



**COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT**

Contract Number: RU20029

This contract entered into this 29th day of July, 2020, by **VisionPoint Marketing, LLC** located at 3210 Fairhill Drive, Suite 150, Raleigh, NC 27612, hereinafter called the "**Contractor**" and **Radford University**, called the "**Purchasing Agency or University**", located at 801 East Main Street, Radford, VA. 24142."

- I. **WITNESSETH** that the Contractor and the University, in consideration of the mutual covenants, promises and agreements contained, agree as follows:
- II. **SCOPE OF WORK:** The Contractor shall provide the goods/services to the University as set forth in the Contract Documents.
- III. **TERM OF CONTRACT:** From **Execution of Contract defined as signature of both parties, for a period of two years or twenty-four [24] months with three one-year renewal options or as mutually negotiated, to include all contractual provisions contained herein.**
- IV. **THE CONTRACT DOCUMENTS SHALL CONSIST OF THE FOLLOWING:**
 - A. This signed Radford University Standard Contract inclusive of all referenced University General Terms and Special Terms and Conditions.
 - B. **Attachment A:** Radford University's Request for Proposal (RFP) R20-008 dated February 10, 2020, Addendum Number One dated February 28, 2020 and Addendum Number Two dated March 12, 2020;
 - C. **Attachment B:** Contractor's Proposal signed and dated March 12, 2020;
 - D. **Attachment C:** Scope of Work (SOW) Template
 - E. **Attachment D:**
 - 1. Negotiation Proposed Statement of Work dated July 9, 2020
 - 2. Final Negotiation Responses dated July 24th, 2020
 - F. This Standard Contract identifies terms as negotiated and as agreed by both parties. In the event there is a conflict between the Standard Contract, Request for Proposal # R20-008, the Contractor's Proposal or Negotiation/Clarification points, the Standard Contract shall prevail.
- V. **FINANCIAL CONSIDERATIONS:**
 - A. **Year 1 Administrative Fees:** \$100,000.00
 - B. **Year 2 Administrative Fees:** \$ 80,000.00

C. *Hourly Rates for Internal Resources:

Resource Title	Hour Rate
CEO	\$200.00
VP, Creative Director	\$175.00
VP of Client Services	\$175.00
VP of Marketing and Innovation	\$175.00
VP of Integrated Strategy	\$175.00
Director of Web Production	\$175.00
Director of Account Services	\$175.00
Director of Integrated Marketing	\$175.00
Account Director	\$175.00
Marketing Strategist	\$175.00
Web Strategist	\$175.00
Account Manager	\$125.00
Project Manager	\$125.00
Information Architect	\$150.00
Content Strategist/Content Developer	\$150.00
Senior UX Visual Designer	\$150.00
Interactive Graphic Designer	\$150.00
Media Planner	\$150.00
Web Developer	\$175.00

*Associated travel must be approved in advance and must follow state reimbursement guidelines located in Virginia State Travel Regulations located in the Department of Accounts CAPP Manual – Topic – 20335 (most recent updates).

https://www.doa.virginia.gov/reference/CAPP/CAPP_Topics_Cardinal/20335-2015-Dec.pdf

D. Value Added Incentive Options Available:

- Content and Speaker Series on Career Possibilities in Marketing and Advertising. Designed to make students from traditionally underrepresented areas aware of their career options. VisionPoint Marketing, LLC will share this content, and afford the opportunity to Radford University, to present it to student organizations identified by the University.
- Alert Radford University's career and internship services office of future career and internship opportunities with VisionPoint Marketing, LLC.

VI. **UNIVERSITY POINT OF CONTACT:** Caitlyn Scaggs, Associate VP for University Relations is the assigned central point of contact and Contract Administrator for this contract.

VII. COMMONWEALTH OF VIRGINIA GENERAL TERMS AND CONDITIONS:

- A. **PURCHASING MANUAL:** This solicitation is subject to the provisions of the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendor's and any revisions thereto, which are hereby incorporated into this contract in their entirety. A copy of the manual is available for review at the University Procurement and Contracts Office. In addition, the manual may be accessed electronically at <https://vascupp.org> or a copy can be obtained by calling Procurement and Contracts at (540) 831-6097.
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- B. **ADVERTISING**: In the event a contract is awarded for supplies, equipment, or services resulting from this bid/proposal, no indication of such sales or services to Radford University will be used in product literature or advertising. The Contractor shall not state in any of its advertising or product literature that Radford University has purchased or uses any of its products or services, and the Contractor shall not include Radford University in any client list in advertising and promotional materials without the prior written consent of the University.
- C. **ANTI-DISCRIMINATION**: By submitting their (bids/proposals), (bidders/offersors) certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians with Disabilities Act, the Americans with Disabilities Act and § 10 of the Rules Governing Procurement. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (Governing Rules, §6).

In every contract over \$10,000 the provisions in 1 and 2 Below apply:

1. During the performance of this contract, the contractor agrees as follows:
 - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
 - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.
 2. The contractor will include the provision of 1. Above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.
- D. **ANTITRUST**: By entering into a contract, the contractor conveys, sells, assigns, and transfers to Radford University and the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.
- E. **ANNOUNCEMENT OF AWARD**: Upon award or the announcement of the decision to award a contract over \$50,000 as a result of this solicitation, Radford University will publicly post such notice on the DGS/DPS eVA web site (www.eva.virginia.gov) for a minimum of ten (10) days.
- F. **APPLICABLE LAWS AND COURTS**: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the courts of the Commonwealth. The University and the contractor are encouraged to resolve any issues in controversy arising from the award of the contract or any contractual dispute using Alternative Dispute Resolution (ADR) procedures (Governing Rules, §56). The contractor shall comply with all applicable federal, state and local laws, rules and regulations.

- G. **ASSIGNMENT OF CONTRACT:** A contract shall not be assignable by the contractor in whole or in part without the written consent of Radford University, an agency of the Commonwealth.
- H. **AUDIT:** The Contractor shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The University, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.
- I. **AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH:** A Contractor organized as a stock or non-stock corporation, limited liability company, business, trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the *Code of Virginia* or as otherwise required by law. Any business entity described above that enters into a contract with a public body shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required by Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business fails to remain in compliance with the provisions of this section. **(The clause has been modified to remove reference to the VPPA. PIM 27 added this clause to meet requirements of *Code of Virginia* § 2.2-4311.2 regarding businesses authorized to transact business in the Commonwealth.)**
- J. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that Radford University shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.
- K. **CANCELLATION OF CONTRACT:** Radford University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Contractor. In the event the initial contract period is more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the contract of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
- L. **CHANGES TO THE CONTRACT:** Changes can be made to the contract in any of the following ways:
1. The parties may agree to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
 2. The University may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The contractor shall comply with the notice upon receipt. The contractor shall be compensated for any additional costs incurred as the result of such order and shall give the University a credit for any savings. Said compensation shall be determined by one of the following methods:
 - a. By mutual agreement between the parties in writing; or
 - b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the University's right to audit the contractor's records and/or to determine the correct number of units independently; or

- c. By ordering the contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed in provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The contractor shall present the University with all vouchers and records of expenses incurred and savings realized. The University shall have the right to audit the records of the contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to the University within thirty (30) days from the date of receipt of the written order from the University. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract, or if there is none, in accordance with the dispute's clause provisions of the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and Their Vendors. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this contract shall excuse the contractor from promptly complying with the changes ordered by the University or with the performance of the contract generally.
- M. **CONTROLLING VERSION OF SOLICITATION**: The PDF version of the solicitation and any addenda issued by Radford University's Procurement and Contracts Department is the mandatory controlling version of the document. Any modification to the solicitation by the Bidder or Offeror shall not modify the official version of the solicitation issued by Radford University's Procurement and Contracts Department. Such modifications or additions to the solicitation by the Bidder or Offeror may be cause for rejection of the bid or proposal; however, Radford University reserves the right to decide, on a case-by-case basis, in its sole discretion, whether to reject such a bid or proposal.
- N. **DEBARMENT STATUS**: By submitting their (bids/proposals), (bidders/offerors) certify that they are not currently debarred by the Commonwealth of Virginia from submitting bids or proposals on contracts for the type of goods and/or services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.
- O. **DEFAULT**: In case of failure to deliver goods or services in accordance with the contract terms and conditions, the University, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.
- P. **DRUG-FREE WORKPLACE**: During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees: (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacturer, sale, distribution, dispensation, possession, or use of controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibitions: (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, possession or use of any controlled substance or marijuana during the performance of the contract.

- Q. **ETHICS IN PUBLIC CONTRACTING**: By submitting their (bids/proposals), (bidders/offerors) certify that their (bids/proposals) are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other (bidder/offeror), supplier, manufacturer or subcontractor in connection with their (bid/proposal) and that they have not conferred on any public employee having

official responsibility for this procurement transaction any payment; loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

- R. **eVA BUSINESS-TO-GOVERNMENT VENDOR REGISTRATION, CONTRACTS, AND ORDERS:** The eVA Internet electronic procurement solution, website portal [eVA Electronic Virginia Portal](#) streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to the Commonwealth should participate in the eVA Internet e-procurement solution by completing the free eVA Vendor Registration. All bidders or offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the bid/proposal being rejected.

Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

- a. For orders issued July 1, 2014 and after, the Vendor Transaction Fee is:
 - (i) DSBSD-certified Small Businesses: 1%, capped at \$500 per order.
 - (ii) Businesses that are not DSBSD-certified Small Businesses: 1%, capped at \$1,500 per order.
- b. For orders issued prior to July 1, 2014 the vendor transaction fees can be found at [eVA Electronic Virginia Portal](#).

The specified vendor transaction fee will be invoiced, by the Commonwealth of Virginia Department of General Services, approximately 30 days after the corresponding purchase order is issued and payable 30 days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes. **(*Updated by DP&S July 1, 2014).**

You are required to register through the eVA website at www.eva.virginia.gov. Click on the "Vendor" tab and follow the registration instructions. If you need assistance, or on line directions, please contact Radford University at (540) 831-5429.

- S. **eVA ORDERS AND CONTRACTS (Effective July 6, 2015):** The solicitation/contract will result in one or more purchase order(s) with the applicable eVA transaction fee assessed for each order.

Vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet e-procurement solution and agree to comply with the following: If this solicitation is for a term contract, failure to provide an electronic catalog (price list) or index page catalog for items awarded will be just cause for the Commonwealth to reject your bid/offer or terminate this contract for default. The format of this electronic catalog shall conform to the eVA Catalog Interchange Format (CIF) Specification that can be accessed and downloaded from www.eva.virginia.gov. Contractors should email Catalog or Index Page information to eVA-catalog-manager@dgs.virginia.gov.

- T. **IMMIGRATION REFORM AND CONTROL ACT OF 1986:** By submitting their (bids/proposals), (bidders/offerors) certify that they do not and will not during the performance of this contract employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986.

- U. **INSURANCE:** By signing and submitting a bid or proposal under this solicitation, the bidder or offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with § 25 of the Governing Rules. The bidder or offeror further certifies that the contractor and any subcontractors will maintain these insurance coverages during the entire term of the contract and that all insurance coverage will be provided by

insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM COVERAGES AND LIMITS REQUIRED FOR MOST CONTRACTS:

- **Workers' Compensation** – Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in number of employees that change their workers' compensation requirements under the Governing Rules during the course of the contract shall be in noncompliance with the contract.
- **Employer's Liability** - \$ 100,000.
- **Commercial General Liability** - \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.
- **Automobile Liability** - \$1,000,000 combined single limit (Required if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third party owner of such motor vehicle).

Professional Service

Limits

Accounting	\$1,000,000 per occurrence, \$3,000,000 aggregate
Architecture	\$2,000,000 per occurrence, \$6,000,000 aggregate
Asbestos, Design, Inspection or Abatement Contractors	\$1,000,000 per occurrence, \$3,000,000 aggregate

Health Care Practitioner (to include Dentists, Licensed Dental Hygienists, Optometrists, Registered or Licensed Practical Nurses, Pharmacists, Physicians, Podiatrists, Chiropractors, Physical Therapists, Physical Therapist Assistants, Clinical Psychologists, Clinical Social Workers, Professional Counselors, Hospitals or Health Maintenance Organizations) \$2,150,000 per occurrence, \$4,250,000 aggregate

(Limits increase each July 1 through fiscal year 2031 *per Code of Virginia § 8.01 – 581.15*)

Insurance Risk Management	\$1,000,000 per occurrence, \$3,000,000 aggregate
Landscape/Architecture	\$1,000,000 per occurrence, \$1,000,000 aggregate
Legal	\$1,000,000 per occurrence, \$5,000,000 aggregate
Professional Engineer	\$2,000,000 per occurrence, \$6,000,000 aggregate
Surveying	\$1,000,000 per occurrence, \$1,000,000 aggregate

***When Used:** FOR CONSTRUCTION SERVICE CONTRACTS AND GOODS CONTRACTS WHEN INSTALLATION IS **REQUIRED**. Required in all solicitations where a contractor will perform work or services in or on state facilities, the limits are minimums and may be increased. **When soliciting one of the Professions/Services listed above the specific profession/service referenced in the bid/offer shall apply.**

- V. **MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS:** Failure to submit a response on the official state form provided for that purpose may be a cause for rejection of the response. Modification of or additions to the General Terms and Conditions of the solicitation may be cause of rejection of the response; however, the University reserves the right, on a case by case basis, in its sole discretion, whether or not to reject such a proposal.

W. **NONDISCRIMINATION OF CONTRACTORS:** A bidder, offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the bidder or offeror employs ex-offenders unless the university, department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

X. **PAYMENT:**

1. **Prime Contractor:**

- a. Invoices for items ordered, delivered and accepted shall be submitted by the contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the state contract number and/or purchase order number. Radford University's payment address is as follows:

**RADFORD UNIVERSITY
ATTN: ACCOUNTS PAYABLE
PO BOX 6906
RADFORD, VA. 24142
Email: acctspayable@radford.edu**

- b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. However, this shall not affect offers of discounts for payment in less than 30 days.
- c. All goods and services provided under this contract or purchase order, that are to be paid with public funds shall be billed by the contractor at the contract price, regardless of which public agency is being billed.
- d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.
- e. **Unreasonable Charges.** Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable the Commonwealth shall promptly notify the contractor, in writing, as to those charges which it considers unreasonable and the basis for the determination. A contractor may not institute legal action unless a settlement cannot be reached within thirty (30) days of notification. The provisions of this section do not relieve the University of its prompt payment obligations with respect to those charges which are not in dispute (*Governing Rule §53. Contractual disputes*).

2. **To Subcontractors:**

- a. A contractor awarded a contract under this solicitation is hereby obligated:

- 1) To pay the subcontractor(s) within seven (7) days of the contractor's receipt of payment from the Commonwealth for the proportionate share of the payment record for work performed by the subcontractor(s) under the contract; or
 - 2) To notify the University and the subcontractor(s), in writing, of the contractor's intention to withhold payment and the reason.
- b. The contractor is obligated to pay the subcontractor(s) interest at the rate of one percent per month (unless otherwise prohibited under the terms of the contract) on all amounts owed by contractor that remain unpaid seven (7) days following receipt of payment from the Commonwealth, except for amounts withheld as stated in (2) above. The date of mailing of any payment by U.S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier contractor performing under the primary contract. A contractor's Obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of the Commonwealth.
3. Each prime contractor who wins an award in which provision of a SWaM procurement plan as specified in the contract documents and is a condition to the award, shall deliver to the contracting agency or institution, on or before request for final payment, evidence and certification of compliance (subject only substantial shortfalls and to shortfalls arising from subcontractor default) with the SWAM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by the University or institution, or other appropriate penalties may be accessed in lieu of withholding such payment.
- Y. **PRECEDENCE OF TERMS:** The following General Terms and Conditions COMMONWEALTH OF VIRGINIA PURCHASING MANUAL for INSTITUTIONS OF HIGHER EDUCATION and THEIR VENDORS, APPLICABLE LAWS AND COURTS, ANTI-DISCRIMINATION, ETHICS IN PUBLIC CONTRACTING, IMMIGRATION REFORM AND CONTROL ACT OF 1986, DEBARMENT STATUS, ANTITRUST, MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS, CLARIFICATION OF TERMS, PAYMENT shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.
- Z. **PRICING CURRENCY:** Unless stated otherwise in the solicitation, bidders/offers shall state bid/offer in U.S. dollars.
- AA. **QUALIFICATIONS OF OFFERORS:** The Commonwealth may make such reasonable investigations as deemed proper and necessary to determine the ability of the (bidder/offeror) to perform the services/furnish the goods and the (bidder/offeror) shall furnish to the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect (bidder/offeror's) physical facilities prior to award to satisfy questions regarding the (bidder/offeror's) capabilities. The Commonwealth further reserves the right to reject any (bid/proposal) if the evidence submitted by, or investigations of, such (bidder/offeror) fails to satisfy the services and/or furnish the goods contemplated therein.
- BB. **TAXES:** Sales to the Commonwealth of Virginia are normally exempt from State sales tax. State sales and use tax certificates of exemption ST-12, will be issued upon request. Deliveries against this contract shall usually be free of Federal excise and transportation taxes. The Commonwealth's excise tax exemption number is 54-73-0076K.
- CC. **TESTING AND INSPECTION:** The Commonwealth reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to specifications.

DD. **VIRGINIA FREEDOM OF INFORMATION ACT:** Except as provided, once an award is announced, all proposals/bids submitted to this RFP/IFB will be open to inspection by any citizen, or interested person, firm or corporation, in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by a firm prior to or as part of its proposal will not be subject to public disclosure under the Virginia Freedom of Information Act only under the following circumstances: (1) the appropriate information is clearly identified by some distinct method such as highlighting or underlining; (2) only the specific words, figures, or paragraphs that constitute trade secrets or proprietary information are identified; and (3) a summary page is supplied immediately following the proposal title page that includes (a) the information to be protected, (b) the section(s)/page number(s) where this information is found in the proposal, and (c) a statement why protection is necessary for each section listed. The firm must also provide a separate electronic copy of the proposal (CD, etc.) with the trade secrets and/or proprietary redacted. *If all of these requirements are not met, then the firm's entire bid/proposal will be available for public inspection.*

VIII. **SPECIAL TERMS AND CONDITIONS:**

- A. **ACCEPTANCE PERIOD:** Any bid/proposal submitted in response to this solicitation shall be valid for (180) days. At the end of the (180) days, the bid/proposal may be withdrawn at the written request of the bidder/Offeror. If the bid/proposal is not withdrawn at that time, it remains in effect until an award is made or the solicitation is canceled.
- B. **ADDITIONAL GOODS AND SERVICES:** The University may acquire other goods and services that the supplier provides than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services as negotiated under the same terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services that are newly introduced during the term of this contract. Such additional goods and services will be provided to the University at favored nations pricing. The exact pricing of these good and services will be determined at the time of procurement.
- C. **CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION:** The Contractor assures that the information and data obtained as to personal facts and circumstances related to students or staff will be collected and held confidential, during and following the contract, and unless disclosure is required pursuant to court order, subpoena or other regulatory authority, will not be divulged without the individual's and the University's written consent and only in accordance with federal law or *Code of Virginia*. Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the University of any breach or suspected breach in the security of such information. Contractors shall allow the University to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.
- D. **CONTINUITY OF SERVICES:**
- A. The Contractor recognizes that the services under this contract are vital to the University and must be continued without interruption and that, upon contract expiration, a successor, either the University or another Contractor, may continue them. The Contractor agrees:
- To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
 - To make all University owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and

- That the University Contract Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.
- B. The Contractor shall, upon written notice from the Contract Office, furnish phase-in/phase-out services for up to ninety (90) days after this contract expires and shall negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Contract Officer's approval.
- C. The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in/phase-out operations) and a fee (profit) not to exceed a pro rata portion of the fee (profit) under this contract. All phase-in/phase-out work fees must be approved by the Contract Officer in writing prior to commencement of said work.
- E. **CONTRACTOR PERSONNEL**: All employees of the Contractor shall comply with the rules, regulations, policies and procedures of the University and shall maintain proper conduct. In the event the University finds, at its sole discretion, that an employee of the Contractor is objectionable to the University that employee shall be removed by the Contractor from the University grounds and shall not again be employed by the Contractor on University grounds until approved by the University.
- F. **INDEMNIFICATION**: Contractor agrees to indemnify, defend and hold harmless the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the Contractor/any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the issuing agency to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods or equipment delivered.
- G. **PUBLIC POSTING OF COOPERATIVE CONTRACTS**: Radford University maintains a web-based contract database with a public gateway access. Any resulting cooperative contract(s) to this solicitation will be posted to the publicly accessible website. Contents identified as proprietary information will not be made public.
- H. **RENEWAL OF CONTRACT**: This contract may be renewed by the University for three (3) successive one-year periods) under the terms and conditions of the original contract except as stated in A. and B. below. Price increases may be negotiated only at the time of renewal. Written notice of the University's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.
- A. If the University elects to exercise the option to renew the contract for an additional one-year period, the contract price(s) for the additional one-year shall not exceed the contract price(s) of the original contract increased/decreased by more than the percentage increase/decrease of the "other services" category of the Consumer Price Index for All Urban Consumers (Current Series) <CPI-U> released by the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.
 - B. If during any subsequent renewal periods, the University elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the "other services" category of the Consumer Price Index for All Urban Consumers (Current Series) released by the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

- I. **SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent of the University. In the event that the Contractor desires to subcontract some part of the work specified herein, the Contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The Contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assume compliance with all requirements of the contract.

