expected to run from November 2011 through July 2012, but the timeframe is open to discussion prior to signing of the contract.  Consultants will be expected to meet with the Board of Trustees/University leadership group that will coordinate the process at regular intervals, no less than once a month.  Meetings at critical milestones should be held on the Columbus campus; some meetings can and will be held via telephone.

Proposals must include a timeline with milestones and deliverables clearly identified.

**Minimum Requirements**
- Extensive experience working with other public and private institutions, entities, and companies relating to strategic planning and fundraising, branding, and communications/marketing.
- Demonstration of executive level counsel and proven business results.
- Full-service integrated firm with public relations, marketing/communications, research, and digital capabilities.

Proposals should address all of the following:

**Agency Overview**
- Please provide a brief overview of your agency history.
- Please provide a brief overview of your agency philosophy.
- Please provide an overview of your agency capabilities.

- Describe how your agency differentiates itself from its competitors.

**Client Related Questions**
- Please provide a list of current and former education clients for whom you have done similar work, including partnering with independent contractors.
- Please list some clients you've had long-term relationships with and why the relationship has been successful.
- What is the average term a client works with your agency?
- Do you have any clients that could pose a conflict of interest?

**Account Team Related Questions**
- Describe the team structure and how resources would be allocated.
- List proposed team members, including biographies, billing rates and level of participation in the account.
- Please provide client references for the PR representatives.
- Who would be responsible for managing timelines and budgets?
- How do you handle staff turnover on accounts and what role do you typically want/allow the client to play in this process?
- How do you bring new account team members up to speed on accounts?

**Industry Experience Related Questions**
- Describe your experience with the education sector and provide 2 relevant case studies.

**Budget Related Questions**
- How do you bill for your services?
- Please suggest a budget that would encompass the program components listed above and describe how you would allocate resources in accordance with that budget.
- What is your mark-up for project managing other service vendors and/or for out-of-pocket expenses?

**Financial Information and Legal**
- Provide audited company financial data for the past two years.
- Describe any legal issues or constraints that could affect a relationship with The Ohio State University.

- Indicate if your company is involved in any pending acquisition or merger activity. If so, please explain.

**Miscellaneous Questions**
- Describe how the firm engages with a client on a new account, particularly working alongside our other marketing partners.
- What do you believe makes for a successful client/agency relationship?
- Add any additional information you believe is relevant to the management and execution of this program.

<u>Evaluation Criteria</u>

Proposals shall be evaluated against the following criteria:

- Demonstrated proven results/credentials
- A proposed model that is a "fit" for OSU and embodies a complete proposed plan to ensure the attainment of OSU's goals
- Extensive experience working with public and private institutions
- Innovative strategies
- Bidder(s) may be required to provide an oral presentation and demonstration of capabilities

**Appendix A.**

**Ohio State Advancement Strategies**

1.  Increase Value Share with Leadership Gifts

Secure the necessary seven-, eight-, and nine-figure leadership gifts to achieve campaign goals while growing the prospect pool at these levels to provide a solid foundation for continued growth in the post-campaign period. This will require a level of intensity and focus in this work that has never been seen before at Ohio State.

2.  Expand Major Gifts Capacity

Secure the necessary six-figure major gifts to achieve campaign goals while sharpening and honing of major gift officers across campus and growing the major gifts pipeline by expanding the number of major gift prospects under management.

3.  Integrate Corporate, Foundation, and Research Relations

How can we maximize our partnerships? Work with university partners (Office of Research, Office of Sponsored Programs, Office of Business and Finance) to challenge traditional approaches to and models for corporate and foundation relations, engage faculty more fully in the fundraising process to better capitalize on foundation and research-related opportunities, as well as optimize the value of all affinity and business relationships. We want to challenge the status quo of how we have approached this work.

4.  Build a Pipeline of Planned Gifts

This is about training, awareness, and asking. We will implement a "new legacy gifts" initiative, host small group educational events, strategically engage financial planners and advisors, and conduct in-house training for all staff. And, we'll campaign donors for annual gifts, major gifts, and planned gifts all at once.

5.  Cultivate a Strong Annual Giving Culture

Build a strong annual giving culture and brand that cultivates donor loyalty and leadership annual giving, while expanding the base of support. We have always conducted various annual campaigns, but they haven't always been tied together, cohesively branded, or coordinated. Soon, they will be.

6.  Transform the Alumni Membership and Services Model
Establish a new inclusive Alumni Association membership model that dramatically increases the reach of alumni programs. Deliver "high demand" services like an alumni career network and more intentionally integrate alumni outreach with the colleges, units, and regional campuses.

7.  Establish an Office of Volunteer Relations
How do we best engage our volunteers and make sure we have the best of the best? Establish a new Office of Volunteer Relations that will oversee Ohio State's mission to provide meaningful volunteer opportunities that deepen the individual's commitment to the university and serve significant institutional goals. Modeled after similar services at Stanford, this unit will coordinate placements, share information, provide support, and strategically expand volunteer structures and options.

8.  Align Outreach Efforts in Top Regional Markets Outside of Ohio
In a nutshell, we have to sing from the same songbook. Align advancement outreach efforts in top regional markets, within and beyond Ohio. Synchronize alumni relations, fundraising, and marketing communications strategies, seeking opportunities to include Admissions and other university partners in order to maximize reach, and optimize results as well as revenues.

9.  Implement an Effective Marketing Campaign
Implement an effective, comprehensive, integrated marketing campaign(s) to support fundraising, engagement, and admissions and other critical institutional goals in key market(s). These focused multimedia campaigns, including paid media, will increase awareness, improve favorability ratings, and help promote greater engagement with key stakeholders.

10.  Craft a Personal Approach to Ohioans
Data show that Ohioans love Ohio State; let's expand on this! Craft a more personal approach to Ohioans that builds upon their highly positive views of the university and invites them to make "their" university even more effective and successful.

11.  Shape a Disciplined Messaging Process
Shape a disciplined messaging process that continuously reinforces core messages and achieves sufficient reach and frequency to maximize results.