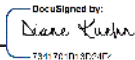
- IX. **GOVERNING RULES:** This Contract is governed by the provisions of the Restructured Higher Education Financial and Administrative Operations Act, Chapter 4.10 (§23-38-88 et seq.) of Title 23 of the Code of Virginia, and in particular § 23-38.90 of the Restructuring Act, referred to as the "Governing Rules" and the *Purchasing Manual for Institutions of Higher Education and Their Vendors.*"

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

VISIONPOINT MARKETING, LLC

Print Name: Diane Kuehn

Title: CEO

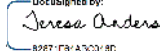
Signature:  Diane Kuehn

Date: 7/30/2020 | 8:26 AM PDT

RADFORD UNIVERSITY

Print Name: Teresa Anders

Title: Associate Director of Procurement and Contracts

Signature:  Teresa Anders

Date: 7/30/2020 | 1:32 PM EDT

Attachment A

Request for Proposal (RFP) # R20-008 dated February 10,2020

Inclusive of

Addendum No. 1 dated February 28, 2020

Addendum No 2. Dated March 12, 2020

RADFORD UNIVERSITY

**PROCUREMENT AND CONTRACTS
P.O. BOX 6885
501 STOCKTON STREET
RADFORD, VA 24142**

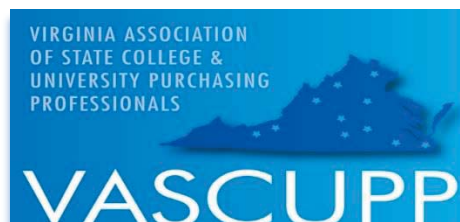
REQUEST FOR PROPOSAL

R20-008

TITLE

Marketing Strategy and Media Placement

FEBRUARY 10, 2020



RADFORD UNIVERSITY IS A PROUD MEMBER OF VASCUPP



**REQUEST FOR PROPOSAL
RFP # R20-008**

ISSUE DATE: February 10, 2020

TITLE: Marketing Strategy and Media Placement

ISSUING AGENCY: **RADFORD UNIVERSITY**
Procurement and Contracts
David E. Armstrong Complex, 501 Stockton St.
Post Office Box 6885
Radford, VA 24142-6885

PERIOD OF CONTRACT: July 1, 2020 through June 30, 2021 with four (4) one-year renewal options **or as negotiated.**

SEALED PROPOSALS DUE DATE/TIME: March 16, 2020 up to and including 3:00 PM Eastern Standard Time

Proposals received after the due date and time or electronic submission of proposals will not be accepted. Procurement and

Contracts mailing address is as follows:

RADFORD UNIVERSITY
Procurement and Contracts Department
David E. Armstrong Complex
501 Stockton Street [Courier Physical Address]
Post Office Box 6885
Radford, Virginia 24142

OPTIONAL PRE-PROPOSAL CONFERENCE: **Wednesday, February 26, 2020 at 3:00 PM.** Please notify Teresa Anders at tanders@radford.edu or 540-831-6097 no later than close of business on **Friday, February 24, 2020** if you will be attending the conference and whether you plan to attend in person or via teleconference. **See section XI for further details regarding the pre-proposal conference.**

QUESTIONS/INQUIRIES: All inquiries for information shall be directed to: Teresa Anders via email at tanders@radford.edu or via phone at 540-831-6097. **Please submit any questions to be addressed at the pre-proposal conference no later than close of business on February 24, 2020.**

PUBLIC POSTING: Reference section 2) D) 1 – *Commonwealth of Virginia Procurement Manual for Institutions of Higher Education and their Vendors* [VASCUPP](http://vascupp.org) Public notices shall be published on the Department of General Services central electronic procurement website, eVA (<http://eva.virginia.gov>), under Sourcing and Contracting on the eVA home page. This is the only electronic source used by Radford University's Procurement and Contracts Department to electronically post the RFP document and subsequent Addenda.

LATE PROPOSALS: To be considered for selection, proposals must be received by Procurement and Contracts by the designated date and hour. The official time used in the receipt of proposal is that time on the automatic time stamp machine in the Procurement and Contracts Department. Proposals received in the Procurement and Contracts Department **after** the date and hour designated are automatically disqualified and will not be considered. Procurement and Contracts is not responsible for delays in the delivery of mail by the U.S. Postal Office, private couriers, or the interuniversity mail system. It is the sole responsibility of the Offeror to ensure that its proposal reaches the Procurement and Contracts Department by the designated date and hour. *Proposal receipt scheduled during a period of suspended state business operations will be rescheduled for processing at the same time on the next regularly scheduled business day.

UNIVERSITY CLOSINGS: If the University is closed as a result of an act of God or an emergency situation, the University's website shall post notices of said closings. It is the responsibility of the Offeror to check the website at www.radford.edu for said notices. If the University is closed on the day proposals are due they will be accepted the same time the next scheduled business day the University is open. If the University is closed on the day of the scheduled pre-proposal conference a written addendum will be issued to officially reschedule the conference.

In compliance with this Request for Proposal and to all conditions imposed therein, the undersigned offers and agrees to furnish the goods/services described at the prices indicated in Attachment [G]–**Financial Proposal.**

Legal Name and Address of Firm (Type or Print):

Name:	Date:	
Street:	Signature:	
PO Box:	Print Name:	
City/State/Zip:	Title:	
FEI/FIN/SS No.:	Telephone:	
eVA Vendor ID No.:	Fax:	Email:

Check all that apply: ☐ Corporation ☐ Partnership ☐ Proprietorship ☐ Individual

Department of Small Business and Supplier Diversity (DSBSD) Certification No. _____ **and Expiration Date:** _____

Certification Category: ☐ Woman-Owned ☐ Minority-Owned ☐ Small Business
(www.sbsd.virginia.gov) for additional information.

eVA Virginia's eProcurement Portal Registered: Yes ☐ - eVA Vendor ID# _____

Commonwealth of Virginia State Corporation Commission registration number: _____

Note: This public body does not discriminate against faith-based organizations in accordance with §36 of the Governing Rules or against a bidder or Offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

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RFP R20-008 – Marketing Strategy and Media Placement

I. PURPOSE

- A. The intent and purpose of this Request for Proposals (RFP) is to solicit proposals from qualified sources to establish a contract through competitive negotiations with one qualified contractor to provide the expertise and services of a fully functional marketing entity to assist with recruitment and general awareness. Expertise and awareness fall within the categories of strategy, placement, and analytics as outlined herein. Services are to be provided to Radford University, (hereinafter referred to as “RU”, or “the University”), an agency of the Commonwealth of Virginia.

II. BACKGROUND**A. University Background:**

Radford University is a comprehensive public university of 11,870 students that has received national recognition for many of its undergraduate and graduate academic programs, as well as its sustainability initiatives. Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service and research programs. Well known for its strong faculty/student bonds, innovative use of technology in the learning environment and vibrant student life on a beautiful 204-acre American classical campus, Radford University offers students many opportunities to get involved and succeed in and out of the classroom. The University offers 76 bachelor's degree programs in 47 disciplines, three associate degrees, and six certificates at the undergraduate level; 27 master's programs in 22 disciplines and six doctoral programs at the graduate level; and 14 post-baccalaureate certificates and one post-master's certificate. A Division I member of the NCAA and Big South Conference, Radford University competes in 16 men's and women's varsity athletics. With over 300 clubs and organizations, Radford University offers many opportunities for student engagement, leadership development and community service. In addition to robust academic offerings and engaging student experiences on the main campus located in Radford, Virginia, Radford University also offers a clinical-based educational experience for more than 1,000 students living and learning in Roanoke, Virginia as part of Radford University Carilion, a public-private partnership focused on the cutting-edge delivery of health sciences programming, outreach and service.

Specific Background:

University Relations is comprised of writers, designers, photographers, videographers, digital strategists, creatives, and leaders who work to collaboratively advance the brand of Radford University through marketing, communications, media engagement, digital, and creative services. Members of this area have strong educational backgrounds paired with significant industry and higher education experience.

TOP PRIORITIES OF UNIVERSITY RELATIONS INCLUDE:

- Share the Radford University brand across campus, within the local community, the Commonwealth of Virginia, and beyond.
- Promote the achievements of the students, faculty, staff, and alumni.
- Directly support admissions, advancement, and alumni relations efforts.

- Engage with internal stakeholders from the Radford University family to support marketing, communications, media, and creative service needs.
- Implement and advance relevant initiatives as outlined in the [2018-2023 Strategic Plan](#).

At present, University Relations is accomplishing its priorities with a combination of in-house talent, collaboration with enrollment management and admissions, and external partnerships. The creative services team is conceptualizing and executing all creative work necessary for all campaigns. External partners provide strategy creation, media placement and analytics monitoring for the broad campaigns running across traditional and digital tactics.

III. CONTRACT PARTICIPATION

- B. Under the authority of §6 of the *Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia* (copy available at [VASCUPP](#) web site). The intent of this solicitation and resulting contracts is to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions or lead issuing institution's affiliated corporations may access any resulting contract if authorized by the contractor. Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) may be extended to the entities indicated above to purchase at contract prices in accordance with the contract terms. The Contractor shall notify the lead-issuing institution in writing of any such entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate. The Contractor will provide semi-annual usage reports for all entities accessing the contract. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from Radford University. Radford University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that Radford University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

Please refer to Attachment H, Zone Map, if the offeror wishes to submit a separate pricing structure based on approved zones for cooperative institutions. If no other prices are offered, pricing provided will apply to all zones in the Commonwealth. If you wish to provide pricing for a zone other than which this solicitation originated, please indicate you are doing so in the response. If you anticipate pricing differentials for different zones, separate pricing structures must be submitted for each zone that includes appropriate for pricing that zone.

Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes as the need may be. Please contact the buyer for additional information.

- IV. **CONTRACT ADMINISTRATION:** Radford University assigns "Contract Administrators" to each contract awarded. The Contract Administrator shall be the initial point of contact for the Contractor. Contract Administrators are charged with ensuring the terms and conditions of the contract are followed, payments are made in accordance to the contractual pricing schedule, and reporting noncompliance issues to the Procurement and Contracts Department at Radford University. Contract Administrators **do not** have the authority to authorize changes and/or modifications to the contract. Should noncompliance issues exist and cannot be resolved at this level or changes/modifications to the contract are required, the assigned Contract Officer in the Procurement and Contracts Department must be notified immediately by the Contract

Administrator. The assigned Contract Administrator is the Chief of Staff and Vice-President of University Relations.

V. SMALL, WOMAN-OWNED AND MINORITY-OWNED (SWAM) PARTICIPATION:

It is the policy of the Commonwealth of Virginia to contribute to the establishment, preservation, and strengthening of small businesses and businesses owned by women and minorities and to encourage their participation in state procurement activities. The Commonwealth encourages contractors to provide for the participation of small businesses, and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other contractual opportunities.

Radford University has established SWaM goals that are posted to the Procurement and Contract website. Links to the University's SWaM initiative can be located at: [Procurement and Contracts | Radford University](#).

See **Attachment F** for information on reporting spend data with subcontractors and a SWaM Table (Table A only) to complete and submit in the proposal.

VI. INTENTIONALLY LEFT BLANK

VII. STATEMENT OF NEEDS

General:

Radford University is seeking an extension of the professional branding, creative, and marketing team housed within the Office of University Relations to develop a comprehensive annual media and marketing plan utilizing traditional, digital, and emerging engagement and messaging platforms. The plan, which should employ best practices and a strategic approach, will need to be executed and tracked on behalf of the University by directly facilitating all marketing and media placement and trafficking as outlined in the final approved plan.

The University is also seeking access to detailed analytics in the form of comprehensive and reoccurring reports, thereby providing an overview of strategy effectiveness with the ability to modify the approaches and deliveries based on actionable and measurable outcomes.

In order to develop and maintain a collegial environment and strong partnership, the University will engage in regular meetings and interactions with the fully-functional marketing entity in order to ensure the development, execution, and effectiveness of the overall strategy and specific placements with a strong focus on analytics. As a result, The University is keenly interested in the development of and access to an online platform providing real-time analytics.

The University has sufficient in-house expertise for the development of creative assets and related messaging, but seeks a collaborative partner for the strategy, placement, and analytics associated with the thoughtful development and successful execution of the University's broad-based messaging and related strategy for the purpose of student recruitment and general awareness. Furthermore, the University is looking to build a lasting and meaningful partnership with an energetic and innovative entity, which is both aligned with and guided by the University's mission, vision, and core values, while at the same time being proactive to University needs and reactive to industry developments.

The Contractor shall furnish all labor, insurance, materials, equipment, supervision, and incidentals necessary to provide said services to the University.

VIII. PROPOSAL PREPARATION AND SUBMISSION

A. GENERAL INSTRUCTIONS:

1. **RFP Responses:** In order to be considered for selection, the Offeror shall submit to the University a complete response to this RFP. Proposals shall be a combination of **paper and electronic documents as detailed below, each containing full identical content including all attachments.**

Format: Electronic file shall be text searchable using common business software, such as Adobe, Microsoft Word and Microsoft Excel.

Media: Include all of the following:

PAPER DOCUMENTS

One (1) paper **original signed** document

ELECTRONIC DOCUMENTS

One (1) complete electronic proposal, inclusive of all attachments, on individual USB drive

REDACTED ELECTRONIC DOCUMENT

One (1) redacted electronic proposal on a USB drive labeled **FOIA**

No other distribution of the proposal shall be made by the Offeror.

VFOIA (Virginia Freedom of Information Act) – The one redacted FOIA proposal contains identical content, however it blacks out information that is personally identifiable (such as FIN) and, if applicable, any trade secrets and proprietary information for which the Offeror must invoke in writing the protections of the [Code of Virginia 2.2-4342, Public Inspection of Certain Records](#).

2. **Contact:** Communications regarding this Request for Proposal (RFP) shall be formal from the date of issue until either a Contractor has been selected or the University Procurement and Contracts Department rejects all proposals. Formal communications, including but not limited to, request for information, comments or speculations regarding this RFP to any University employee other than a Procurement and Contracts representative may result in the offending Offeror's proposal being rejected.
3. **Proposal Presentation:**
 - **Sign and Complete:** Proposals shall be signed by an authorized representative of the Offeror. See page 3. ***The original proposal must be clearly marked on the outside of the proposal.*** All information requested must be submitted. Failure to submit all information requested may result in the University requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by the University. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation. All information requested by this Request for Proposal on the ownership, utilization, and planned involvement of small businesses, women-owned businesses and minority-owned businesses must be submitted. See **Attachment F**. If an Offeror fails to submit all information requested, the University may require prompt submission of missing information after the receipt of proposals.

- **Concise & Clear:** Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
 - **Organization:** Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the attachment, paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page. The proposal should contain a table of contents, which cross-references the RFP requirements. Information which the Offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find the RFP requirements are specifically addressed.
 - **Word Usage:** As used in this RFP, the terms “must”, “shall”, “should” and “may” identify the criticality of requirements. “must” and “shall” identify requirements whose absence will have a major impact on the suitability of the proposed solution. Items labeled as “should” or “may” are highly desirable, although their absence will not have a large impact and would be useful, but are not necessary. Depending on the overall response to the RFP, some individual “must” and “shall” items may not be fully satisfied, but it is the intent to satisfy most, if not all, “must” and “shall” requirements. The inability of an Offeror to satisfy a “must” or “shall” requirement does not automatically remove that Offeror from consideration; however, it may seriously affect the overall rating of the Offeror's proposal.
 - **Binding, Ownership:** The original proposal and copies if requested, should be bound or contained in a single volume where practical (ex: ring binder, spiral bound, stapled, etc.). All documentation submitted with the proposal should be contained in that single volume. Ownership of all data, materials and documentation originated and prepared for the state pursuant to the RFP shall belong exclusively to Radford University and be subject to public inspection in accordance with the Virginia Freedom of Information Act as specified in General Terms and Conditions.
 - **Legal Agreement:** Unless noted in the proposal, a signed and submitted proposal certifies that the firm's principals or legal counsel has reviewed the Request for Proposal General Terms and Conditions and the Special Terms and Conditions and agrees that these provisions will become a part of any final agreement, and that the principals or legal counsel has reviewed and approved the firm's entire proposal prior to submission to the University.
4. **Presentations:** Offerors who submit a proposal in response to this RFP may be invited to give a presentation of their proposal to the University. This provides an opportunity for the Offeror to clarify or elaborate on the proposal. This is a **fact finding** and **explanation** session only and does not include negotiations. The University will schedule the time and location of these presentations. Presentations are an option for the University and may or may not be conducted.

Radford University expects Offerors who are invited to give an oral presentation will utilize the person or persons who will be working on the project to conduct the presentation so

quality and experience of the contractor's staff can be evaluated prior to making the selection. See **Section XII** for the estimated schedule.

B Specific Proposal Requirements: Proposals should be as thorough as possible so that Radford University may properly evaluate your capabilities to provide the required services. Offerors are required to submit the following items as a complete proposal:

1. **Complete and Sign:** The return of the completed RFP inside cover sheet (See page 3) and addenda acknowledgements, if any, signed, and filled out as required.
2. **Qualifications and Relevant Experience:** Describe your experience in providing services as outlined in this RFP. Provide an overview of how long you have been in business detailing the names, qualifications and experience of personnel to be assigned should be awarded a contract. Include an organizational chart, individual qualifications, experience, etc. **Provide references as directed in Attachment D.**
3. **Capabilities and Capacity:** Provide information detailing your capabilities and capacity to fulfill the Statement of Needs of this RFP (i.e., analytics, strategy and placement of media opportunities.)
4. **Approach and Methodology:** Describe your approach and methodology to:
 - Supporting the Office of University Relations to develop a comprehensive annual media and marketing plan.
 - Utilizing traditional, as well as digital, platforms.
 - Comprehensive reporting.
 - Online platforms and real time analytics.
5. **Financial Proposal:** Provide a fee structure associated with goods and services proposed to fulfill requirements. This should incorporate financial considerations such as labor costs, overhead, contingency budgets, etc. See **Attachment G**. This is a template for your use; however, you can provide your own financial document.
6. **Identification on Proposal Envelope:** The signed proposal should be returned to the University to the attention of the identified Contract Officer in a sealed envelope or package with the following identifying information on the outside of the sealed envelope/package:

Name of Offeror:	RFP# R20-008
Address:	Due Date: March 16, 2020 Time: 3:00 PM EST
	RFP Title: Marketing Strategy and Media Placement
City, State, Zip Code	Name of Contract Officer: Teresa C. Anders

IX EVALUATION AND AWARD CRITERIA

A. Evaluation Criteria: Proposals will be evaluated for full compliance with the RFP requirements and the mandatory terms and conditions set forth within the RFP document. The objective of the Radford University Evaluation Committee will be to select the contractor that is most responsive to the herein described needs and represents the best value for Radford University.

The proposals will be evaluated by Radford University using the following weighted evaluation criteria.

	Evaluation Criteria	Percentage of Points
1	Qualifications and Relevant Experience	25%
2	Capabilities, Skills, and Capacity	30%
3	Approach and Methodology	20%
4	Financial Proposal	15%
5	SWaM - Participation of Small Businesses and Businesses Owned by Women and Minorities	10%
	TOTAL	100%

- B. Award of Contract:** Selection shall be made of two or more Offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation criteria included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offers so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each Offeror so selected, the University shall select the Offeror which, in its opinion, has made the best proposal, and shall award the contract to that Offeror. The University may cancel this Request for Proposal or reject proposals at any time prior to award, and is not required to furnish a statement of the reason why a particular proposal was not deemed to be the most advantageous (*Code of Virginia, § 2.2-4359D*) [Code Section 2.2-4359D](#). Should the Commonwealth determine in writing and in its sole discretion that only one Offeror is fully qualified, or that one Offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that Offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.

X REPORTING AND DELIVERY REQUIREMENTS

- A.** During active campaigns, the University will require monthly reports to provide data on progress, areas of strength, and opportunities for improvement. Such reports must blend quantitative data with commentary that provides context and associated next steps. It is desired that the analytics reports prompt interaction between the Contractor and the University such that the marketing and campaign efforts can continuously improve. Items that are required within analytics reports include overall impressions and/or reach, engagement rates, best performing creative, and worst performing creative, if applicable.

The Offeror should provide sample analytics reports and information surrounding their ability to satisfy the aforementioned reporting and delivery requirements.

- B.** The Contractor shall provide a quarterly report to the Radford University Director of Strategic Sourcing and Supplier Diversity detailing the small business subcontractor spending in SWaM subcontracts are utilized. See **Attachment F**.

XI. OPTIONAL PRE-PROPOSAL CONFERENCE (in-person or by phone) Please notify Teresa Anders at tanders@radford.edu or 540-831-6097 no later than close of business on

February 24, 2020 if you plan to attend the optional pre-proposal conference and whether you will attend in person or via teleconference. If you elect to attend via teleconference you will be required to provide your email address in order to receive a teleconference notification email providing details to access the teleconference.

- A. An optional pre-proposal conference will be held **February 26, 2020 at 3:00 PM Eastern Standard Time** in the Procurement and Contracts Conference Room located in the Armstrong Complex. The street address is 501 Stockton Street, Radford, VA 24142. While attendance at this conference will not be a prerequisite to submitting a proposal, Offerors who intend to submit a proposal are encouraged to attend. It is recommended you have a copy of the solicitation readily available to review during the pre-proposal conference.
- B. The purpose of the conference is to allow potential Offerors an opportunity to present questions and requests for clarification, with final responses provided in an RFP Addendum that is published to eVA [eVA - Virginia's eProcurement Portal](#). The Addendum will include any updates to the RFP, including changes and questions with answers.

XII. INTENTIONALLY LEFT BLANK

XIII. INVOICING AND PAYMENT:

- A. The Contractor shall submit a fully itemized invoice that references the Radford University contract number, material description, quantities and unit prices, and Purchase Order number, if applicable. Payment will be made thirty days after receipt of proper invoice for the amount of payment due, or thirty days after receipt of goods / services, whichever is later, in accordance with the [Commonwealth of Virginia Prompt Payment Act](#). Mail or Email Invoice(s) to:

**RADFORD UNIVERSITY
ACCOUNTS PAYABLE
POST OFFICE BOX 6906
RADFORD, VA 24142-6906
Email: acctspayable@radford.edu**

XIV. ATTACHMENTS

Attachment A – Sample Contract Form
Attachment B – General Terms and Conditions
Attachment C – Special Terms and Conditions
Attachment D – Offer Data Sheet
Attachment E – COVA W9 Request for Taxpayer
Identification Number and Certification
Attachment F – SWaM Utilization Plan
Attachment G – Financial Proposal
Attachment H – Zone Map
Attachment I - RFP Response Checklist

RFP R20-008 - Attachment A - SAMPLE CONTRACT**FOR REFERENCE ONLY - DO NOT COMPLETE****COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT**

Contract Number: Rxxxxx

This contract entered into this __ day of ____, 20__, by _____, located at (insert complete physical address), hereinafter called the "Contractor" and Commonwealth of Virginia, **Radford University**, called the "Purchasing Agency, located at 801 East Main Street, Radford, VA. 24142."

- X. **WITNESSETH** that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements contained, agree as follows:
- XI. **SCOPE OF WORK:** The Contractor shall provide the goods/services to the Purchasing Agency as set forth in the Contract Documents.
- XII. **TERM OF CONTRACT:** From _____ through _____ with _____ **(1) year renewal options or as negotiated, to include all contractual provisions contained herein.**
- XIII. **THE CONTRACT DOCUMENTS SHALL CONSIST OF:**
- A. This signed form (Radford University Commonwealth of Virginia's Standard Contract inclusive of Commonwealth of Virginia General Terms and Conditions-Radford University and Special Terms and Conditions.
 - B. Radford University's Request for Proposal (RFP) Rxx-xxx dated _____, Addendum xxx dated _____ (list all addendums in this format). (Attachment A);
 - C. Contractor's Proposal signed and dated _____ (Attachment B);
 - D. Contractor's supplemental contract correspondence (Attachment C); (e.g., clarification and negotiation points) dated as follows:
 - 1. (list each document by title and execution date)
 - E. This Standard Contract identifies terms as negotiated and as agreed by both parties. In the event there is a conflict between the Standard Contract, Request for Proposal # Rxx-xxx, the Contractor's Proposal or Negotiation/Clarification points, the Standard Contract shall prevail.

- XIV. **FINANCIAL CONSIDERATIONS:**
- XV. **CONTRACT ADMINISTRATION:** [Include CA Special Term listing CA title with all contact information.]
- XVI. **COMMONWEALTH OF VIRGINIA GENERAL TERMS AND CONDITIONS:**
- XVII. **SPECIAL TERMS AND CONDITIONS:** (Insert all applicable T/C's from the template located on the Procurement forms folder.)
- XVIII. **GOVERNING RULES:** This Contract is governed by the provisions of the Restructured Higher Education Financial and Administrative Operations Act, Chapter 4.10 (§23-38-88 et seq.) of Title 23 of the Code of Virginia, and in particular § 23-38.90 of the Restructuring Act, referred to as the *“Governing Rules”* and the *Purchasing Manual for Institutions of Higher Education and Their Vendors.”*

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:	RADFORD UNIVERSITY
Print Name: _____	Print Name: _____
Title: _____	Title: _____
Signature: _____	Signature: _____
Date: _____	Date: _____

RFP R20-008 - Attachment B - General Terms and Conditions-Mandatory

Radford University mandatory General Terms and Conditions are incorporated into this Request for Proposal by reference. It is the Offeror's responsibility to access the document by clicking on the link below. These terms and conditions are deemed mandatory for each solicitation issued by Radford University. The Offeror agrees to these mandatory General Terms and Conditions.

[RADFORD UNIVERSITY GENERAL TERMS AND CONDITIONS](#)

RFP R20-008 - Attachment C**Preferred - Special Terms and Conditions**

- J. **ACCEPTANCE PERIOD:** Any bid/proposal submitted in response to this solicitation shall be valid for (180) days. At the end of the (180) days, the bid/proposal may be withdrawn at the written request of the bidder/Offeror. If the bid/proposal is not withdrawn at that time, it remains in effect until an award is made or the solicitation is canceled.
- K. **ADDITIONAL GOODS AND SERVICES:** The University may acquire other goods and services that the supplier provides than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services as negotiated under the same terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services that are newly introduced during the term of this contract. Such additional goods and services will be provided to the University at favored nations pricing. The exact pricing of these good and services will be determined at the time of procurement.
- L. **CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION:** The Contractor assures that the information and data obtained as to personal facts and circumstances related to students or staff will be collected and held confidential, during and following the contract, and unless disclosure is required pursuant to court order, subpoena or other regulatory authority, will not be divulged without the individual's and the University's written consent and only in accordance with federal law or *Code of Virginia*. Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the University of any breach or suspected breach in the security of such information. Contractors shall allow the University to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.
- M. **CONTINUITY OF SERVICES:**
- D. The Contractor recognizes that the services under this contract are vital to the University and must be continued without interruption and that, upon contract expiration, a successor, either the University or another Contractor, may continue them. The Contractor agrees:
- To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
 - To make all University owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and
 - That the University Contract Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.
- E. The Contractor shall, upon written notice from the Contract Office, furnish phase-in/phase-out services for up to ninety (90) days after this contract expires and shall

negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Contract Officer's approval.

- F. The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in/phase-out operations) and a fee (profit) not to exceed a pro rata portion of the fee (profit) under this contract. All phase-in/phase-out work fees must be approved by the Contract Officer in writing prior to commencement of said work.
- N. **CONTRACTOR PERSONNEL:** All employees of the Contractor shall comply with the rules, regulations, policies and procedures of the University and shall maintain proper conduct. In the event the University finds, at its sole discretion, that an employee of the Contractor is objectionable to the University that employee shall be removed by the Contractor from the University grounds and shall not again be employed by the Contractor on University grounds until approved by the University.
- O. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and hold harmless the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the Contractor/any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the issuing agency to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods or equipment delivered.
- P. **PUBLIC POSTING OF COOPERATIVE CONTRACTS:** Radford University maintains a web-based contract database with a public gateway access. Any resulting cooperative contract(s) to this solicitation will be posted to the publicly accessible website. Contents identified as proprietary information will not be made public.
- Q. **RENEWAL OF CONTRACT:** This contract may be renewed by the University for four (4) successive one-year periods) under the terms and conditions of the original contract except as stated in A. and B. below. Price increases may be negotiated only at the time of renewal. Written notice of the University's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.
- A. If the University elects to exercise the option to renew the contract for an additional one-year period, the contract price(s) for the additional one-year shall not exceed the contract price(s) of the original contract increased/decreased by more than the percentage increase/decrease of the "other services" category of the Consumer Price Index for All Urban Consumers (Current Series) <CPI-U> released by the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.
- B. If during any subsequent renewal periods, the University elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the "other services" category of the Consumer Price Index for All Urban Consumers (Current Series) released by the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

- R. **SUBCONTRACTS**: No portion of the work shall be subcontracted without prior written consent of the University. In the event that the Contractor desires to subcontract some part of the work specified herein, the Contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The Contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assume compliance with all requirements of the contract.

RFP R20-008 - Attachment D - Offeror Data Sheet

Attachment D is to be completed and submitted by the Offeror as part of a complete Proposal.

*Note: The following information is required as part of your response to this solicitation. Failure to complete and provide this sheet may result in finding your offer nonresponsive.

Qualifications:

The Offeror must have the capability and capacity in all respects to satisfy fully all of the contractual requirements.

Vendor's Primary Contact for this RFP:**NAME:****TITLE:****PHONE:****EMAIL:****Years in Business:**

Indicate the length of time the Offeror's company has been in business providing the type of good or service to the type of customer detailed in this RFP:

YEARS:**MONTHS:**

References: Indicate below a listing of at least four (4) current or recent accounts (educational, commercial or governmental) that your company is servicing, has serviced, or has provided similar goods/services. Include the length of service and the name, address and telephone number of the point of contact. The Contact should be knowledgeable about the design, implementation, training, and service the Offeror's company provided to the referenced company.

1) Company:	Contact Name and Title:
Phone:	Email:
Fax:	
Project:	
Dates of Service:	\$ Value:
2) Company:	Contact Name and Title:
Phone:	Email:
Fax:	
Project:	
Dates of Service:	\$ Value:

3) Company:	Contact Name and Title:
Phone:	Email:
Fax:	
Project:	
Dates of Service:	\$ Value:
4) Company:	Contact Name and Title:
Phone:	Email:
Fax:	
Project:	
Dates of Service:	\$ Value:

LOST ACCOUNTS: If you have lost accounts in the past (12) twelve months please indicate below providing the reasons as to why.

5) Company:	Contact Name and Title:
Phone:	Email:
Fax:	
Project:	
Dates of Service:	\$ Value:

6) Company:	Contact Name and Title:
Phone:	Email:
Fax:	
Project:	
Dates of Service:	\$ Value:

RFP R20-008- Attachment E
COVA W-9 Request for Taxpayer Identification Number and Certification

Effective February 1, 2016 Radford University began using the Commonwealth of Virginia's new financial management system, Cardinal, with which the University is required to interface. Within Cardinal, a statewide vendor table has been created to establish a single vendor database for the Commonwealth. As a result, the Commonwealth Vendor Group (CVG) was created to keep up to date vendor records and to ensure all vendor data is managed uniformly and consistently.

All vendors must be properly established Virginia's eProcurement Portal, eVA, for the purchase of goods and services. Vendors are encouraged to become self-registered with eVA prior to doing business with Radford University. Please visit the eProcurement Portal for additional information at the following link <https://eva.virginia.gov/pages/eva-i-sell-to-virginia.htm> . A vendor will be required to submit a W9 to eVA when they register. The Commonwealth of Virginia has a [Substitute W-9 \(COVA W-9\)](#) that is required in lieu of the IRS W-9 form for each individual who is a US citizen or US resident alien and from each corporation, company, partnership, or association created or organized in the US or under the US laws. The COVA W-9 requires additional information that is needed by the CVG to ensure the vendor is properly established in Cardinal. Once a vendor is established in eVA their information will be integrated into Cardinal. *Updated by Kim McKinney, RU Accounting Services_ 2.24.2017.

Please note the COVA W-9 should be completed by the vendor and returned with their proposal as directed in the RFP.

RFP R20-008 - Attachment F - SWaM Utilization Plan

Attachment F, Table A is to be completed and submitted by the Offeror as part of a complete Proposal.

- A. Table A - Complete the SWaM Utilization Plan table below and submit with Proposal. See www.sbsd.virginia.gov for additional information on DSBSD certification.

SWaM Vendor Name, Address, Phone	Virginia DSBSD Certification # and Expiration	Knowledgeable Contact Name, Title, Email	Goods/Services to be Provided	\$ Planned Spend and % of Total \$

***This information will be used to determine percentage of points assigned to Evaluation Criteria if Offeror is not a DSBSD SWaM certified vendor.**

- B. Table B is not to be completed for the proposal. If a contract is awarded, the contractor shall provide the below quarterly report to Radford University's Director of Strategic Sourcing and Supplier Diversity detailing the small business utilization actual spending. The quarterly report will be due the first week of the subsequent month for each quarter year, consisting of Jan-Mar, Apr-Jun, Jul-Sep, and Oct-Dec. The report must be submitted to the following address (email preferred):

Radford University
Director of Strategic Sourcing and Supplier Diversity
POB 6885
Radford, Virginia 24142
amah@radford.edu

Table B is on the following page for reference only – do not complete the Quarterly SWaM Subcontractor Expenditure Reporting Form as part of the proposal.

THIS PAGE FOR REFERENCE ONLY - DO NOT COMPLETE FOR RFP R20-008 PROPOSALS

Radford University
Quarterly SWaM Subcontractor Expenditure Reporting Form

The subcontractor expenditure information provided on this form will be submitted in an electronic dashboard on behalf of Radford University to the Virginia Department of Small Business and Supplier Diversity (DSBSD). Provide all information requested for actual expenditures for the monthly billing period.

Reporting Period: Fiscal Year _____ Quarter Ended _____

Prime Contractor Information: Complete one form for each Prime Contractor

Company Name:	_____	Company Contact:	_____
Company Address:	_____	Company Tax ID:	_____
	_____	RU Contract/Project ID	_____

Subcontracting Expenditures: The amount paid by prime contractors to DSBSD-certified SWaM business for work directly traceable to the fulfillment of a contract or project with Radford University.

Table B:

Subcontractor Name	Subcontractor Tax ID	Category * (MB/WB/SB)	Subcontractor Dollar Amount	DSBSD Certification Number

* Category: (MB) Minority Business, (WB)Women-owned Business, and (SB) Small Business.
(Attach additional pages if necessary)

Summary of Expenditures by SWaM Category

Total Subcontracting Amount with Minority Businesses (MB)	Total Subcontracting Amount with Women-owned Business (W)	Total Subcontracting Amount with Small Business (SB)

Submitted by:	_____	Name:	_____
Title:	_____	Signature	_____
Telephone:	_____	Title	_____

RFP R20-008 - Attachment G - Financial Proposal

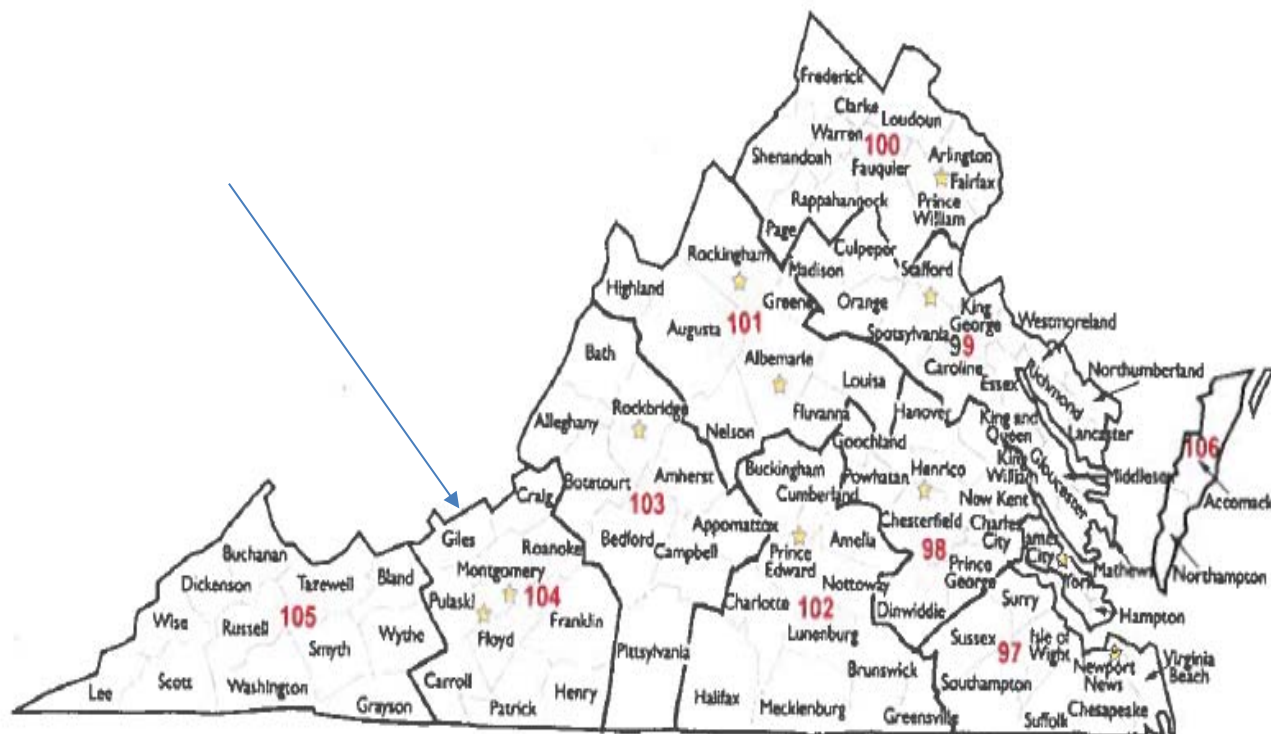
Attachment G is to be completed and submitted by the Offeror as part of a complete Proposal. Offerors shall identify **all** costs associated with providing the services as specified in this document.

- A. Offerors should submit a fixed pricing as applicable. The hourly rates should be a schedule of hourly labor rates categorized by labor categories appropriate to perform the services requested. All labor rates shall be inclusive (fully burdened) to include all direct labor, indirect costs, travel, and profit.
- B. Offerors are encouraged to include pricing incentives and relative discounts.
- C. Indicate allowed discounts for payment terms less than n30 days.

FINANCIAL PROPOSAL:

*Note: The Financial Proposal may be applied to the Offeror’s form/template and included in their proposal.

<i>Line Item</i>	<i>Description Provide additional description as appropriate for clarity of offer</i>	<i>Notes on Price Details, Factors, and Discounts</i>	<i>Fixed Price for each Line Item</i>
1			
2			
3			
4	SAMPLE ONLY		
5			
6			
7			
8			
9			

ATTACHMENT H – ZONE MAP**Virginia Association of State College & University Purchasing Professionals (VASCUPP)****List of member institutions by zones****Zone 97**

Old Dominion Univ (Norfolk)
College of William & Mary (Williamsburg)

Zone 98

Virginia Commonwealth Univ (Richmond)

Zone 99

Univ Mary Washington (Fredricksburg)

Zone 100

George Mason Univ (Fairfax)

Zone 101

James Madison Univ (Harrisonburg)
University of Virginia (Charlottesville)

Zone 102

Longwood University (Farmville)

Zone 103

Virginia Military Institute (Lexington)

Zone 104

Radford University (Radford)
Virginia Tech (Blacksburg)



RFP R20-008 - Attachment I - RFP Response Checklist

The following items are required as part of your RFP submission. Ensure you have either completed the task or included the deliverable as part of your response.

___ Completed and Signed Legal Name, Address and additional information, inside cover sheet

___ Detailed RFP Response per Section VIII, Proposal Preparation and Submission

___ Acknowledge of Addendum(s) to RFP – If applicable

___ Attachment D – Offeror Data Sheet

___ Attachment E – COVA W9

___ Attachment F - SWaM Utilization Plan

___ Attachment G – Financial Proposal



ADDENDUM NUMBER 1

February 28, 2020

Reference Request for Proposal Number:	R20-008
Title:	Marketing Strategy and Media Placement
Dated:	February 10, 2020
For Delivery To:	Radford University Procurement and Contracts Department David E. Armstrong Complex 501 Stockton Street (Courier/Hand Delivery) Post Office Box 6885 (Mail) Radford, Virginia 24142
Proposal Due Date/Time:	March 16, 2020 up to and including 3:00 PM (EST)

1. Changes to the RFP Document:

- A. **Reference Page 2, Optional Pre-Proposal Conference.** Change reference to close of business as follows: From Friday, February 24, 2020 to Monday, February 24, 2020.
- B. **Reference Page 8, Section [2] – Contact.** Change the second sentence to read: Informal or formal communications, including but not limited to, request for information, comments or speculations regarding this RFP to any University employee other than a Procurement and Contracts representative may result in the offending Offeror's proposal being rejected.
- C. **Reference Page 9, Section B.2 – Qualifications and Relevant Experience.** Change the second to read: Include an organizational chart, individual qualifications, experience, etc. Provide references as directed in Attachment D.
- D. **Reference section I – PURPOSE.** Change the first sentence to read: The intent and purpose of this Request for Proposals (RFP) is to solicit proposals from qualified sources to establish a contract through competitive negotiations with qualified contractor(s) to provide the expertise and services of a fully functional marketing entity to assist with recruitment and general awareness.
- E. **Change section IX.B – EVALUATION AND AWARD CRITERIA – Award of Contract as follows:** Replace the award clause as follows:

AWARD TO MULTIPLE OFFERORS: Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the University shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The University reserves the right to make multiple awards as a result of this solicitation. The University may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should the University determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the Contractor's proposal as negotiated.

2. **No further inquiries will be accepted for this solicitation.**
3. **The following questions have arisen as a result of this RFP:**

BACKGROUND

Question 1:

Budget:

- A. What is the funding source for this marketing effort? University marketing budget? Advancement or Alumni budget?

RU Answer: It is a direct allocation from the University in the Office of University Relations budget to be utilized for marketing.

- B. Does the budget include funds to purchase media? Can you share your media budget in round numbers over the last 2-3 years?

RU Answer: Yes.

- C. Can you provide an estimated budget or budget range? What is the University's annual budget for strategic marketing, branding, and communications? Are there any budget restrictions?

RU Answer: There are a variety of line items utilized for marketing and branding. The specific line item for this activity varies from year-to-year.

- D. Can you provide a historical data or a desired split with regards to how much of the budget has or should go towards digital vs traditional media? For instance, do you envision the selected vendor using 80% of the budget for digital placements and 20% of the budget for traditional placements or vice versa?

RU Answer: That is a decision that is made on an annual basis through the detailed plan, which is developed by the vendor, presented to and discussed with the University, and approved by the University.

Question 2: Please estimate your percentage of time and budget allocated individually between admissions, advancement and alumni relations?

RU Answer: Advancement and Alumni Relations are not part of this partnership. This work is driven by the Office of University Relations in collaboration with Enrollment Management, which includes the Office of Admissions.

Question 3: In there an incumbent agency?

RU Answer: Yes.

Question 4: Page 6, "The creative services team is conceptualizing and executing all creative work necessary for the development for all campaigns." And Page 7, section VII. "The University has sufficient in-house expertise for the development of creative assets and relating messaging..." May we assume from this language that the University does not want to receive bids that include any creative or messaging services?

RU Answer: That is correct.

Question 5: Please let us know specific tools you or your partners are using to track and analyze current traditional or digital campaigns?

RU Answer: The University is requesting the development and delivery of a monthly analytics report. The tool for generating such a report will be subject to the discretion of the vendor.

Question 6: What is the frequency of the University's internal team and the agency's team meeting? Are you open to having an onsite representative?

RU Answer: The University does not have a pre-determined number of meetings and/or interactions. With a prior vendor, the team held weekly video calls, which later transitioned into bi-weekly video calls. The University is not looking to have an onsite representative on a daily basis, but would be open to monthly, quarterly, or annual in-person interaction.

Question 7: Describe any recent work to date that would help influence or inform future efforts, including but not limited to: primary or secondary research, previous campaigns or branding efforts, website redesigns, etc.

RU Answer: Refer to the Radford University website, social media accounts, publications, and the five-year strategic plan.

<https://www.radford.edu/content/university-relations/home.html>

Question 8: What is the team structure and working model between University Relations and enrollment areas?

RU Answer: The Office of University Relations will be the main entity working with the selected vendor. These efforts are led by the Vice President. The Associate Vice President serves as the lead in the Vice President's absence. The Vice President for Enrollment Management is critical in developing the strategy, as well as the Dean of the College of Graduate Studies and Research.

Question 9: Does Radford have a current brand positioning to help differentiate from the competition and style relevant to target audiences? Is so, please share?

RU Answer: Yes. Information about the Radford University brand can be found within the five-year strategic plan. The "3Rs" are currently what is being utilized, per the strategic plan's "Responsive. Resilient. Real."

Question 10: Does Radford have a retention issue – once people start their journey at Radford, do they tend to stay or do they transfer out?

RU Answer: All institutions have students that start their college experience and do not complete. It is important to note that Radford University has retention goals and metrics in place to meet those goals. This effort is housed in the Division of Student Affairs with support from all areas of the campus community.

Question 11: How far beyond the Commonwealth of Virginia do you promote Radford University?

RU Answer: The University vested in several out- of-state markets as defined in the University's five-year strategic plan.

Question 12: What are your advertising regions? (in-state and out-of-state)

RU Answer: The University is heavily focused on in-state markets, as 93 percent of all students are from the Commonwealth. However, the University is also heavily vested in several out-of-state markets as defined in the University's five-year strategic plan.

Question 13: Can you provide a list of the number of enrolled students broken out by zip code of their hometown?

RU Answer: For information regarding Radford University data, please review the Electronic Fact Book available at <https://ir.radford.edu/electronic-fact-book>.

Question 14: What attribution models, if any, do you utilize to measure traditional media?

RU Answer: Traditionally, this information has been provided as impressions and CPM, as applicable. This is consistent with the University's expectation moving forward.

Question 15: What forms of digital advertising have you done in the past?

RU Answer: The University has utilized a variety of digital advertising tactics historically and is interested in a partner that provides guidance on best practice, emerging techniques and innovative opportunities.

Question 16: What is the key enrollment period for Radford University?

RU Answer: Emphasizing enrollment is a year-round activity of the University with seasonality fluctuation based on the cycle.

Question 17: Is there a defined demographic target(s) for this effort? Does it differ by undergraduate, transfer students, graduate students and doctoral students?

RU Answer: Requested services will be focused on undergraduate students, including transfer students.

Question 18: Is there a male/female skew?

RU Answer: Yes, in 2019, 64.4 percent of undergraduate students were female. For detailed information regarding Radford University data, please review the Electronic Fact Book available at <https://ir.radford.edu/electronic-fact-book>.

Question 19: What is prompting Radford to issue an RFP at this time?

RU Answer: The University is eager for a collaborative partner to provide strategic direction for marketing efforts to be driven by analytics.

Question 20: The RFP states that Radford is looking for a contractor to assist with recruitment and general awareness. Based on the strategic plan, which is more of a priority for Radford – sharing the Radford University brand within local community, the Commonwealth of Virginia and beyond (general awareness) or directly supporting admissions, advancement and alumni relations to recruit new students and/or donations?

RU Answer: Sharing the Radford University brand (general awareness) and supporting enrollment management are the two top priorities.

Question 21: How does the in-house creative services team currently work with external agency partners to develop and produce Radford's advertising concepts and marketing materials, from strategy to concepts to creative execution?

RU Answer: The desired partnership is one that is collaborative in nature and uses analytics to drive critical feedback about future iterations of creative.

Question 22: How many advertising and marketing campaigns does Radford envision in a given year?

RU Answer: The University desires to have a comprehensive strategy and is seeking a partner that will make specific recommendations about the necessary tactics and campaigns that should be included.

Question 23: Is there seasonality to the campaigns?

RU Answer: Yes.

OBJECTIVES

Question 1: Is Radford seeking a single source for all services in the Statement of Needs, or will multiple agencies be chosen? For example, is it possible for one agency to be chosen for traditional media placement and a second agency be chosen for digital media placement?

RU Answer: The University is seeking a single source for all services, but could select multiple vendors depending upon the number and quality of responses. As stated in sections 1.D and 1.E, the purpose statement and award clause have been changed to support multiple awards if the University deems it in their best interest.

Question 2: Are there specific expectations on deliverables for Year One of the contract? What does Radford view as FY21's primary marketing objectives and which of those do you envision most require support from this potential partnership?

RU Answer: The deliverables will be outlined in the annual plan, which will be developed by the vendor, discussed, and approved by the University.

Question 3: Are there specific schools/majors that you see as the best growth opportunity to meet your enrollment goals?

RU Answer: As defined in the University's five-year strategic plan, significant academic programs in information safety and security, as well as health sciences, healthcare and human services.

MARKET

Question 1: What are the biggest hurdles that you have experienced with student recruitment?

RU Answer: Student recruitment is a multi-faceted endeavor. The challenges and opportunities associated with recruitment are not limited to or driven by marketing.

Question 2: Are campaigns resulting from this project envisioned to be for general brand awareness or for driving recruitment in specific undergraduate and/or graduate programs?

RU Answer: The University is mainly focused on recruitment with messages targeted at prospective students and their influencers. However, the University is also interested in reputation management. Moving forward, the University is interested in more programmatic-specific messaging and targeting. That will be a focus of the FY 2021 plan, which will be developed by the vendor.

Question 3: Are there brand awareness benchmarks and goals already available/set for how a selected vendor would demonstrate success in the top priority of “Share the Radford University brand across campus, within the local community, the Commonwealth of Virginia, and beyond”? Or, would this metric be determined during project kick-off?

RU Answer: Currently, the University measures performance of advertisements based on industry standards. There are no pre-established brand awareness benchmarks or goals.

Question 4: Can you provide your sentiments towards a digital-only strategy and if you would be open to respondents providing alternative approaches in our proposal?

RU Answer: The University is open to a heavy digital strategy, but not a digital-only strategy. The University is also open to considering alternative approaches.

Question 5: Are you able to provide a prior media plan for review, noting successful and unsuccessful tactics?

RU Answer: Yes. Those documents will be provided to the selected vendor for planning and presentation purposes.

Question 6: Can you expand upon how Radford defines “emerging engagement and messaging platforms”?

RU Answer: The University is open to best practices and emerging tactics within the industry. For example, this past year provided the University’s first interaction with rich media, which has been very successful.

Question 7: How would Radford describe its peer and aspirational competitor sets?

RU Answer: Other public institutions in the Commonwealth of Virginia are the most direct competitors.

Question 8: Who are the primary target audiences for Radford and in what priority?

RU Answer: Marketing efforts to spread positive brand awareness with a goal of facilitating enrollment is priority. As such, connecting with prospective students and parents are one major area of emphasis.

Question 9: What does University Relations view as the biggest market challenge impacting reputation and enrollment at Radford?

RU Answer: It is challenging to stand out in a crowded industry with many other strong institutions within the Commonwealth of Virginia and beyond.

Question 10: Who would you consider to be your current competition?

RU Answer: Other public institutions in the Commonwealth of Virginia are the most direct competitors.

Question 11: Is enrollment direct marketing to be included in this opportunity?

RU Answer: No.

Question 12: Is there any interest in building international targets you may have that could be STEM certified?

RU Answer: The strategic plan provides guidance for international efforts.

Question 13: Who does Radford deem its main competition in regards to institutions?

RU Answer: Other public institutions in the Commonwealth of Virginia are the most direct competitors.

Question 14: Will vendor selected be providing strategy and recommendations on actual creative elements or will all that rely within University Relations and the vendor is purely providing strategy?

RU Answer: The University is looking for a collaborative partner who will use analytics to make actionable recommendations based on data, to include opportunities for improvement and iteration with the creative. Once recommendations are provided it will be the University Relations team implementing any changes.

DATA & ANALYTICS

Question 1: Tell us your geographic targets for recruitment.

RU Answer: The University is heavily focused on in-state markets, as 93 percent of all students are from the Commonwealth. However, the University is also heavily vested in several out-of-state markets as defined in the University's five-year strategic plan.

Question 2: In section VII "Statement of Needs", the RFP states "The University is keenly interested in the development of and access to an online platform providing real-time analytics." Does this need for an on-line platform providing real-time analytics apply for digital and traditional media placements or just digital media placements?

RU Answer: The online platform for real-time analytics is focused on digital media. However, analytic reports would need to provide performance for all media placements.

Question 3: Can you please provide details on how the performance of traditional media placements has been historically tracked with prior vendors/your expectations for tracking traditional media?

RU Answer: Traditionally, this information has been provided as impressions and CPM, as applicable. This is consistent with the University's expectation moving forward.

Question 4: What is the current data and analytics landscape at Radford?

RU Answer: For information regarding Radford University, please review the Electronic Fact Book available at <https://ir.radford.edu/electronic-fact-book/>.

Question 5: What data is University Relations currently using to evaluate success of marketing communications efforts?

RU Answer: For the tactics outlined in the annual plan and placed by the existing vendor, the University utilizes the analytics reports to measure performance.

Question 6: What data don't you have access to that you wish you did?

RU Answer: The University is interested in real-time analytics that can be accessed through a dashboard.

Question 7: What are the primary KPI's and reporting cadence?

RU Answer: For the tactics outlined in the annual plan and placed by the existing vendor, the University receives monthly analytics reports with a variety of measures reported, including impressions, click through rates, conversion rates and reach.

Question 8: What current tools or platforms are Radford using for: dashboarding, CRM, applications, and enrollment?

RU Answer: This information is not relevant to the RFP scope.

Question 9: What is the organizational structure and roles for data and analytics within Radford who we might engage with to implement reporting and other marketing intelligence activities?

RU Answer: University Relations leadership, in conjunction with staff members on the Digital Communications and Marketing team, have responsibility for monitoring data and analytics and discussing marketing intelligence.

Question 10: How is your media geo-targeted (i.e., campus vs community vs commonwealth vs beyond)?

RU Answer: The University is geo-targeting to groups off-campus that are located in the local community and across the Commonwealth of Virginia. In-state audiences have been a historical focus for marketing due to the enrollment breakdown of students by geographic area.

Question 11: What is your preferred platform for real-time analytics?

RU Answer: The University does not have a currently identified platform.

Question 12: Where do you see the most cross applications in your current applicant pool?

RU Answer: This occurs mostly at public institutions within the Commonwealth of Virginia.

Question 13: Is the dashboard development for the University by program or one master dashboard where all programs roll up into and are sorted by program?

RU Answer: The University is seeking a partner with a comprehensive dashboard solution that can scale and grow in accordance with the marketing strategy.

Question 14: What CRM is Radford currently using to handle student inquiries? This information is required to respond to data analytics in real time.

RU Answer: The University does not wish to integrate dashboard analytics with the utilized CRM.

DELIVERABLES/RESPONSE

Question 1: If you could only choose one option, which is more important for your selected agency partner: higher education expertise or specialization in strategy, placement and analytics?

RU Answer: Attachment D – Offer Data Sheet, requests references from four [4] current accounts (educational, commercial or governmental). A reference where similar services has been provided has been requested. Section VIII, Statement of Needs and section,

VIII.B – Specific Proposal Requirements, details the focus of the experience the University is seeking.

Question 2: Page 16, Attachment C-2. Additional Goods and Services, states that “additional goods and services will be provided to the University at favored nations pricing.” What does that mean?

RU Answer: After execution of the contract, should the University have additional contractual needs that support the intent of the contract, this language allows a contract modification to be executed to incorporate said needs into the contract at negotiated favored nations pricing. Favored nations pricing is pricing based on similar goods/services sold to other customers.

Question 3: Page 17, section 8. We understand the limitation on increasing prices when an option is exercised; however, we may bid amounts for the four option years when we submit our bid, correct?

RU Answer: Again, to clarify, this is a Request for Proposal not an Invitation Bid. The response is yes.

Question 4: Is written consent to use a subcontractor required when the subcontractor is evaluated as part of the contractor’s initial proposal?

RU Answer: No. You are required to provide detailed information in your proposal regarding any subcontractor(s) you will be using to fulfill the specific requirements of the Request for Proposal. If the subcontractor is a certified SWaM vendor, complete Attachment F – SWaM Utilization Plan.

Question 5: Page 20. What is meant by a “lost account”? If we have completed a contract for specific work with a client in the last year, is that a “lost account”?

RU Answer: Lost accounts are identified as accounts you lost prior to completing the term of the contract. In other words, cancelled accounts.

Question 6: Page 24. You have requested a “fixed price” by line item and also hourly rates, but said that bidders may use their own pricing format. Please confirm that bidders that are offering a fixed price do not need to show hourly rates, as those rates are immaterial to their compensation. Also, if bidders provide fixed prices by phase or type of work but stipulate their fixed price covers an entire year of services, bidders will be able to shift funds across phase or type of work, correct?

RU Answer: We are requesting you provide a financial package that supports your approach. The example provided in Attachment G is a sample only.

Question 7: Is the University solely looking for a consulting agency or creative execution too? If creative execution is part of the RFP, is there a specific scope of work?

RU Answer: As stated in section VII – Statement of Needs on page 7, the University has sufficient in-house expertise for the development of creative assets as such creative execution is not part of this RFP.

Question 8: Would the University like to see individual cost or a total cost bucket of hours?

RU Answer: Provide a financial summation detailing your approach. Do not leave anything to assumption. Be clear identifying all elements of your costs.

Question 9: Please confirm the non-PO box address for shipping proposals to as the address listed seemed to have a PO box line in it.

RU Answer: The physical address to send responses via courier is:

Radford University
PROCUREMENT AND CONTRACTS
501 Stockton Street
Radford, VA 24142

Question 10: Do firms who have previously held SWaM status receive credit towards the 10% evaluation criteria for SWaM participation? Does the lack of SWaM status result in the deduction of 10% of the final score? Are vendors that are not currently SWaM businesses and intent on self-performing eligible to respond.

RU Answer: In order to obtain the assigned 10 percentage points for SWaM as identified in the Evaluation Criteria the vendor must be certified by the Virginia Department of Small Business & Supplier Diversity - SBSBD www.sbsd.virginia.gov at the time of proposal submission. Points are not deducted because a vendor is not certified as a SWaM vendor. Vendors that are not certified as a SWaM vendor can respond to this Request for Proposal.

Question 11: What is Radford hoping to gain from an evolution or change in this external partnership?

RU Answer: The University is looking for an expert in the industry to serve as a collaborative and natural extension of the in-house, full-time staff. The University is focused on a very strategic path forward, which will be driven by analytics and guided by a strong partnership between the University and the vendor.

Question 12: Should a complete response include creative execution approach, fees and timing, or omit since Radford states there is sufficient in-house expertise?

RU Answer: Omit

Question 13: For Attachment F, is it acceptable for a response to include an overall action plan and allocation, without specific vendor names and DSBSD numbers? It's agency process to bid multiple vendors once work is scoped to achieve the best value for the University, so we prefer to have flexibility before locking in vendors.

RU Answer: Attachment F is to be completed if you are aware of vendors you currently have relationships that are certified by SBSD that would be used to fulfill the Statement of Needs of the RFP. Submission of an overarching action plan is encouraged; however, if specific vendor information is not provided SWaM points as specified in the Evaluation Criteria cannot be awarded.

Question 14: Attachment H features a zone map. Can you elaborate on this map and its meaning?

RU Answer: Section III – CONTRACT PARTICIPATION of the RFP allows any public body, public or private or health or educational institution or lead issuing institution's affiliated corporations to use the resulting contract if authorized by the contractor. The second paragraph of this section refers to the zone map affording the offeror the ability to submit a separate pricing structure based on approved zones for cooperative institutions. If no pricing variance is provided the assumption is the pricing provided in the proposal will be the same for other identified entities.

Question 15: How many printed/bound copies of the RFP response would Radford like to receive?

RU Answer: Reference is made to section VIII.A.1 PROPOSAL PREPARATION AND SUBMISSION – GENERAL INSTRUCTIONS. Read this section in detail. In summary one original document is required along with one complete electronic proposal inclusive of all attachment, on an individual USB and one electronic redacted proposal should you identify any information in your proposal as confidential and or proprietary. The redacted file must be identified as FOIA.

Question 16: If the new contract is slated to begin July 1, when does Radford anticipate making an award decision for this contract?

RU Answer: Proposals are currently due March 16, 2020. The time line for review, evaluation, scoring, ranking, and subsequent negotiations will be dependent upon the number of proposals received. The goal is to award In April.

Question 17: Are you open to additional cover pages for things such as history and culture of the organization?

RU Answer: Yes. This can be part of your proposal submission.

Note: A signed acknowledgement of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Respectfully,

Teresa C. Anders

Teresa C. Anders, CPPB, CUPO, VCO
Associate Director of Procurement and Contracts
Phone: 540-831-6097
Email: tanders@radford.edu

Acknowledgement of Addendum

Name of Firm:	
Signature:	Title:
Print Name:	
Date:	



ADDENDUM NUMBER 2

March 12, 2020

Reference Request for Proposal Number:	R20-008
Title:	Marketing Strategy and Media Placement
Dated:	February 10, 2020
For Delivery To:	Radford University Procurement and Contracts Department David E. Armstrong Complex 501 Stockton Street (Courier/Hand Delivery) Post Office Box 6885 (Mail) Radford, Virginia 24142
Proposal Due Date/Time:	March 16, 2020 up to and including 3:00 PM (EST)

On March 12, 2020 Radford University posted a public notice addressing modifications to campus operations following Spring Break, which is occurring this week (March 9 through 13, 2020). Campus operation modifications impact **student** schedules only. Classified staff and administrative and professional faculty continue to follow a regular schedule in order to ensure the availability and delivery of campus programs and services. You can obtain updates at <https://www.radford.edu>. As such the Procurement and Contracts Department remains open. The RFP proposal due date and time as well as mail and courier delivery instructions remain the same.

Note: A signed acknowledgement of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Respectfully,

Teresa C. Anders, CPPB, CUPO, VCO
Associate Director of Procurement and Contracts
Phone: 540-831-6097
Email: tanders@radford.edu

Acknowledgement of Addendum

Name of Firm:	
Signature:	Title:
Print Name:	
Date:	

Attachment B

VisionPoint Marketing, LLC Proposal to RFP # R20-008

dated March 12, 2020



Radford University

RFP R20-008 for Marketing Strategy and Media Placement

March 16, 2020

VisionPoint Marketing, LLC

Stephanie Sumner, Director of Strategic Partnerships | ssumner@visionpointmarketing.com

919.848.2018 x 108 | 3210 Fairhill Drive, Suite 150, Raleigh, NC 27612

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Executive Summary

We are excited for the opportunity to partner with Radford University ("RU" or "the University") for the development of an integrated marketing strategy and media plan that will expand awareness, lift perceptions, increase enrollment in pursuit of your goals for institutional growth.

A Moment of Opportunity

Radford University has recognized that increasing the sophistication of your marketing efforts and aggressively maintaining enrollment goals is the only way to sustain growth in an increasingly competitive higher education climate. You have made strides in the right direction by resourcing your university community with a centralized marketing team in the Office of University Relations and solidifying a university-wide identity rooted in responsiveness and resilience in the face of these headwinds. As you live into the vision, the opportunity to extend the reach of your mission to more right-fit students takes on added importance given the year 2025 will see a sharp decline in college-age populations across the country — a demographics shift that will be especially pronounced for RU given the concentration of powerhouse competitors in the D.C. and Northern Virginia region. Meanwhile, the commonwealth has seen growth in key economic sectors, creating new jobs across industries and a rising demand for qualified workforce talent. Behind your breadth of nationally-recognized programs at every educational attainment level and rich tradition of student success, Radford University is poised to thrive on these shifts and cement your position as a gateway to transformative opportunities rooted in real-world career outcomes.

A Best-In-Class Partner

As an integrated marketing agency focused exclusively in higher education, we have a deep appreciation for institutions that know who they are, where they are and where they want to go. We have seen first-hand how shifting demographics, rising tuition and increased competition have upped the ante for the higher education industry as a whole. Anchored by forward-thinking leadership and a talented in-house marketing team, Radford University is poised to turn this challenge into an opportunity for long-term growth through an evolved

marketing strategy that is more targeted, data-driven and informed by a nuanced understanding of the changing factors and trends of the industry.

We have spent nearly two decades helping universities and colleges reverse enrollment declines, grow enrollment for key programs, expand awareness in new markets, break application records, change perceptions and even transform institutional cultures. Our client roster spans the breadth of the country and includes several institutions in the commonwealth, including Virginia Commonwealth University, Northern Virginia Community College and Virginia Community College System. Every year, we are invited to speak at preeminent marketing conferences to

share best practices and lessons learned from our experience helping institutions launch award-winning brand awareness and recruitment campaigns that have shaped perceptions, reversed enrollment declines, garnered national recognition and even transformed institutional cultures. Our 45 full-time employees are not only industry-recognized experts in fields that range from market research and brand strategy to creative production and data analytics, but several of our key personnel have served in enrollment marketing roles at higher education institutions and bring empathetic perspectives that lead to more effective strategies and better results. Beyond our higher ed marketing expertise, we offer a localized understanding of your market through our Blacksburg-based office led by our Associate Director of Client Services, Dana Cruikshank, and lead strategist, Dave Perks. Dana and Dave, who would both have key involvement in Radford University's project and offer more opportunities for in-person collaboration, are native Virginians with nearly a half-century of combined experience in higher education. As a consultative extension of your team, they will bring first-hand insights on your audiences, media market and competitive landscape that will prove invaluable in the development and execution of your marketing strategy. In fact, they devised a set of strategic considerations for Radford University based on early-stage insights on your marketing situation from a local perspective (see **Strategic Considerations** section). What's more, we bring established partnership rapport with Radford University's own Wendy Lowrey through our past work together on brand marketing projects for University of North Carolina at Pembroke.

A Portfolio of Success

The quality of our work is reflected in the results we deliver to our clients. Some of the success stories we have highlighted in our proposal include:

- Building a brand positioning model for one of the top-ranked research universities in the country looking to better define its budding online program in the marketplace and expand into new markets across the country
- Transforming the reputation of an unknown and overshadowed MBA program into one of the nation's top 20 programs through a niche brand positioning strategy aimed at students interested in technology.
- Growing enrollment by 10% on 11% fewer applications at a private liberal arts institution by helping the university uncover their positioning niche and become the

first-choice option for a narrowly defined pool of best-fit students.

· Launching the first online Ivy League LPS degree for one for country's most prestigious research universities and cost-effectively driving qualified leads within months of our campaign

We invite you to call the references we have listed, each of whom will attest to the strategic quality of our work, as well as the collaborative quality of the relationships we build with our clients.

An Approach Tailored to Your Goals

To address Radford University's requirements for this project, we will invoke the same time-tested process that we used to achieve winning results for institutions across the country. And while our process is established and proven, we will customize it to your situation and goals. First, we'll perform a thorough discovery phase to establish a deep understanding of your current marketing efforts, target audiences, competitive landscape, and the shape of your brand promise. Based on our insights, we'll partner with you to architect an integrated marketing strategy that addresses each of your stated priorities, inviting the shaping influence of your key stakeholders at each step to build directional consensus. Our brand strategists will collaborate with the Office of University Relations' creative team to translate the potency of your existing assets to a variety of campaigns and earn the engagement of specific audience segments. We'll map out an annual, month-by-month media plan for taking your creative to market, tapping into our analytics acumen to calculate the right investment levels, steward your media budget into the right channels and ensure each ad delivers maximum results against your goals. And we'll execute that plan across digital and traditional channels, optimizing tactics in real time based on performance and measuring the results along the way to provide full visibility on your return. What's more, we can even build a customized measurement tool that reaches beyond surface level metrics, leverages predictive, AI-driven data models and aggregates data from traditionally siloed sources to help you attribute marketing tactics to enrollment outcomes and move toward a fully data-driven marketing effort.

We understand that RU has envisioned that a project of this magnitude would likely be propelled by a multi-agency team. We will complement the existing work and capabilities of your Office of University Relations with an overarching marketing strategy, data-driven media planning and placements, campaign execution and analytics measurement. Our innate understanding of higher education will allow us to add consultative leadership to the project — helping you create synergies between external vendor-partners and focus your collective efforts into a single, brand-driven marketing strategy to sustain RU's long-term growth.

We eagerly await the opportunity to discuss our recommendations in depth

with your team. Until then, please reach out with questions and thank you for your time and consideration!

Warm regards,

A handwritten signature in black ink, appearing to read "Diane Kuehn". The signature is written in a cursive, flowing style.

Diane Kuehn

CEO

B1. RFP Cover Sheet

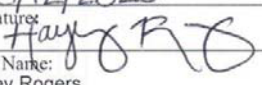
Complete and Sign: The return of the completed RFP inside cover sheet (See page 3) and addenda acknowledgements, if any, signed, and filled out as required.

the designated date and hour. *Proposal receipt scheduled during a period of suspended state business operations will be rescheduled for processing at the same time on the next regularly scheduled business day.

UNIVERSITY CLOSINGS: If the University is closed as a result of an act of God or an emergency situation, the University's website shall post notices of said closings. It is the responsibility of the Offeror to check the website at www.radford.edu for said notices. If the University is closed on the day proposals are due they will be accepted the same time the next scheduled business day the University is open. If the University is closed on the day of the scheduled pre-proposal conference a written addendum will be issued to officially reschedule the conference.

In compliance with this Request for Proposal and to all conditions imposed therein, the undersigned offers and agrees to furnish the goods/services described at the prices indicated in Attachment [G]– **Financial Proposal**.

Legal Name and Address of Firm (Type or Print):

Name: VisionPoint Marketing, LLC	Date: 3/12/2020
Street: 3210 Fairhill Drive, Suite 150	Signature: 
PO Box:	Print Name: Hayley Rogers
City/State/Zip: Raleigh, NC 27612	Title: Controller
	Telephone: 919-848-2018
eVA Vendor ID No.: VS0000042869	Fax: 919-322-4439
	Email: business@visionpointmarketing.com
Check all that apply: <input type="checkbox"/> Corporation <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Proprietorship <input type="checkbox"/> Individual	
Department of Small Business and Supplier Diversity (DSBSD) Certification No. _____ and Expiration Date: _____ Certification Category: <input type="checkbox"/> Woman-Owned <input type="checkbox"/> Minority-Owned <input type="checkbox"/> Small Business (www.sbsd.virginia.gov) for additional information.	
eVA Virginia's eProcurement Portal Registered: Yes <input checked="" type="checkbox"/> - eVA Vendor ID# VS0000042869	
Commonwealth of Virginia State Corporation Commission registration number: _____	

Note: This public body does not discriminate against faith-based organizations in accordance with §36 of the Governing Rules or against a bidder or Offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

B2. Qualifications and Relevant Experience

Describe your experience in providing services as outlined in this RFP. Provide an overview of how long you have been in business detailing the names, qualifications and experience of personnel to be assigned should be awarded a contract. Include an organizational charge, individual qualifications, experience, etc.



VisionPoint Marketing is a full-service marketing agency focused solely on serving institutions of higher education. Founded in 2001 and headquartered in Raleigh, North Carolina with offices in six other locations around the country, we bring together a team of 45 full-time higher education marketing experts who partner with colleges, universities, community colleges and state systems to provide consultation, execution and measurement for strategic marketing initiatives. Our commitment to strategy, diverse understanding of all marketing disciplines and ability to build consensus across scores of stakeholders enable us to form deep, long-standing client relationships.

We're also proud to be a perennial top-25 employer in our state, a value to our clients because our employees are highly satisfied and deeply motivated to do great work.

The Work We Do

The work we do in partnership with our clients is nationally recognized and our VisionPointers (our people) are frequently invited to speak at many of higher education's preeminent marketing conferences, demonstrating our team's thought leadership on topics ranging from brand research and development, content strategy, integrated marketing and



website design.

Our Focus on Higher Education

In a world where many marketing agencies tout their agility across multiple industries, our complete dedication to serving higher education is not only rare, it's intentional.

Ask any VisionPointer, and they will tell you a personal story about the way they've been profoundly shaped by a professor, a project, a course or an educational experience (it's actually part of our interview process). We are passionate believers in the transformative power of higher education.



It's somewhat scary how small decisions in big moments affect the path of your life and career. My college choice clearly shaped who I am, how I view my reality and what I've been able to achieve. I can't think of a better role to play in my career than to help others find the right higher education institution for them.

*DIANE KUEHN,
CEO*

College is where I discovered that most people think very differently than I do. However firm my convictions, there are others whose perspectives are totally different (and for good reason), and still others who consider my “big” issues rather small indeed. The fruits of those lessons – curiosity, empathy, and a conviction that others make us better – have shaped my career path and (hopefully) my character.

MATT WALTERS, VICE PRESIDENT OF CLIENT SERVICES



Where I grew up – in a tough town, south of Boston – education was not highly valued. I was extremely fortunate, however, to have had teachers and professors who cared deeply about their students and who understood the transformational power of a great education. I didn’t understand it then, but they gave me the tools I so desperately needed to improve my life.

A week does not go by in which I don’t pass on some nugget of wisdom or life lesson from one of my wonderful professors; and I’m incredibly proud and humbled to serve an industry that continues to improve countless lives, just like it did for me.

TONY POILLUCCI, VICE PRESIDENT & CREATIVE DIRECTOR

No other sector in our society can transform lives, communities and futures like higher education, yet its value isn't always recognized the way that it should be.

We strive to ensure that institutions of all shapes and sizes connect with the right audiences to ensure success.

DANA CRUIKSHANK, MARKETING STRATEGIST



It's fun working in higher ed because all of our clients have such unique challenges.

Though we specialize in this market, each client brings a different perspective and a new challenge, and that makes each project a new kind of project for me.

LYDIA KUEKES, SENIOR UX VISUAL DESIGNER

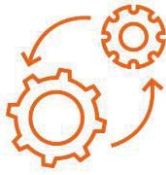
Beyond just our passion for higher ed, we’ve discovered over the years that our core competencies align perfectly with the most daunting marketing challenges that colleges, universities and community colleges routinely face. Those core competencies are:



*A FIRM COMMITMENT
TO STRATEGY*



*A PROVEN PROCESS
FOR BUILDING
CONSENSUS*



*OUR INTEGRATED
APPROACH*

Today, we’re thrilled to say that 100% of our revenue comes from serving higher education. When we refer to our clients as “partners,” we’re doing much more than throwing around a winsome moniker. We genuinely strive to develop close, collegial relationships with clients, relationships founded on mutual respect and trust in the pursuit of common goals.

A Few of Our Clients

<p>2-Year Institutions</p> <ul style="list-style-type: none">• Anne Arundel Community College• Carroll Community College• Campbell University• College of the Albemarle• College of Southern Maryland• Community College of Baltimore County• De Anza College• Foothill College• Milwaukee Area Technical College• Mission College• Norco College• Northern Virginia Community College• North Orange Continuing Education• Northern Essex Community College• Tidewater Community College• Trident Technical College• Wake Tech Community College• West Valley Community College <p>4-Year Institutions</p> <ul style="list-style-type: none">• American University• Ball State University• Boston College• Cornell University	<ul style="list-style-type: none">• Gardner-Webb University• Georgia Southern University• Georgia Tech• Meredith College• National University• Northern Vermont University• Texas A&M University-Corpus Christi• UC Santa Barbara• UNC Charlotte• UNC Greensboro• UNC Wilmington• University of Arizona Online• University of Arkansas at Fayetteville• University of Colorado Boulder• University of the Cumberlands• University of North Dakota• University of North Georgia• University of Oregon• University of Pennsylvania• University of South Carolina• University of Texas at Arlington• University of Texas at Dallas• University of Virginia• University of Wisconsin - Milwaukee• Virginia Tech• Western Carolina University• Worcester State University	<p>Schools, Departments, and Centers</p> <ul style="list-style-type: none">• California Western School of Law• Johns Hopkins University Engineering for Professionals• Texas Tech University Health Sciences Center• UNC Charlotte Belk College of Business• University of California Education Abroad Program• The University of Illinois Chicago Business• University of Maryland Robert H. Smith School of Business• University of Massachusetts School of Public Health and Health Sciences• University of Virginia Curry School of Education <p>Education Systems</p> <ul style="list-style-type: none">• Colorado Community College System• University of Missouri System• University of North Carolina System• Virginia Community College System
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Key Personnel and Organizational Chart

When you partner with VisionPoint, you gain access to a team of industry-leading experts who pioneered many of the best practices found in higher ed marketing today. We are thrilled for the opportunity to offer our expertise to Radford University.

We have provided a profile on each of the key personnel who would be assigned to Radford University's project, along with an organizational chart that demonstrates the high-level structure of our team.



*Diane Kuehn – CEO*

Ed
Ca
Business Administration concentrating in Marketing, University of North
el Hill

More than your average founder and CEO, Diane is involved in nearly every aspect of our process, working with every member of the VisionPoint team to ensure that we deliver results that soar beyond expectations. Diane's experience across almost every marketing discipline gives her a valuable understanding of the investment required to accomplish an institution's goals. Not only is she able to strategically select the marketing channels and initiatives that will bring the most value, she creates complex integrated plans that allow these channels to work together to deliver even better results.

Diane is an alumna of the University of North Carolina at Chapel Hill who has worked with Cox Communications, SourceLink, High Speed Net Solutions and ADVO (now Valassis) - the country's largest direct marketing firm - among other respected organizations. After holding numerous executive sales and marketing positions, Diane decided to continue her life-long passion in marketing and media by starting her own marketing firm; thus VisionPoint Marketing was born in 2001.

*Anthony Poillucci - VP, Creative Director*

Ed
An
Graphic Design, Massachusetts College of

As our Creative Director, Tony does a little bit of everything. He is heavily involved in the early stages of projects that require strong strategic direction, decision-making and consensus-building. He sometimes finds himself in the position of Information Architect, responsible for translating goals and strategies into the intuitive and user-friendly organization of content on an institution's website. When projects move into the design phase, Tony puts on his creative hat. He enjoys collaborating with VisionPoint's designers and our client partners to find the best creative solutions. Tony is always quick to remind us that we need to have a reason behind every decision.

Whether he's delivering a strategy presentation on a university campus, sharing a sitemap on a conference call or presenting a case study at a higher ed conference, Tony is no stranger to the spotlight. He's our all-star speaker when we need to bring out the big guns. Tony graduated from the Massachusetts College of Art & Design with a B.F.A. in Graphic Design. He's worked in several different fields and in a host of interesting places. Prior to joining VisionPoint, he was President of aHA! Factory, a highly successful consulting, design and web development firm based in Miami.



Matt Walters – VP of Client Services

Ed
Ba
English, University of Tennessee;
Bachelor in History, Gardner-Webb University

As VP of Client Services, Matt wears multiple hats at VisionPoint. He's ultimately responsible for ensuring VisionPoint's team delivers extraordinary work and killer customer service across all our client projects. Additionally, Matt's a gifted content strategist and our go-to guy for helping clients devise and implement integrated strategies that give their content direction and purpose. As if that weren't enough, Matt also contributes to VisionPoint's conference presentations around the country, speaking on content strategy, integrated marketing and website governance, among other timely and relevant subjects. More than anyone else we know, Matt lives with the motive of making the world around him a better place, and the people who interact with him happier people.

Prior to joining the VisionPoint team, Matt earned an M.A. in English from the University of Tennessee, where he won awards for teaching and for his work in the writing center. He holds a B.A. in English from Gardner-Webb University. Following graduate school, Matt returned to his alma mater, Gardner-Webb, where he served several roles including major gifts officer, executive communications director and adjunct instructor in the English department. His versatility and appreciation for stakeholders' diverse perspectives across the institutional landscape make him an excellent consultative resource.



Joshua Dodson - VP of Marketing and Innovation

Ed
St
Philosophy and Religion, Lincoln Memorial University; MA in Christian
University of the Cumberlands

Joshua Dodson knows higher ed. As a university's director of digital marketing, an AVP of digital marketing, a web analytics strategist, a co-founder and chief innovation officer of a higher ed marketing firm, and as a professor, Joshua has helped countless institutions modernize their enrollment and marketing programs. His expertise with digital marketing, analytics and SEO for higher

education has made him a sought-after speaker. To date, he has delivered more than 20 presentations, keynotes, and workshops at national higher ed marketing conferences and taught more than 500+ students as a faculty member with HigherEdExperts.

As the Director of Marketing and Innovation at VisionPoint, Joshua brings his uncanny ability to design strategy, execute tactically and measure ROI to our clients. Before joining VisionPoint, he led digital marketing efforts at Bentley University, Southern New Hampshire University, Eastern

Kentucky University, and Lincoln Memorial University. He's also served higher ed from the agency side in roles with Stamats and Converge. His experience both inside the university and working with them from the outside gives him a unique perspective that clients find invaluable.



Bree Ryan - Director of Account Services

Ed
De Fashion Business Management and Technology, Minor in Art and
Carolina State University

Bree's inherent enthusiasm is eclipsed only by her keen dedication to representing the voice of the customer to all the teams she works with at VisionPoint. Bree is a point person for executing integrated marketing campaigns, enhancing every project she works on with her exceptional project management skills, collaborative communications style, and strategic intuition.

As the client's primary point of contact and strongest advocate, Bree collaborates with all our resources and functional teams to accelerate every project forward, always keeping budget and client goals top of mind. Before joining VisionPoint, Bree honed her project management skills as a manager of global retail brands, spearheading omni-channel retail, marketing, and operations projects for multi-million dollar enterprises.



Chriss Thompson - Director of Integrated Marketing

Ed Journalism, Minor in Strategic Communications, University of Kansas

Chriss is a natural-born leader with an aptitude for growth: be it campaign results, client business or internal talent. He pilots our bread-and-butter Integrated Marketing operation across multiple client projects, from market research and strategic planning to campaign execution across digital and traditional channels, full-funnel measurement and reporting. He draws from nearly a quarter century of experience in corporate leadership, positioning our cross-functional team for success and driving breakthrough results for our higher education clients.

Chriss brings an invaluable outside perspective to higher education marketing

challenges, having worked with regional brands to Fortune 500 companies across a wide range of industries in executive-level roles that were vital to business development. He thrives under the bright lights of both client-side and internal expectations, which he regularly exceeds with an assured charisma reminiscent of his idols, Winston Churchill and Teddy Roosevelt.



Hayley Rogers - Controller

Ec Business Administration, Finance BS Accounting - Internal Audit, North Carolina
Sta

VisionPoint's growth has accelerated at a record-breaking pace. Hayley Rogers's role is to ensure our growth is well-planned, using financial data to help inform strategic business decisions and position our agency for long-term success. As our CEO's financial right-hand, she juggles multiple administrative hats behind the scenes, from cost analyses and accounting to financial forecasting, budgeting and other tasks crucial to meeting and exceeding our company-wide goals. Hayley's experience traces back to high-growth ad agencies and production houses in New York City, where she served in a variety of financial leadership roles, driving pivotal growth spurts for agencies with multi-million dollar sales goals and stiff competition.



Dana Cruikshank - Associate Director of Client Services

Ec Political Science, American University;
M Organizational Communication, Bowie State University; Master of Public
H Virginia Tech

Dana ensures that our clients are getting the most from VisionPoint's perspectives, services and capabilities, partnering with them to create integrated marketing strategies that closely align with institutional goals. He is driven by the belief that institutions can use data and integrated marketing approaches to make genuine connections to prospects — connections that feel personal at any scale.

Dana brings to our clients a rich portfolio of diverse experiences in marketing and media. At Virginia Tech, he guided communications and marketing for a \$60 million grant funded by the U.S. Army to promote STEM education, and helped develop branding strategies for the university's Continuing and Professional Education office. He previously worked as an associate producer creating the Discovery Channel's international websites and served as a strategic communications advisor to the

U.S. Army Corps of Engineers in the aftermath of Hurricane Katrina. As a senior media officer at the National Science Foundation, he created strategies and content explaining nanotechnology,

cybersecurity and other subjects.

Education: BA in Liberal Arts, Virginia Tech;
MS in Mass Communications, Virginia Commonwealth University

VisionPoint Marketing Strategist Dave Perks brings to every project a strong commitment to achieving a client's goals both effectively and creatively. With over 20 years of experience in advertising, integrated marketing, public relations, and copywriting Dave is particularly well-equipped to play a central role in developing and executing every aspect of a client's marketing strategy.

Before joining our strategy team, Dave spent a large portion of his career in creative departments working with writers, art directors, and digital media specialists on a wide variety of client campaigns including web and digital strategy, branding, competitive analysis, SEO, social media, and content strategy. He has a track record of award-winning work for clients at agencies large and small, as well as from running his own marketing consulting company for several years; his clients have included higher ed institutions, National Geographic, and the U.S. Marine Corps., among many others.



Luis Popoca - Interactive Graphic Designer

Education: BFA in Graphic Design, The Art Institute of Raleigh-Durham

A gifted creative thinker with a pixel-level eye for detail, Luis ensures the work we do at VisionPoint is not only thoughtful and strategic, but delightful. While he's an artist in every sense of the word, Luis's approach to design is rooted in a lifelong fascination with psychology – with how people think, how they communicate, and why they choose to do what they do. He even considered a career in psychology before pursuing a more creative path.

Luis channels his unquenchable thirst for knowledge and his enduring interest in psychology into his design work, using a multitude of visual mediums to engage,

captivate, inspire and motivate our clients' target audiences. As Luis always says, design is as much about effective, persuasive communication and problem-solving as it is about aesthetic beauty, and Luis is a master of both.

Education: BA in Graphic Design, Minors in Marketing, Professional, Writing, and Studio Art, Meredith College

Shivani saw her destiny when she took “Principles of Graphic Design” as an art elective in high school. But unlike a lot of art school kids, Shivani didn’t want to be an artist, she wanted to be a designer. Design isn’t just about self-expression; it’s about communicating on behalf of your clients. It’s no surprise that she found her home at VisionPoint, first as a Graphic Design Intern and now as a full-time Graphic Designer.

Shivani creates brand-driven experiences that engage our clients’ target audiences – from websites and digital advertising campaigns to illustrations and infographics. She’s worked with clients like University of California Education Abroad Program and University of North Carolina Charlotte, while also playing a role in the evolution of VisionPoint’s own brand identity and marketing collateral.



Lydia Kuekes - Senior User Experience Visual Designer

Education: Bachelor of Graphic Design and Master of Graphic Design, North Carolina State University

A Senior UX Visual Designer, Lydia creates experiences that surprise, delight and engage our clients’ target audiences. From website designs and logo concepts to 20-foot hand-painted murals, Lydia’s love for creating amazing work stems from a deep-rooted passion: to make the world a beautiful place. But the best designers recognize that great design isn’t about beauty, the most important aspect of great design is communication. And Lydia is a master of both. To quote Lydia, “I love language, and I love design, and finding a way to effectively communicate by combining them is so satisfying.”

A veteran designer with not one, but two degrees from NC State’s prestigious College of Design, Lydia balances her work at VisionPoint with her involvement in our local design community. She currently serves as Director of Design Ability of AIGA Raleigh - the Triangle’s preeminent association for design advocates,

practitioners, enthusiasts and patrons.

Education: BA in English Literature, College of the Holy Cross; MA in English, University of Mississippi;
MA in Publications Design, University of Baltimore

Sean Krause is a Senior Content Strategist with VisionPoint Marketing. An award-winning copywriter, Sean came to VisionPoint with deep experience in the advertising world and a reputation for strong conceptual ideas, engaging copy, and a knack for storytelling. He has an instinct for getting to the heart of every client's story and for finding creative ways to turn it into messaging that makes an impact.

Over the years, he's written for a mix of corporate, non-profit and higher ed clients, including: United Airlines, Penn State University, Smuckers and Johns Hopkins University. Sean's expertise puts him in the thick of every big content project at VisionPoint. He's a multi-faceted marketing strategist and adept at all media—web, print, broadcast, radio, and social media. Sean sees education as an incubator of stories; he especially enjoys writing about non-traditional students — transfers, study abroaders, G.I. Billers, students who start out wanting to be poets and end up as a chemists — and teasing out great insights and unique angles that captivate a reader's attention.



Maria Muniz - Inbound Marketing Content Writer & Strategist

Education: BA in English and Journalism, New York University

Maria L. Muniz is the Inbound Marketing Content Writer and Strategist for VisionPoint's integrated marketing team. She has over 30 years of experience in content marketing, public relations, social media management, and email marketing—and an arsenal of skills to go with it. Maria loves content development and management, from concept through delivery; she specializes in blogs, monthly newsletters, case studies, e-books, infographics, webinars, and social media content.

Maria's focus is on creating engaging content that adheres to inbound and SEO

best practices. She is part of the VisionPoint team developing inbound marketing strategies to achieve clients' marketing goals. She brings those strategies to life, using content marketing as a vehicle for brand building, awareness and lead generation.

Brittany Casali - Digital Marketing Specialist

Education: BA in Advertising, Minor in Entrepreneurship, University of North Carolina at Chapel Hill

Brittany, one of our talented digital marketing specialists, keeps all of our digital marketing campaigns performing at peak capacity. Her weekly hands-on optimization, research and testing guarantees we're earning the highest ROI for our clients. And with certifications in Google Analytics, Google Adwords and BrightEdge, Brittany has no shortage of skills in her toolkit to seek solutions, optimize ads and meet client goals.

And while Brittany brings her experience in digital marketing to VisionPoint, she also brings a wide range of marketing savvy. Starting out with companies like Disney, Cartier and Gucci, Brittany earned her chops through brand building, traditional marketing and experiential marketing. She uses her high level perspective of campaign building and market research to ask the right questions and ultimately find answers that bring in top-notch results for every one of our campaigns.

*Victoria Navarro - Media Coordinator*

Education: BS in Business Administration and Spanish, University of Richmond

As our Media Coordinator, Victoria makes sure every phase of the media buying process operates smoothly. She is responsible for the day-to-day management of media budgets, invoices, and marketing campaign data collection. Victoria taps into her attention to detail, organizational skills, and experience working in data management in a school system to ensure that all media purchasing information is accounted for and every makegood has been reconciled. Collaborating with our integrated marketing team and our vendors, Victoria ensures we secure the best possible value adds to our clients' media budgets.

A Mexico native, Victoria served formerly as a Latinx Liason in the North Carolina school system, working as a translator and coordinator to foster collaboration

between faculty, staff, and Spanish-speaking students. When Victoria isn't turning her keen eye to a media plan, she's using her keen organizational and collaboration skills to promote a new generation of Latinx leaders in her state through the community effort, LatinxEdu.



Brandi Stocker - Marketing & Media Analyst

Education: BA in Communication, Lindsey Wilson College; MA in Student Personnel Services in Higher Education, Ed.D. in Educational Leadership, Eastern Kentucky University

Our forte at VisionPoint is in seeing the big picture. Brandi Stocker is one of the reasons why. She uncovers patterns in data that prove marketing attribution, providing our clients with full visibility on their return while equipping them with the insights they need to replicate success. As a marketing automation guru with hands-on experience working in CRM platforms like Hobsons and Slate and building predictive data models, Brandi also helps our clients nurture leads to enrollment en masse.

Like VisionPoint itself, Brandi brings a resume that is focused squarely in higher education. She led graduate recruitment and retention efforts at Eastern Kentucky University, published research on online learning trends and delivered numerous keynote presentations on industry topics. With a doctorate in Education Leadership and Policies Studies, Brandi adds Ph.D-level certainty and client-first empathy to every project she touches, helping drive the best possible results for our clients' marketing campaigns.



Marija Stankovic - Project Manager

Education: BA in Pedagogy and Andragogy, University of Belgrade

Marija is the Project Manager at VisionPoint and responsible for the day-to-day management and coordination of strategies developed by our marketing resources and accounted for by our client-facing account team. Marija makes sure the project wheels are oiled and running smoothly, providing end-to-end management from: collaborating on initial development of detailed project plans and documentation to monitoring projects and escalating issues that need solutions.

Marija is one of our most organized and detail-oriented team members; thanks to her excellent juggling skills, she gracefully shepherds several projects at a time, keeping us on track and ensuring that we not only meet, but exceed, our client expectations and

goals. Marija developed her excellent management and project skills in her native Serbia, where she worked as a project coordinator and marketing specialist for a website development agency in Belgrade. There, she collaborated closely with clients, listening to their wants and needs, while at the same time organizing internal teams, assigning and maintaining tasks, and taking care of deadlines.

B3. Capabilities and Capacity

As a full-service integrated marketing agency focused solely in higher education, our expertise and capabilities span nearly every marketing discipline, including brand strategy, creative production, media planning, analytics, web development and more. We have nearly two decades of experience bringing each of those pieces together into brand awareness and integrated enrollment marketing strategies that deliver meaningful results.

Our Core Offerings



INTEGRATED MARKETING

- Integrated Marketing Strategy and Planning (Traditional and Digital)
- Media Planning and Placement
- Change Management
- Inbound Marketing, Content Strategy and SEO
- Outbound Marketing: Paid Search and Online Advertising
- Social Media Strategy
- Advanced Analytics and ROI Reporting
- CRM/Nurturing Integration



BRAND CREATIVE

- Brand Platform Development
- Brand Messaging and Storytelling
- Campaign Creative and Visual Design
- Content Strategy
- Copywriting and Content Development
- Video and Multimedia Production



WEB STRATEGY

- Analytics and SEO Consulting
- Website Design and UX
- Information Architecture
- User Testing
- Full Stack Development (Front-End, Back-End, Server-Side)
- Content Management Systems (CMS) Consulting and Implementation
- Web Governance
- Student Information Systems and Software Integration
- Accessibility Testing and Compliance

An Extension of Your Team

Given our full-service repertoire of offerings, we understand which signature strengths to bring to Radford University's Office of University Relations to create synergies and impact success. Our proposed approach will complement your team's creative work with our analytics acumen, maximizing the results of each ad and positioning your forthcoming campaigns for success against your goals.

Given this, we understand that a partnership with Radford University would not exist in a vacuum, but rather, may coexist alongside partnerships with several different agencies. We are well-versed working in a collaborative, multi-agency setting. As an integrated agency committed to serving as an extension of our clients' team, we take the words "integrated" and "team" to heart. We understand what we bring to the table is but a piece of a greater strategic operation, and we will work to fulfill our strategic role within the Radford University's team of agency partners and ensure that our efforts synergize with other concurrent projects and partnerships to achieve your goals.

We very much hope for the opportunity to consult with the University as a true partner even beyond the boundaries of our Scope of Work, as we know that sort of consultation will not only lead to both better campaign results, but also contribute to the success of future marketing efforts.

An Ensemble of Higher Ed Oracles

Because we *only* work in higher education marketing, we are able to consult with RU with a higher and broader perspective, offering galaxy-brain insights that give way to smarter strategies and stronger results against big picture goals. Our VisionPointers are recognized thought-leaders in higher ed marketing, with several of our lead personnel being invited every year to speak at some of the most preeminent higher ed marketing conferences in the country. Through helping numerous institutions of all shapes and sizes achieve their goals, we have developed an instinctive understanding of how to navigate the rapidly evolving higher ed landscape and overcome the types of challenges Radford University faces. We know how to orchestrate short term campaigns that deliver immediate results and build long term marketing strategies that will enable RU to thrive on these headwinds of increased competition and shifting demographics.

Data That Beats Intuition

We understand the University has prioritized a real-time analytics measurement solution as a centerpiece of the project and a key to success. Leveraging our **100% higher ed focus** and almost two decades of experience, we have **collected significant amounts of data** which informs very specific **benchmarks and trends** in higher ed — data that will not only allow us to

build a tool that measures your progress against your goals, but also make preemptive adjustments against these benchmarks to ensure your goals are met.

We have collected trends across our clients and are able to know where the strong and weak spots may be in any full funnel marketing system from a brand awareness level down to specific programs. And our knowledge of benchmarks doesn't end there. In our digital and traditional marketing, we understand what the KPIs are in digital marketing for undergraduate programs, specific graduate programs (within sectors such as business, healthcare, education, etc.), and brand / awareness. We see how specific channels are changing and performing across a myriad of clients within their recruitment campaigns. For example, if Facebook or Google started to dip in conversions or increase in cost, we become aware in real-time as we'll notice these changes across clients and can adjust and respond to be the best stewards of your media budget.

Driving Toward Your Goals During a Thunderstorm

For the vast majority of our clients, creating their marketing strategy and implementing it feels a lot like driving to your vacation destination in a thunderstorm with no map. You know ultimately where you want to be, but you don't have access to all the data that gives you the directions you need because your marketing data, your CRM data and your student data all sit in silos and do not "talk" to one another. Beyond having your data in one place, as higher ed marketers, we all want to be able to truly analyze the data to optimize your media mix, segment your prospective students for customized, efficient marketing strategies, understand how much ROI your traditional media is delivering to your recruitment campaign and forecast your enrollment BEFORE summer melt.

At VisionPoint, we understand how to tackle these long-standing higher ed challenges and can help Radford University move toward a fully data-driven marketing effort. For the past year, VisionPoint has been developing a **data synchronization platform** and tool which will clear the haze caused by data silos and allow you to reach your destination in time to catch the sunset over the horizon. Our platform will connect disparate data points from your campaign analytics to your CRM, reveal marketing attribution, and provide you with real-time visibility on your ROI against your goals. We will anchor the tool with a full

funnel measurement strategy that reaches beyond vanity metrics and tracks only the results that matter. If the University needs, we can even dissect and analyze your data to prove statistical significance, giving you the predictive insights that will enable you to not only replicate success, but also iterate and improve on your results to secure a trajectory of growth heading into the 2025 cliff.

With an engagement at the level of commitment we've proposed here, VisionPoint will include Radford University as one of our select beta clients on our new data platform and provide you with full-year access to the University as an optional add-on to our Scope.

Added Value on Every Media Dollar Spent

Beyond flawless execution of your media plan, our team of seasoned media planners and buyers are committed to being good stewards of RU's media budget. We will leverage our proven negotiating prowess to maximize the impact of each media investment against your goals, championing for added value components with each media vendor such as:

- Additional live and recorded on-air mentions
- Extended advertising run dates
- Discounted media rates
- Premier placement opportunities
- Experiential marketing opportunities at large-scale event remotes
- Upgraded sponsorship packages
- Amplified exposure on syndicated outlets or programs

Because we regularly purchase media across the country, we'll leverage our understanding of the unique characteristics and reach potential of each medium, flex our media buying clout and demonstrate our commitment to being the best stewards of your advertising dollars. Put simply, we'll ensure RU gets the highest level of media exposure for the lowest price.

A Collaborative Project Management Process

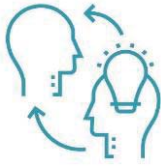
One of the benefits of working with VisionPoint is our approach to account management and communication which involves three dedicated account personnel for each engagement: a Lead Strategist, an Account Manager and a senior executive to oversee the project from start to finish.

If given the opportunity to work with Radford University, one of VisionPoint's marketing strategists would serve as Lead Strategist. In our process, the Lead Strategist works with

client-side project leads to establish the project's goals, to establish the strategic direction, and then to lead our team in executing that strategy across the entire scope of the project to ensure we achieve our goals. The Account Manager works in close collaboration with the Lead Strategist in establishing that strategic direction, but the Account Manager's primary role is to manage the execution of the project to stay on time and on budget. The Account Manager is the first point of contact for day-to-day business with Radford University. Both the Lead Strategist and the Account Manager will participate in each bi-weekly progress call. The Senior Executive will provide hands-on leadership and ongoing

consultation throughout the life of the project to ensure Radford University's strategic goals are achieved.

For all VisionPoint engagements, the process is as follows after project initiation:



INTERNAL HANDOFF MEETING

VisionPoint team holds an internal launch meeting to review the Scope of Work, existing research or assets provided by the client, preliminary competitive research and the draft Project Plan.



PROJECT PLAN

Account Manager develops detailed Project Plan with each task, dependency of tasks, milestones, deadlines, and responsible parties for each task.



PROJECT KICKOFF CALL

VisionPoint and client hold a Kickoff call and reach a mutual agreement on Project Plan details and assignments, project goals, Scope of Work and next steps.



PROGRESS REPORTS

VisionPoint's Account Manager will hold bi-weekly conference calls with the client contact to review the written bi-weekly progress reports.

The bi-weekly progress report will be emailed to the primary client contact and client "sign off" authorities each week prior to conference call. These conference calls can take as little as five minutes and are pre-set for a standing day of the week and time.

Bi-weekly progress reports review everything that was accomplished in the past two weeks and all of the tasks by date that will be worked on over the next two week horizon. Any tasks that the client must do are specifically noted as a client assignment.



SCOPE MANAGEMENT

There are four principles that guide our approach to change orders.

1: Sometimes change happens. 2: Not all changes are bad. 3: A change in direction doesn't necessarily involve a change in cost. 4:

The key to managing change is to recognize it, talk about it, agree on

it, and document it— before the change happens.

Beyond just your Lead Strategist and Account Manager, we'll involve additional team members and strategists throughout the engagement. For example, you'll have a Digital Marketing Strategist who will be guided by our Vice President of Marketing and Innovation, Josh Dodson.

B4. Approach and Methodology

We have designed a recommended Scope of Work based on our early understanding of Radford University's needs for recruitment and awareness. Our Scope is organized into the following phases:

- Research and Discovery
- Strategy and Planning
- Marketing Plan Execution
- Measurement and Reporting

Research and Discovery

We'll begin by establishing a deep understanding of Radford University from a marketing perspective. Our goal will be to glean insights on your target audiences, the competitive landscape, data trends, the shape of your brand promise and other factors that will inform the development of your marketing strategy to come.

Discovery and Project Kickoff Call

VisionPoint will conduct a kickoff call with Radford University project leads and internal stakeholders to connect our project teams, establish roles and responsibilities, solidify a timeline and open the lines of communication for a successful partnership.

Brand & Marketing Audit

VisionPoint will begin by reviewing Radford University's existing inventory of marketing and communications materials (provided by the University) to better understand your current brand positioning while assessing strengths and opportunities for improvement. Specifically, we will review:

- Brand guidelines and style documentation
- Radford University's Strategic Plan and any supporting documentation
- Current website content, structure and design

- Data from recent campaigns and marketing initiatives
- The University's social media profiles

- Inventory of brand creative work produced by the Office of University Relations and/or external vendors showing brand execution across traditional and online media
- Marketing collateral that reflects either the positioning of specific programs or marketing to specific target audiences
- Any relevant past research, including market research, stakeholder research, audience surveys, etc.
- Photography, video and any other visual assets

Enrollment Data / Student Demographics Review

VisionPoint will also aim to better understand how prospective students engage with Radford University from awareness through enrollment by reviewing the following information (provided by the University):

- General inquiry and enrollment data (to help identify trends by program and by audience segment)
- Current student profiles and demographics
- Information regarding the University's retention rates

Competitor/Peer Research

Having assessed Radford University's current brand positioning and past marketing efforts and trends, VisionPoint will then evaluate the University's place in the competitive landscape by reviewing available marketing materials of up to five competitor institutions vying for your audiences' attentions. Our goal will be to find ways to better differentiate Radford University through messaging and media approaches that will reach and resonate with your right-fit audiences.

VisionPoint assumes the client will provide us with a list of competitors for research purposes.

Marketing Funnel Analysis

VisionPoint will examine how prospective students become aware of the University's programs, how they engage with Radford University, and what drives them to convert. Once we have a thorough understanding of prospective students' behavior, we will map out your marketing funnel and identify opportunities to improve "leaks", or areas of drop-off. This process will eventually inform our channel selection, as we may discover

the need to invest more heavily into awareness, engagement or retention, depending on what we find in this analysis.

Listening Tour (Stakeholder Interviews)

The cornerstone of our discovery process will be a Listening Tour where we meet with key stakeholders who represent major academic units and divisions within the University along with representatives of your target audiences.



Within each exploratory discussion, VisionPoint will invite feedback and input on a variety of topics to help shape our sense of the University's goals, brand, signature strengths, challenges, opportunities and potential marketing approaches that will inform the integrated marketing plan to come and fuel our execution of the deliverables included in this Scope of Work.

These interviews will also provide VisionPoint with our first opportunity to speak directly with prospective and current students, their parents, members of faculty and staff, alumni and donors – an essential window into the perspectives of your target audiences. This interactive listening

initiative will serve as the foundation for building a strong consensus among your stakeholders at each subsequent step of the project.

Strategy and Planning

Based on our research, we will build an overarching marketing strategy for expanding awareness, shaping perceptions, guiding the right audiences to

engage with RU and increasing enrollment. This strategy will serve as a model for future program-specific marketing communication efforts to come. To bring the strategy to life, we will develop a comprehensive annual media and marketing plan that will describe the tactical details for reaching your audiences across digital and traditional channels and driving results against your goals. .

Marketing Strategy Brief

Building on the research described above, VisionPoint will develop a Marketing Strategy Brief that identifies high-level goals and lays the groundwork for developing the integrated marketing plan. We simply cannot overstate the importance of gaining

consensus on the foundational elements included in the strategy brief at this early stage, as this document will anchor and drive all the tactical decisions to come in the integrated marketing plan itself.

The Strategy Brief will consist of the following content:

- High-Level Goals
 - In partnership with Radford University, VisionPoint will identify specific, measurable marketing goals and indicate how progress against each goal will be measured. As our standard for success, these goals will become the hinge on which every decision turns.
- Current State Summary
 - An open-eyed assessment of the current state is an essential precursor to developing good strategy that capitalizes on strengths and opportunities while mitigating weaknesses and threats. To that end, VisionPoint will distill the research and stakeholder feedback gathered during our primary and qualitative research into a brief assessment of the University's resources, assets, strengths, weaknesses, opportunities and threats from a marketing perspective.
- Target Audience Segments (illustrated through Personas)
 - As marketers, one of the best tools we have for understanding, documenting and prioritizing target audiences is a marketing persona, a fictional character who represents a specific subset of your right-fit target audience. Each persona includes:
 - Demographic details to inform our channel strategies, media placements and targeting parameters.
 - Psychographic details about the persona's motivators, behaviors, goals, attitudes and even a narrative backstory, all of which helps ensure our messaging appeals to our audiences by addressing the things that matter most to them.
 - Based on the University's goals and our research takeaways, VisionPoint will create a set of up to five prospective student personas, which may include a mix of undergraduate, graduate and transfer students depending on the University's priorities.
- Custom Marketing Strategies
 - Leveraging the goals, current state situation and target audience personas as outlined above, VisionPoint will formulate a set of high-level marketing strategies that will serve as a game-plan for all the

specific marketing decisions to come. Please note that these marketing strategies will not be “standard” or recycled “best practice” recommendations, but highly customized directives that address Radford University’s specific situation, guiding where we should (and shouldn’t) invest in pursuit of the University’s goals, given our deeply informed insights into your particular set of strengths and opportunities and your specific marketing situation.

VisionPoint will deliver the Marketing Strategy Brief to Radford University as a written document and discuss its contents over a collaborative, one-hour conference call with the project team at Radford University, inviting feedback that we will leverage to provide one round of edits to the proposed Marketing Strategy Brief.

Smart Spends Media Calculator™

Determining Your Goals and Corresponding Digital Media Budget



VisionPoint has developed and refined a sophisticated digital media budget calculator, our **Smart Spends Media Calculator™** which calculates the media budget you will need in order to achieve specific enrollment goals (or increases) based upon standard digital marketing KPIs for channels such as Facebook, Adwords, Instagram, programmatic display, video, etc. and the corresponding program.

Our VisionPoint experts have presented this work at multiple national higher ed marketing conferences and we would

leverage this calculator for Radford University to determine your needed media budget based on the various enrollment increases you desire or to project your enrollment based on your existing media budget.

Channel Rebalancing

Active Channel Execution Statistical Evaluation Model™ (ACES 'EM)

Having the right channels in place is crucial to maximizing the impact of your media investments and achieving success against your goals. We will help Radford University determine what those channels should be during the creation of your media plan. First, we'll examine your past media mix and channel buys along with inquiries by month to inform the development of your media plan. Then, we will use our **Active Channel**

Execution Statistical Evaluation Model™ (ACES 'EM) to enhance campaign performance without increasing your media budget.

Specifically, we will run a series of regression models around past media spend levels to identify the optimum combination of channels and spends that will yield the most conversions with your audiences, and will adjust your channel mix according to the results of our data models.

Figures 1-2 below shows our approach in action. Our client provided us with data on the number of inquiries received and the amount they had been spending each month by channel. Using this information, we ran their data through our models and were able to determine that by rebalancing their channel mix, we could increase their inquiries from **602 to 874 with a \$0 increase in their media budget.**

Figure 1: We put your media mix under the microscope to spot cost-benefit impurities

	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL
FACEBOOK	\$1,373.58	\$3,593.15	\$3,323.00	\$2,772.69	\$2,631.91	\$4,375.64	\$2,250.60	\$6,397.67
FACEBOOK RT	0	\$121.19	\$103.25	\$240.01	\$688.16	\$791.00	\$1,105.50	\$1,547.08
LINKEDIN	\$734.52	\$804.28	\$890.13	\$1,156.36	\$1,591.72	\$1,772.68	\$1,740.92	\$1,992.62
SEARCH	\$1,973.14	\$1,902.61	\$5,477.56	\$3,810.70	\$4,986.00	\$5,735.45	\$5,248.89	\$5,955.15
DISPLAY	\$780.13	\$852.27	\$1,644.66	\$330.83	\$1,090.03	\$1,284.19	\$663.88	\$2,315.45
YOUTUBE	0	0	\$249.42	\$2,228.06	\$2,491.39	\$1,511.10	\$812.75	\$2,643.65
GG RETARGETING	0	0	0	\$25.17	\$265.22	\$314.34	\$378.86	\$362.55
GEOFENCING	\$521.00	\$6,992.00	\$2,570.00	0	0	0	\$4,300.00	\$4,300.00
DIGITAL SUBTOTAL	\$5,382.37	\$14,265.50	\$14,258.02	\$10,563.82	\$13,744.43	\$15,784.40	\$16,501.40	\$25,514.17
PODCAST	0	0	0	0	0	0	0	0
CONNECTED TV	0	0	0	0	0	\$15,592.50	0	\$15,592.50
PANDORA	0	0	0	0	\$5,000.00	\$6,950.00	\$6,950.00	\$6,950.00
VIDEO ASSETS	\$14,920.00	0	0	0	0	0	0	0
QUIZ	\$1,300.00	0	0	0	0	0	0	0
TRAD. SUB TOTAL	\$16,220.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$22,542.50	\$6,950.00	\$22,542.50
ALL SUBTOTAL	\$21,602.37	\$14,265.50	\$14,258.02	\$10,563.82	\$18,744.43	\$38,326.90	\$23,451.40	\$48,056.67
WEBSITE VISITS	8,524	17,677	25,291	11,475	19,414	26,254	23,916	57,430
LEADS GENERATED (ALL CHANNELS)	47	51	140	70	116	115	255	602

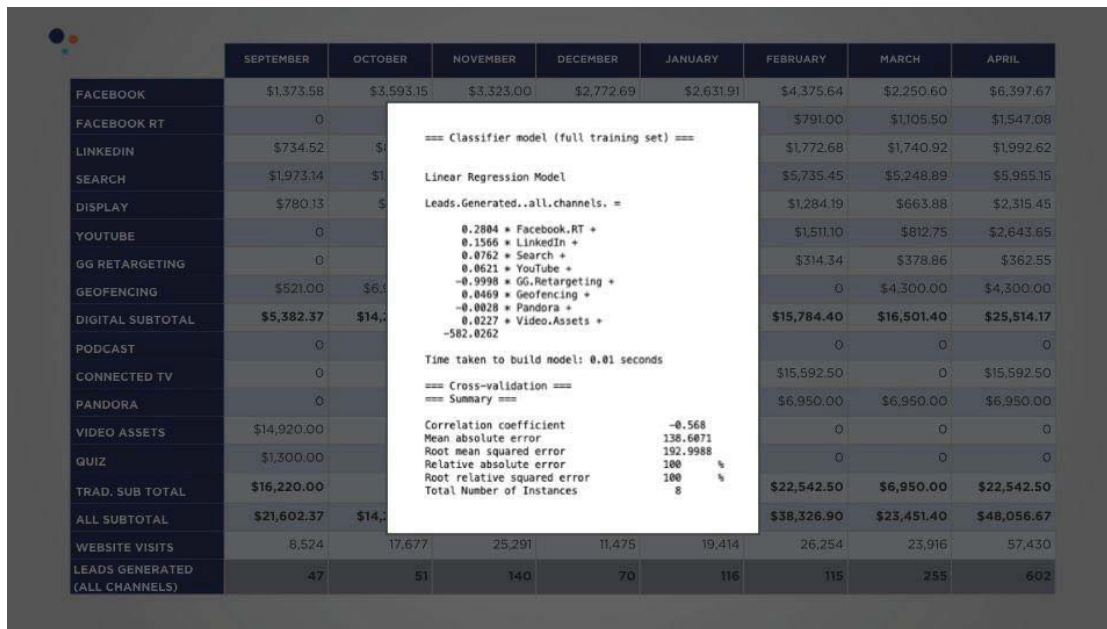


Figure 2: We run regression models on your channel spends to pinpoint the combination of channels that will deliver the greatest return

Annual Marketing and Media Plan

Once the Strategy Brief is finalized through collaboration with Radford University, VisionPoint will develop a 12-Month Marketing and Media Plan that will outline all the specific tactical, creative and media-related components necessary to execute the agreed-upon strategies and achieve the University's goals.

Your plan will contain the following:

- Executive Overview
 - The narrative overview ties the high-level marketing strategies to each major initiative identified in the plan and explains the coordinated approach to achieving the desired goals.
- Media Plan and Media Calendar
 - We will provide an overview of each media channel in the plan with corresponding general budget allocations by channel, all of which are driven by the University's specific goals and strategies in targeting your

identified personas. The plan could include digital channels (like paid social media, search engine marketing, display, retargeting, video and

content marketing) and/or traditional channels (like out-of-home, radio, tv, print, etc.).

- The plan also includes a month-by-month media calendar with specific placement, flight dates by medium, management and reporting dates by channel.

· Tactics & Initiatives

- Beyond just media planning, we understand that in most cases, achieving big-picture goals requires addressing other marketing and creative needs as well. This could include things like shoring up communications plans with prospects after initial inquiry, tracking prospect data along the full funnel, improving and optimizing digital content strategies across the University's web platforms, producing creative to supplement your internal team's capabilities, consulting on your organizational structure and necessary resources, or even planning and implementing initiatives to bring the University's brand promise to life. Every plan is different depending on the University's goals and situation, but VisionPoint will share all the recommendations we consider essential to executing your strategies in pursuit of your goals, whether VisionPoint executes those needs or they are handled in-house.

· Creative Asset List

- VisionPoint will identify specific marketing content needed to execute the plan (e.g. display ads, print ads, radio spots, etc.). The asset list may cite content that currently exists as well as new content that will be needed to execute the plan.
- This list will aid your team in crafting assets that align with the deadlines and specifications of the specific media vendors outlined in our plan, ensuring the seamless execution of that plan and setting up your in-house creative team for success.

· Project Timeline

- We will include a month-by-month outline of the specific tasks, deliverables, deadlines and resources necessary to execute the proposed Integrated Marketing Plan.

VisionPoint will deliver the Integrated Marketing Plan to Radford University as a written document and discuss its contents over a video conference call with the University, inviting feedback that VisionPoint will leverage to provide one round of edits to the proposed plan.

Marketing Plan Execution

Having completed the work outlined above, VisionPoint and Radford University will now be equipped with a clear sense of the University's goals, a deep understanding of the target audiences, an established strategic direction, and a detailed marketing and media plan to drive full-funnel marketing engagement in pursuit of the established goals.

Flawless execution of your plan is just the beginning. We will build the campaign architecture in a way that will allow us to track and measure what's working and how specific investments are contributing to your results. This foundation will help Radford University make better marketing decisions and understand the costs needed to enroll a student, forecast enrollment and implement other tactics based on predictive analytics insights that we will provide your team through our proprietary data synchronization platform (described later).

While we won't know what the exact execution tactics of the University's plan will be until we've developed that plan, we've scoped a sample integrated marketing plan's execution below for an assumed **10-month period** and priced it accordingly to give the University an idea of what the plan's execution may entail.

Digital Advertising Placements

Upon approval of the plan, VisionPoint's Google Ads certified digital marketing strategists will negotiate, place and manage the all digital media buys within the scope of the University's approved budget. For example, these may include placement of your Display Ads, Sponsored Facebook Posts, Google Search Ads, Landing Pages among other specific assets called for by the media plan.

Active Campaign Management

In our 18 years of serving higher education clients, we have learned that the degree to which a digital marketing campaign is actively managed is the bridge that connects great strategy from great results. This is where we set ourselves apart from other agencies. Refusing a "set it and forget it approach," we remain hands-on through the life of a campaign and make performance-informed optimizations **every week** to ensure the performance yield of each ad increases substantially over time.

For example, in our work with the University of Massachusetts-Amherst, our weekly campaign optimizations have helped the university reduce the cost per qualified lead by 95% for their graduate health programs, delivering a significant return to the university in light of online graduate programs being among the most expensive to market. Our team of Google Ads certified digital strategists give unwavering attention to each campaign across every channel for every program, ensuring Radford University stays up

to date in real-time on the latest data trends and media usage patterns to capitalize on emerging opportunities while mitigating weaknesses.

Our weekly optimization activities include but are not limited to:

- Adjusting keyword bid strategy (i.e. bidding higher on high converting keywords and excluding low converting keywords from future bids)
- Researching and adding new keywords to the mix
- Rewriting and tweaking text ads
- Adjusting display ad content to reach and resonate with target audiences
- Additional iterations informed by the campaigns' performance

As an added benefit of our partnership, we will create all of your ad accounts for you (Facebook, LinkedIn, Google, GTM, etc.)

Traditional Media Placement

Upon approval of the plan, VisionPoint will negotiate, place and manage the media buys in keeping with the University's approved budget. Traditional media may include TV commercials, radio spots, print ads, billboards, direct mail inserts, and other specific assets called for by the media plan.

Our strategic approach to traditional media placement is rooted in three core competencies:

1. **The quality of our research** — Each hand-selected channel and outlet in your media plan is backed by our data-informed understanding of your target audience and the active DMAs of your marketing campaign. Every research tactic we'll conduct (described later) will help reveal which media channels Radford University stands to gain the most from in terms of conversion-driven engagement with your target audience.
2. **The strength of our established partnerships with media vendors** — Beyond research, we're able to tap into our network of traditional vendors, as well as national media conglomerates (e.g. iHeartMedia radio station clusters, syndicated broadcast networks, etc.), to give Radford University information on station formats, Nielsen and Arbitron ratings, circulation/viewership/listenership/UMV numbers, audience demographics by daypart, DMA data, and other more granular insights specific to each outlet in your media plan.
3. **Our ability to negotiate for the highest return on media investment** — Beyond flawless execution of your media plan, our team of seasoned media planners and buyers are committed to being good stewards of Radford

University's media budget. We will leverage our proven negotiating prowess to maximize the impact of each media investment against your goals, championing for added value components with each media vendor such as:

- o Additional live and recorded on-air mentions
- o Extended advertising run dates
- o Discounted media buy rates
- o Prime placement opportunities (high-volume dayparts, Sunday print editions, morning shows, etc.)
- o Experiential marketing opportunities at large-scale event remotes
- o Upgraded sponsorship packages
- o Amplified exposure on syndicated outlets or programs

Because we regularly purchase media on a national scale, we'll leverage our understanding of rate comparisons across markets alongside our national media buying clout to negotiate lower rates on behalf of Radford University. Put simply, we'll ensure Radford University gets the highest level of media exposure for the lowest price.

Media Management

Following the approval of the media plan, VisionPoint will coordinate the specific buys, ensure fulfillment, traffic creative, negotiate makegoods and track and deliver intuitive invoicing aligned with needs.

Programmatic and Emerging Media Planning and Placement

Our digital marketing team constantly tests a broad array of digital channels as part of our standard process (programmatic advertising, over-the-top TV, geofencing, Snap, geoframing, geofenced billboards, etc.). Depending on your priorities and our agreed-upon strategy, we can produce and place assets in these channels to seize untapped opportunities for engaging your audience based on our industry best-practices knowledge of media consumption trends.

Measurement and Reporting

At VisionPoint, our mantra is: *what gets measured, gets done*. We live this mantra by not only measuring the results of our efforts and tracking progress against your goals. We stay nimble throughout our execution and optimize tactics in real-time based on trends in the data to ensure your goals are being met. We conduct in-depth analyses such as Chi-Squared tests and A/B assumptions tests to uncover statistical significance behind your results and prove the effectiveness of your marketing efforts. Further, we customize measurement tools around your goals to give you real-time visibility on your return on investment, along with data-driven insights

and actionable recommendations that will guide your team's decisions on all future marketing initiatives. At VisionPoint, we don't just work for winning results: we'll make winning results work for you and pay dividends over time. And we've built our portfolio of success by staying true to that conviction for the past 18 years.

To ensure our marketing strategies are accomplishing Radford University's goals, we've included the following services in measurement and reporting, which will prove the Radford University's return on your marketing investment on an ongoing basis and empower your team to replicate and build upon winning results year-over-year in pursuit of sustained growth:

Full-Funnel Measurement Strategy

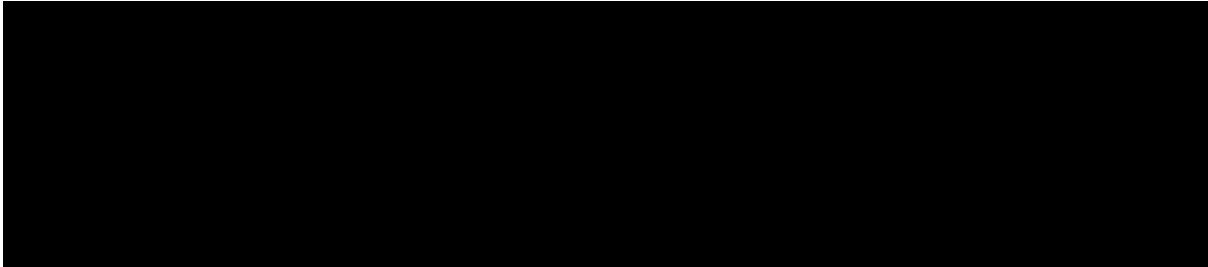
VisionPoint will build Radford University's campaign measurement strategy upon an analysis of your digital marketing funnel. Specifically, we'll examine how prospective students become aware of Radford University, how they engage with Radford University, and what drives them to convert. Once we have a thorough understanding of prospective students' behavior, we will map out your marketing funnel and identify the key performance indicators (KPIs) that we'll track to accurately measure campaign performance and growth (e.g. impressions, click-throughs, click-through-rate, cost-per-click, engagement rates, conversions, etc.).

We'll submit our proposed set of KPIs to Radford University for approval, along with the definitions and strategic significance of each metric. This collaborative approval process allows VisionPoint and Radford University to establish a consensus of what is being measured, how it is being measured and the optimizations we'll make to improve the performance of each metric throughout your campaign. As the word "conversion" may carry conflicting meanings to different project stakeholders, our process will ensure your measurement strategy is aligned with the goals of your campaign.

Once we've agreed upon the KPIs that your measurement strategy will track, we will implement the data tracking tools necessary so that we can begin gathering the data that we'll filter into our Campaign Reports

Dashboard (described below). We have several measurement tools available, and would recommend the following for Radford University:

- Google Tag Manager Container
- Google Analytics code
- Facebook Pixel





Strategic Considerations

While enrollment growth is priority, your general awareness goals are just as important as you look to cultivate a sense of pride of the Highlander identity and values that reflect the Responsive, Resilient and Real messaging strategy. To drive these points home, you must tell a more captivating story — one that does justice to your unique identity and resonates with incoming students, parents, alums, and employers in terms of their goals and beliefs.

Your strategic plan emphasizes the need to evangelize the Highlander brand identity. Based on insights from our in-house strategist, Dave Perks — a native Virginian who grew up near Radford who would oversee this project from start to finish — you were once considered a party school but have made headway in shedding this identity. Your focus on academic rigor, small classes and caring faculty are also true to the experience you offer students, which can provide additional firepower in telling a new story that captivates your best-fit audiences and inspires action. Your nursing program, in particular, is stellar, boasting an

impressively high employment rate after graduation. Given you are 20 minutes down the road from Virginia Tech and can offer students both stellar academics and a smaller college feel, you are well-positioned to stake claim to a distinct identity in the marketplace and own that position. Lastly, the Radford Arsenal located in your town, presents an opportunity to grow military enrollment among this emerging non-traditional learner population. Widening the funnel and diversifying your enrollment marketing efforts to new audience segments will be critical to growth as Radford approaches

the 2025 demographic shift where the number of qualified, traditional high school graduates are projected to nosedive across the country.

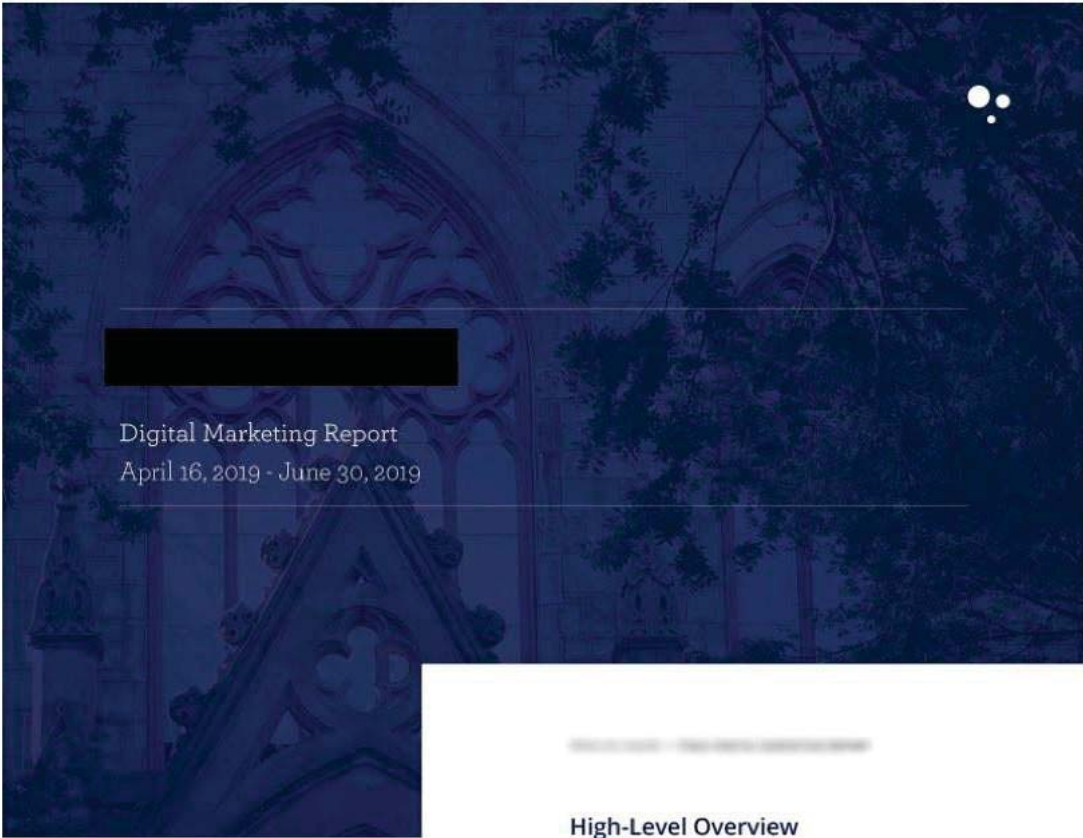
Beyond immediate campaign results, we will lay the foundation for long-term success and equip Radford University with the strategic marketing insights and tools needed to thrive when the 2025 demographic shift happens. And we are well-positioned and equally eager to help you realize a new chapter of growth with the success of this project being just the beginning.

Sample Analytics Reports

Per the University's request in the RFP, we have included a selection of sample reports from actual higher education institutions clients. Each report highlights campaign performance by channel , strategic implications of the data and recommendations for improvement against established awareness and engagement goals.

Note: We have redacted these reports to protect the confidentiality of our clients' information.

Campaign Report for a University



Digital Marketing Report
April 16, 2019 - June 30, 2019

High-Level Overview

Reporting Period: April 16, 2019 - June 30, 2019 | Total Digital Cost: \$83,596.59; Total Hybrid Cost: \$48,170.56

DIGITAL CHANNEL RESULTS

CHANNEL	CONV.	IMPR.	CLICKS	CTR	CPC	CVR	CPA	CPM	COST
Facebook and Instagram	4,400	1,953,157	20,114	1.03%	\$0.93	21.88%	\$4.23	\$9.53	\$18,606.88
Display	1,226	11,502,255	43,082	0.37%	\$0.28	2.85%	\$9.75	\$1.04	\$11,956.34
Search	1,062	224,785	4,771	2.12%	\$5.42	22.26%	\$24.35	\$115.06	\$25,064.48
Facebook and Instagram Retargeting	417	212,901	2,118	0.99%	\$1.73	19.69%	\$8.77	\$17.18	\$3,657.32
Retargeting	44	3,176,988	18,443	0.58%	\$0.05	0.24%	\$21.74	\$0.30	\$956.42
YouTube	20	373,454	721	0.19%	\$8.09	2.77%	\$291.50	\$15.61	\$5,830.04
Geofencing	8	1,757,689	2,256	0.13%	\$6.99	0.35%	\$1,970.21	\$8.97	\$15,761.67
LinkedIn	3	37,380	250	0.67%	\$3.85	1.20%	\$321.15	\$25.77	\$963.44
TOTAL	7,180	19,238,609	91,755	0.48%	\$0.91	7.83%	\$11.64	\$4.35	\$83,596.59

HYBRID CHANNEL RESULTS

CHANNEL	REACH	FREQUENCY	100% COMPLETED VIEWS	IMPR.	CLICKS	CTR	CPC	CPM	COST
Connected TV	N/A	N/A	1,054,896	1,284,780	3,695	0.29%	\$6.60	\$18.97	\$24,370.00
Pandora	234,119	4.73	N/A	2,215,160	3,564	0.16%	\$6.68	\$10.74	\$23,800.56
TOTAL	234,119	4.73	1,054,896	3,499,940	7,259	0.21%	\$6.64	\$13.76	\$48,170.56



The table below shows the conversion rate and cost per acquisition from the moment a prospective student clicks on the RFI button, fills out a lead generation form, or clicks on the Quiz ads, to when they fully submit their inquiry.

CHANNEL	BUTTON CLICK CONVERSIONS	CRM COUNT	CVR	CPA	COST
Facebook and Instagram	8,799	2,123	24.13%	\$19.85	\$42,146.44
Facebook and Instagram Retargeting	590	133	22.54%	\$56.90	\$7,567.13
Geofencing	17	16	94.12%	\$1,696.20	\$27,139.23
Google Display	2,088	166	7.95%	\$118.69	\$19,701.71
Google Retargeting	101	5	4.95%	\$426.54	\$2,132.72
LinkedIn	83	11	13.25%	\$952.03	\$10,472.29
Search	4,189	767	18.31%	\$75.72	\$58,079.17
YouTube	38	8	21.05%	\$1,810.07	\$14,480.52
TOTAL	15,905	3,229	20.30%	\$56.28	\$181,719.21

Connected TV Overview

Reporting Period: April 16, 2019 - June 30, 2019 | Total Cost: \$24,370.00

Connected Television refers to channels that reach viewers who are watching television over the Internet. This can be through a set-top device such as a Roku or Apple TV, or through a website or other online network. It includes some streaming media channels, but also a variety of other online content providers and outlets. VisionPoint works with our vendor to aggregate and place 15- and 30-second video commercials on a mix of connected television channels designed specifically to target our desired audiences.

CAMPAIGN	COMPLETED VIEWS	IMPR.	CLICKS	VIEW RATE	CTR	CPC	CPM	COST
General Awareness	1,054,896	1,284,780	2,464	82.11%	0.19%	\$9.89	\$18.97	\$24,370.00

HIGHLIGHTS

- Through Connected TV, we are able to target our core audiences in the Metro Philadelphia area through short-form online video ads. We are seeing a strong video completion rate of over 71% for the general awareness ads — meaning that almost three-quarters of prospective students who see our ad are viewing it in its entirety.
- Looking back on the full flight (February 1, 2019, to June 30, 2019), we were able to deliver 1.4% more impressions than originally expected.

ANALYSIS

- Connected TV proved to be a strong channel for promoting awareness based on the impression and view metrics. This is likely because the tactic folds in strong targeting and our ads are shown to a captive audience while they are watching television. VisionPoint recommends that continues to invest in this channel for future campaigns as they continue to build awareness around their offerings.

Pandora Overview

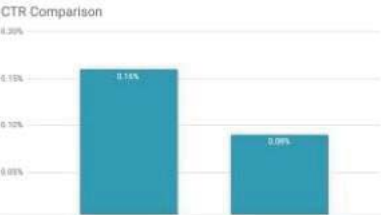
Reporting Period: April 16, 2019 - June 30, 2019 | Total Cost: \$23,800.56

VisionPoint is using Pandora to promote brand awareness for [REDACTED]. Pandora is an online streaming-radio service that reaches prospective students through audio and video ads. The streaming/internet radio channel provided an important supplement to all the other channels, reaching users across a number of demographics where they are each day.

CAMPAIGN	REACH	IMPR.	CLICKS	FREQUENCY	CTR	CPC	CPM	COST
General Awareness	234,119	2,215,160	3,564	4.73	0.16%	\$6.68	\$10.74	\$23,800.56

HIGHLIGHTS/ANALYSIS

- Pandora proved to be a solid performer for [REDACTED] as it drove an **above-industry benchmark CTR of 0.16%**. This high CTR was maintained throughout the duration of the campaign. According to Pandora, the industry standard is 0.09%.
- Since the launch of Pandora, we **over delivered in impressions by 1.51% at no additional cost** to [REDACTED] as a result of vendor negotiations and nimble campaign management by the VisionPoint team.
- Overall, Pandora is a robust channel that [REDACTED] should continue to invest in as they further solidify their leadership in online education.



YouTube Overview

Reporting Period: April 16, 2019 - June 30, 2019 | Total Cost: \$5,830.04

YouTube is a video streaming platform that boasts over one billion unique visitors who consume over six billion hours of video each month. YouTube reaches more adults aged 18-34 than any cable network in the U.S., creating an opportunity to reach and engage a large audience. YouTube's targeting capabilities allow advertisers to narrow that reach through audience demographics, interests, behaviors, contextual, and keyword targeting and retargeting. We use this channel as a supplement to traditional channels, extending brand awareness generation for [REDACTED], with appropriate video assets.

CAMPAIGN	CONV.	IMPR.	CLICKS	CTR	CPC	CVR	CPA	CPM	COST
General Awareness	20	373,454	721	0.19%	\$8.09	2.77%	\$291.50	\$15.61	\$5,830.04
TOTAL	20	373,454	721	0.19%	\$8.09	2.77%	\$291.50	\$15.61	\$5,830.04

VIEWS	VIEW RATE	AVG. CPV	VIDEO PLAYED TO: 25%	VIDEO PLAYED TO: 50%	VIDEO PLAYED TO: 75%	VIDEO PLAYED TO: 100%
146,008	39.10%	\$0.04	93.95%	59.68%	45.57%	39.17%

Display Overview

Reporting Period: April 16, 2018 - June 30, 2019 | Total Cost: \$12,140.54

Display ads are a key top-of-the-funnel tactic and are used as part of [redacted]'s large-scale brand awareness digital strategy. The display banner ads target users based on demographic and psychographic information, introducing them to the [redacted] brand and encouraging them to visit the landing page.

CAMPAIGN	CONV.	IMPR.	CLICKS	CTR	CPC	CVR	CPA	CPM	COST
BAAS	533	3,219,209	16,173	0.50%	\$0.23	3.30%	\$7.06	\$1.17	\$3,765.39
Data Analytics	235	1,487,600	4,436	0.30%	\$0.35	5.30%	\$6.52	\$1.03	\$1,531.39
Creative Writing	140	2,145,971	4,556	0.21%	\$0.48	3.07%	\$15.52	\$1.01	\$2,173.33
Climate Change	103	1,006,775	3,139	0.31%	\$0.48	3.28%	\$14.52	\$1.48	\$1,495.06
Neuroscience	61	692,629	2,135	0.31%	\$0.39	2.86%	\$0.00	\$1.21	\$839.42
Applied Positive Psychology	44	1,295,851	7,022	0.54%	\$0.09	0.63%	\$13.66	\$0.46	\$600.88
Organizational Anthropology	39	390,003	1,812	0.46%	\$0.00	0.00%	\$0.00	\$1.02	\$397.56
Modern Middle East Studies	27	560,643	1,071	0.19%	\$0.46	2.52%	\$18.07	\$0.87	\$487.93
General Awareness	32	487,124	2,033	0.42%	\$0.23	1.57%	\$14.67	\$0.96	\$469.40
Professional Writing	12	205,611	657	0.32%	\$0.00	0.00%	\$0.00	\$0.92	\$190.06
Leadership and Communication	11	203,456	651	0.32%	\$0.29	1.69%	\$17.28	\$0.93	\$190.12
TOTAL	1,237	11,694,872	43,685	0.37%	\$0.28	2.83%	\$9.81	\$1.04	\$12,140.54

Analysis and Recommendations

HIGHLIGHTS

- During this reporting period, Display drove over 11 million impressions and over 43,000 clicks.
- The campaign drove 1,237 conversions (a 157% increase since the last report) at an astounding CPA of \$9.81 and a CVR of 2.83% (an increase of nearly 84% since the last report).
- In terms of conversions, we achieved a high level of success with the BAAS, Data Analytics and Climate Change as they all received over 100 conversions during this reporting period. Each of those campaigns also drove over one million impressions, so that likely correlated with a higher amount of conversions.
- We started to see CTR drop during this time, likely due to ad fatigue and time of the year. VisionPoint recommends that [redacted] continue to rotate out banner creative every month, if possible, to keep it fresh.

ANALYSIS

- As a top-of-the-funnel tactic, we generally don't expect Display to drive a substantial number of conversions. In this case, many ad groups drove high numbers of conversions.
- The high number of conversions, along with the solid impression and click-related metrics we saw during this period, are compelling proof that Display is an effective top-of-the-funnel channel that helps raise awareness and drive traffic for [redacted].
- We believe this performance is a result of the custom affinity audiences we developed, a strong messaging and creative strategy, and the strength of the [redacted] brand.
- The BAAS display ads once again proved very successful, likely because of higher intent from prospective students. VisionPoint recommends that [redacted] invest more into the BAAS and General Awareness campaigns in future advertising runs.
- Since they are targeting more niche audiences, the certificate-specific campaigns generate a lower number of impressions and conversions, however, the clicks generated are more likely to generate higher-quality leads.
- VisionPoint recommends that [redacted] continue to invest in certificate-specific campaigns, especially in the first few years of these certificates, to raise awareness.
- For the campaigns that are serving fewer impressions, VisionPoint recommends diving into the custom affinity audiences and testing a few more segments to potentially grow those audiences (i.e. additional topics, keyword, etc.), as well as using data from existing students to create lookalike audience segments for future campaigns.

Creative Example



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Search Overview

Reporting Period: April 16, 2019 - June 30, 2019 | Total Cost: \$25,864.48

Search engine marketing helps to build brand awareness of [redacted]'s offerings by pinpointing important keywords in the college search process to associate [redacted] with these keywords. In this campaign, Google AdWords is used to target potential student leads through their search terms. We also placed [redacted] ads in front of students searching for similar, competing initiatives. This allows potential leads who may have been considering another institution, to have the opportunity of learning about [redacted] offerings through the form of advertisements. To best reach the target audience through messaging, these ads are focusing on informing the viewer about degree completion and other offerings available through [redacted], as well as the attainability, value, and competitive differentiation of these offerings.

CAMPAIGN	CONV.	IMPR.	CLICKS	CTR	CPC	CVR	CPA	CPM	COST
Neuroscience	248	53,872	628	1.17%	\$7.44	39.49%	\$18.84	\$86.74	\$4,672.68
Creative Writing	170	16,563	599	3.62%	\$8.09	28.38%	\$28.50	\$292.50	\$4,844.72
Certificates	137	23,120	557	2.41%	\$1.66	24.60%	\$6.74	\$39.94	\$923.38
Courses	114	24,591	396	1.61%	\$1.96	28.79%	\$6.81	\$31.57	\$776.28
General Awareness	89	23,105	680	2.94%	\$3.16	13.09%	\$24.16	\$93.08	\$2,150.62
Climate Change	81	30,286	920	3.04%	\$4.97	8.80%	\$56.41	\$150.88	\$4,569.53
BAAS	68	26,866	446	1.66%	\$11.48	15.25%	\$75.27	\$190.51	\$5,118.29
Applied Positive Psychology	54	1,117	138	12.35%	\$3.35	39.13%	\$8.55	\$413.55	\$461.94
Data Analytics	34	10,938	141	1.29%	\$5.77	24.11%	\$23.92	\$74.37	\$813.44
Professional Writing	30	4,356	114	2.62%	\$4.17	26.32%	\$15.85	\$109.18	\$475.57
Leadership and Communication	22	4,725	80	1.69%	\$9.37	27.50%	\$34.09	\$158.71	\$749.90
Modern Middle East Studies	15	4,865	68	1.40%	\$3.47	22.06%	\$15.73	\$48.51	\$236.02
Organizational Anthropology	0	381	4	1.05%	\$18.03	0.00%	\$0.00	\$189.27	\$72.11
TOTAL	1,062	224,785	4,771	2.12%	\$5.42	22.26%	\$24.35	\$115.06	\$25,864.48

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Analysis and Recommendations

HIGHLIGHTS

- During this campaign report, Google Search campaigns achieved **1,062 conversions** overall, at an average cost of **\$24.35 per conversion**. For higher education search campaigns, the average cost per acquisition (CPA) runs at \$72 and above, depending on the type of program and geographic targeting being used. CPA is currently **66% better than industry averages** for education search campaigns.
- Google Search is generating an **average click-through rate (CTR) of 2.12%**. This CTR has remained steady throughout the life of the campaign.
- The highest performing keyword is online +courses (modified-broad match) **generating 77 conversions** during this reporting period. During the last report, we also observed course-related keywords performing well. should keep this in mind while developing future media plans.
- Applied Positive Psychology and Neuroscience are standing out as leaders on search in terms of CVR — **both attained about a 39% conversion rate** and low CPAs (\$8 to \$18).

ANALYSIS

- We continued to generate high conversion numbers on Google Search throughout the life of the campaign. This indicates this is a solid channel where should continue their investment. As stated previously, because we are promoting online certificates, courses and an online degree, Google Search is a natural fit.
- Since prospects who convert via search have higher intentionality to eventually enroll, search should be a source for quality leads for We recommend deeper analysis in the future to establish the likelihood of prospects who converted in search to enroll and persist.
- VisionPoint also recommends utilizing search more heavily to promote lower-enrollment programs such as Modern Middle East Studies and Professional Writing.

Creative Example

courses |

Ad

Take one course or several—they're available to anyone, anywhere.
100% Online - Flexible Education - High Quality Caliber - High Quality Faculty

courses |

Ad

Available to anyone, anywhere

classes built for professional growth.

Explore our online degree programs for working professionals.

Goals & Key Performance Indicators (KPIs)

Goals

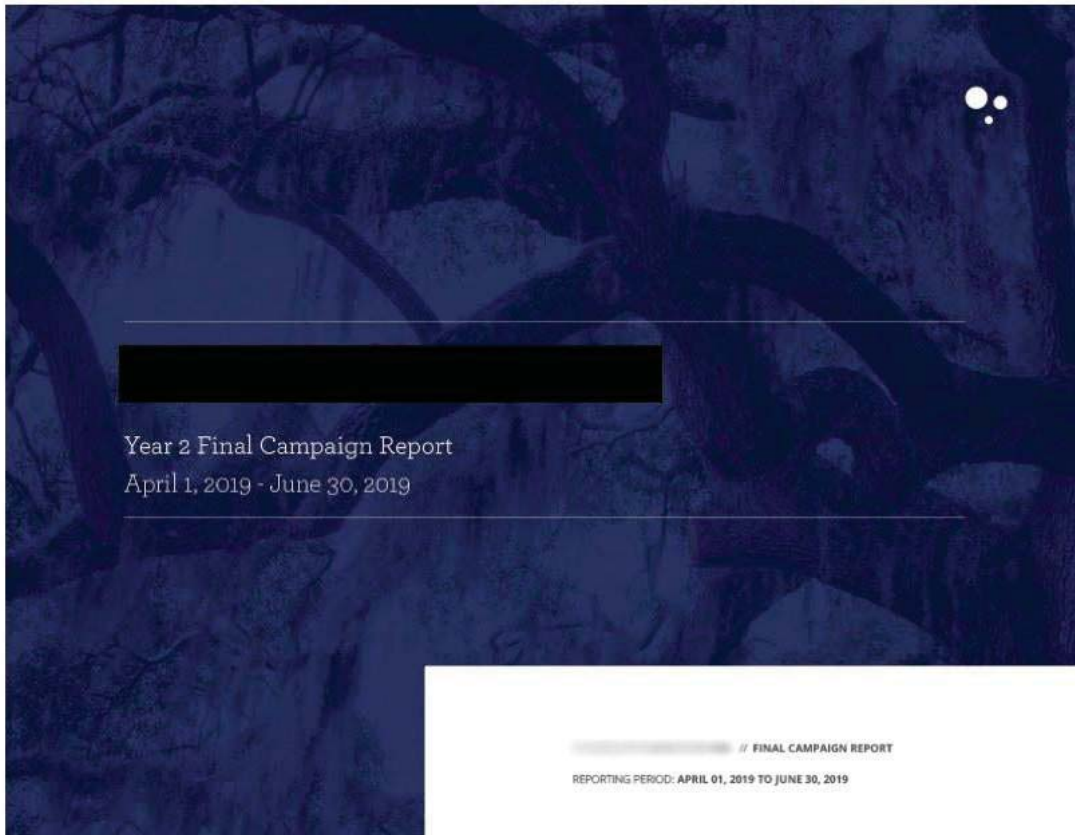
- ▮ **Primary Goal 1:** Increase awareness among key audiences of [redacted] courses, certificates, and degree offerings.
 - ▮ Measurement: Impressions, website traffic, inquiries (ideally leading to applications and enrolled students)
- ▮ **Primary Goal 2:** Create and sustain a pipeline of potential applicants for [redacted]'s courses, certificates, and the full BAAS degree.
 - ▮ Measurement: Number of inquiries, started applications
- ▮ **Primary Goal 3:** Test and refine audience assumptions to ensure maximum performance and efficacy of marketing efforts.
 - ▮ Measurement: Inquiry data, media performance data

Key Performance Indicators (KPIs)

For our digital channels, we used the following KPIs to evaluate our campaigns:

- ▮ **Impressions:** The number of times an ad was displayed and viewable by users.
- ▮ **Clicks:** The number of people who have clicked on an ad.
- ▮ **Click-through Rate (CTR):** The percentage of people who have clicked on a link.
- ▮ **Cost Per Click (CPC):** The price paid for each ad that was clicked on.
- ▮ **Conversions:** The number of clicks to the inquiry form.
- ▮ **Cost Per Conversion:** The price paid for each click to the inquiry form.

Campaign Report for a Program



// FINAL CAMPAIGN REPORT

REPORTING PERIOD: APRIL 01, 2019 TO JUNE 30, 2019

Executive Summary

As the integrated marketing partner for the [REDACTED] Master's of Business Administration program, VisionPoint Marketing is pleased to present this report on our campaign's performance from April 1 to June 30, 2019. Despite a competitive environment for MBA programs, the campaign performed throughout the entire year, and this quarter was no exception:

- We saw a **46% increase in Facebook and Instagram retargeting conversions** since the last report.
- Despite a decrease in the media spend compared with the last report, we saw strong result, driving 49 conversions and a conversion rate of almost 12%.
- Overall, the campaign's **cost-per-acquisition of \$54.14** is almost half of what we would expect to see from an MBA program.

Campaign Highlights For The Year

- Our cost-per-acquisition declined **57% year-over-year**.
- Total conversions **increased by 198% year-over-year**
- Landing page visits **increased by 260%** (12,651 in 2018 → 32,953 in 2019).

While we are pleased to announce these campaign results, the metric that makes us most pleased are your enrollment numbers for the Fall 2019 cohort. Despite a challenging time for MBA programs, your team has increased enrollment by more than 20%. We hope that you are rightfully proud of this accomplishment, and we are honored to be able to work with such a dynamic and effective team as yours. We've thoroughly enjoyed our partnership and hope to see continued success for the program in the years ahead.



// FINAL CAMPAIGN REPORT

REPORTING PERIOD: APRIL 01, 2019 TO JUNE 30, 2019

High-Level Overview

CHANNEL	CONV.	IMPR.	CLICKS	CTR	CPC	CVR	CPA	CPM	COST
Facebook and Instagram Retargeting	72	112,833	461	0.41%	\$2.61	15.62%	\$16.70	\$10.66	\$1,202.37
Search	49	14,444	412	2.85%	\$4.84	11.89%	\$40.67	\$137.98	\$1,993.03
LinkedIn	7	205,806	270	0.13%	\$6.76	2.59%	\$260.87	\$8.87	\$1,826.11
Facebook and Instagram	2	1,200	13	1.08%	\$1.18	15.38%	\$7.67	\$12.78	\$15.34
Google Retargeting	1	194,929	1,335	0.68%	\$0.30	0.07%	\$405.47	\$2.08	\$405.47
Display	1	659,782	2,327	0.35%	\$0.30	0.04%	\$704.29	\$1.07	\$704.29
Geofencing	0	10,323	21	0.20%	\$6.51	0.00%	N/A	\$13.24	\$136.68
Geofencing Retargeting	0	62,492	109	0.17%	\$7.92	0.00%	N/A	\$13.81	\$863.32
TOTAL	132	1,261,809	4,948	0.39%	\$1.44	2.67%	\$54.14	\$5.66	\$7,146.61

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REPORTING PERIOD: APRIL 01, 2019 TO JUNE 30, 2019

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Analysis and Recommendations

HIGHLIGHTS

This Quarter

- The last quarter of this campaign focused on persuading prospective students to take the next steps and apply to the MBA. As a result, we shifted a lot of attention and marketing dollars into retargeting efforts.
- We saw a 46% increase in Facebook and Instagram retargeting conversions since the last report.
- Even with a 39% decrease in media budget compared to the last reporting period due to application deadline mid-way through the reporting period, Search still remained as a strong conversion channel for the MBA.

The Year

VisionPoint is excited to share the following results achieved since the inception of this year's integrated marketing campaign:

- Maintained a \$54.14 CPA across all campaigns.
- Campaign drove a total of 778 conversions.
- Generated high conversion rates in middle-of-the-funnel channels and bottom-of-the-funnel:
 - Search (11.84%)
 - Facebook and Instagram retargeting (27.43%)
 - Facebook and Instagram (8.44%)
 - LinkedIn (5.13%)
- CPA declined by 57% year over year.
- Total conversions increased by 198% year over year.
- Landing page visits increased by 260% (12,651 in 2018 → 32,953 in 2019).
- Submitted Applications increased by 14.5% (103 in 2018 → 118 in 2019).
- Enrollment grew by 21% (42 in 2018 → 51 in 2019).

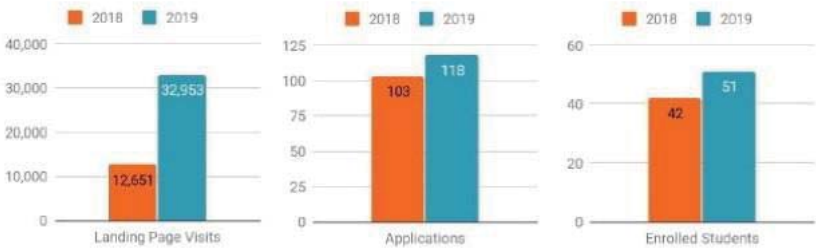
6

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REPORTING PERIOD: APRIL 01, 2019 TO JUNE 30, 2019

ANALYSIS

- We attribute the success of these campaigns to the constant collaboration between the VisionPoint and [redacted] MBA teams. Our partnership allows us to test, make swift optimizations, and better understand their goals in regards to their MBA program.
- In Year One of the campaigns, we were focused on raising awareness of a new program. As gears shifted in Year Two, we stressed the importance of driving inquiries and increasing enrollment. This resulted in a greater emphasis on lead generation channels (Facebook, Instagram, Search, LinkedIn) as well as fine-tuning existing campaigns (creating focus-area specific landing pages for HRM, marketing, and finance).
- In future campaigns, VisionPoint recommends focusing more effort on middle- (Search, Facebook, Instagram, etc.) and bottom-of-the-funnel tactics (email) in order to fill cohorts sooner rather than later. We recommend keeping the current media mix as it works well for driving conversions.
- In the year ahead, VisionPoint recommends aligning the program's advertising with its lead nurturing efforts. This includes making sure the data analysis and lead capture infrastructure is in place to understand which leads came through specific channels; as well as crafting emails, telephone and other follow-up messages that are connected to previous advertising messages.

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REPORTING PERIOD: APRIL 01, 2019 TO JUNE 30, 2019



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REPORTING PERIOD: APRIL 01, 2019 TO JUNE 30, 2019

Facebook and Instagram Retargeting Overview

Facebook and Instagram Retargeting is a bottom of the funnel tactic that helps us reconnect with users who have already interacted with the MBA program pages and landing pages but who did not fill out a form (convert). When someone visits the program pages or landing pages, a cookie is placed in their browser. The cookie remains in their browser for up to 90 days and helps us reconnect with them through date-based display ads and move them down the funnel.

CAMPAIGN	CONV.	IMPR.	CLICKS	CTR	CPC	CVR	CPA	CPM	COST
Application Retargeting	38	88,636	357	0.40%	\$2.07	10.64%	\$19.41	\$8.32	\$737.71
Webinar Retargeting	22	13,420	50	0.37%	\$4.10	44.00%	\$9.31	\$15.26	\$204.79
Employer Retargeting	12	10,777	54	0.50%	\$4.81	22.22%	\$21.66	\$24.11	\$259.87
TOTAL	72	112,833	461	0.41%	\$2.61	15.62%	\$16.70	\$10.66	\$1,202.37

Analysis and Recommendations

HIGHLIGHTS

- VisionPoint ran three main retargeting campaigns during this reporting period: application deadlines, webinar advertising, and an employer campaign retargeting.
- The application deadline campaign tested six different deadlines to landing page/website visitors, as well as CRM list targeting to current leads in MailChimp that had not yet applied: January 15th (waived application fee), January 30th (waived application fee extension), March 15 (application deadline), April 1 (application deadline), May 1 (application deadline) and June 1 (application deadline).
 - o A majority of conversions (29/63) were achieved with the May 1 application deadline creative.
 - o A majority of conversions (48/63)
- We tested webinar messaging versus ope extremely low CPA of \$9.31. In contrast,

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REPORTING PERIOD: APRIL 01, 2019 TO JUNE 30, 2019

- The employer retargeting ads proved to be effective on Facebook and Instagram in re-engaging prospective employers to learn more about the MBA grads, achieving a high conversion rate of over 22% and low CPA of \$21.66.
- Overall, the CPA remained low at \$16.70. For other graduate-level campaigns on this channel, CPAs are typically closer to \$26.81.

ANALYSIS

- Facebook and Instagram retargeting is proving to be extremely effective in driving conversions for the MBA campaign. Based on the conversion results, the audiences seem to respond well to this ad type. Webinars are generating more interest versus in-person events, likely due to the comparative ease of attending a webinar-type event. VisionPoint recommends that the MBA continue to promote their webinars via Facebook and Instagram.
- Currently, we are only able to track link clicks as conversions for these ads. VisionPoint recommends invest in event landing pages that will allow for thank you page tracking. This will give us more precise conversion data as well as allow for finer retargeting (i.e. prospective students who visit the event page but do not sign up, etc.).
- Promoting the application deadlines via Facebook and Instagram proved to be effective in terms of conversions and final enrollment numbers. Towards the end of this campaign run, we honed in on prospective students who not only were visiting the landing page but also prospective students who were already in our email campaign but had not advanced to the next step (application). For future campaigns, VisionPoint recommends that we continue to promote application deadlines through creative messaging (early bird, on-time, extension), as well as continue to use both website/landing page visitors and CRM lists as our primary retargeting audiences.
- The employer retargeting campaigns did well on Facebook and Instagram. This could be due to the ads appearing when prospective employers were scrolling through Facebook or Instagram and had time to explore the MBA grad offerings, as well as to the strength of the market for graduates at this time.

Creative Example



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Display Overview

Display advertising is a type of online advertising that comes in many forms: banner ads, rich media, etc. Display advertising relies on images, audio, and video to communicate a message to a prospective student. These types of ads appear on distinct sections of the site that are specifically reserved for paid advertising. The purpose of display advertising is to create a top of the funnel awareness of a brand or program.

CHANNEL	CONV.	IMPR.	CLICKS	CTR	CPC	CVR	CPA	CPM	COST
Employer Regional Target	1	652,873	2,269	0.35%	\$0.31	0.04%	\$694.61	\$1.06	\$694.61
Brand Awareness (Excludes Charleston)	0	3,469	36	1.04%	\$0.15	0.00%	N/A	\$1.50	\$5.22
Brand Awareness (Includes Charleston)	0	3,440	22	0.64%	\$0.20	0.00%	N/A	\$1.30	\$4.46
TOTAL	1	659,782	2,327	0.35%	\$0.30	0.04%	\$704.29	\$1.07	\$704.29

Analysis and Recommendations

HIGHLIGHTS

- At the beginning of April 2019, we paused a lot of our top-of-the-funnel efforts for the MBA campaigns to focus on retargeting. We did, however, pick up awareness for the employer campaign on the Google Display Network.
- The employer campaign focused on audiences in-market for staffing and recruitment services (people who influence decisions to contract with staffing or recruitment partners) as well as a custom intent audience of people who are searching for MBA graduates.
 - The best CTR results (0.27%) were
- The ads received the most impressions are
- Most prospective employers engaged (clicks)

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ANALYSIS

- Google Display is a great way to drive awareness for a low cost (\$1.07 CPM). This is good to keep in mind if the MBA team wants to continue to digitally target potential employers. This is especially important given how expensive it can be to reach this audience.
- While we do not expect to drive conversions in this top-of-funnel channel and thus we expect the CPA to be null, in this case the ads did drive one conversion. While this is an unexpectedly positive occurrence, it created the illusion of a seemingly high CPA.
- To increase CTR and maximize reach, VisionPoint recommends that we test additional mobile ad sizes for future campaigns.

Creative Example



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Search Overview

Search engine marketing helps to build brand awareness for the [redacted] Search pinpoints important keywords in the college search process in order to associate [redacted] with these keywords. In this campaign, Google AdWords is used to target potential student leads through their search terms. We place [redacted] ads in front of students searching for similar, competing programs. This opens potential leads who may have been considering another program the opportunity to learn about the [redacted] in the form of advertisements. To best reach the target audience through messaging, these ads focus on informing the viewer about the [redacted] highlighting affordability, focus areas, and competitive differentiation.

CAMPAIGN	CONV.	IMPR.	CLICKS	CTR	CPC	CVR	CPA	CPM	COST
Brand	41	5,762	331	5.74%	\$3.75	12.39%	\$30.25	\$215.26	\$1,240.31
MBA Marketing	5	2,079	25	1.20%	\$10.30	20.00%	\$51.50	\$123.85	\$257.48
MBA Finance	2	3,911	23	0.59%	\$10.62	8.70%	\$122.15	\$62.46	\$244.29
MBA Hospitality Revenue Management	1	2,684	32	1.19%	\$7.69	3.13%	\$246.03	\$91.67	\$246.03
Competitors	0	8	1	12.50%	\$4.92	0.00%	N/A	\$615.00	\$4.92
TOTAL	49	14,444	412	2.85%	\$4.84	11.89%	\$40.67	\$137.98	\$1,993.03

Analysis and Recommendations

HIGHLIGHTS

- Since the last report, we decreased investment into Search by 40% to focus on bottom-of-the-funnel tactics (retargeting) for the application deadline, but we left Search on to continue to fill the funnel.
- We kept the investment high for the brand conversions at a low CPA of \$30.25 and There was also a higher than usual CTR of

CPA

\$100.00

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graduate-level campaigns, CTRs are typically around 2% and CPAs tend to be \$100 or more depending on geography and programs offered.

- Since last year at this time (April - June 2019 compared to April - June 2018), CPA decreased by 54%.
- Search campaigns are generating a lot of interaction all throughout the week, but particularly between the hours of 7:00 am to 3:00 pm, as well as early Sunday mornings. This is good information to have when optimizing future campaigns.



ANALYSIS

- As mentioned in the last report, the high conversion numbers on the brand campaigns indicate that our branding efforts and awareness messages are driving prospective students to search for the [redacted] MBA program. The program has done well to position itself as a leader in MBA education.
- VisionPoint recommends that the [redacted] continue to invest in Search with a strong focus on their three focus areas (HRM, marketing, and finance).

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Creative Example

One Year MBA | The #1 MBA for Job Placement
www.mba.com
From the classroom to the beach and your career in just one year.
Earn an MBA with executive mentoring, professional coaching and unparalleled ROI.

The MBA | Advance Your Career Faster | The #1 MBA for Job Placement
www.mba.com
Earn an MBA with executive mentoring, professional coaching and unparalleled ROI. From the classroom to the beach and your career in just one year.

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Goals & Key Performance Indicators (KPIs)

Goals

- Increase prospective student inquiries from marketing campaigns by 20% in the 2019-2020 recruitment cycle, with a special emphasis on driving inquiries that meet the "sweet spot" audience criteria (based on the Fall 2017 inquiry benchmark of 359).
- Build awareness of the MBA program and its key features (based on organic website traffic benchmarks at the beginning of the plan year).

Key Performance Indicators (KPIs)

For our digital channels, we used the following KPIs to evaluate our campaigns:

- Impressions: The number of times an ad was displayed and viewable by users
- Clicks: The number of people who have clicked on an ad
- Click-through Rate (CTR): The percentage of people who have clicked on a link
- Cost Per Click (CPC): The price paid for each ad that was clicked on
- Conversions: The number of clicks to the inquiry form
- Cost Per Conversion: The price paid for each click to the inquiry form

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Project Assumptions

In developing our Scope of Work which includes a fixed cost, VisionPoint has made a number of preliminary “assumptions” which are shared throughout this document. Some dive fairly deep, but we find that sharing our preliminary assumptions with prospective clients during the proposal process (as opposed to waiting until after the work begins) helps ensure we’re all on the same page. If any of our assumptions seem inaccurate, we welcome your feedback and will happily adjust in order to best meet your needs.

UNDERSTAND/DISCOVERY

1. Radford University will identify, provide access to and coordinate scheduling of individuals to participate in the Listening Tour.
2. Each Listening Tour stakeholder interview session typically lasts from 50 minutes up to 90 minutes (depending on the audience) and will be conducted during a single visit of one full day on Radford University’s main campus.

PLAN

3. The specifics of the plan including timing and channel-by-channel budget allocation will be a recommendation based on projected scenarios in media budget, availability and demand. The actual execution of the plan may deviate from the media plan based on available advertising inventory, pricing and resources.

EXECUTE

4. **Digital Campaigns:** VisionPoint assumes the client will provide VisionPoint with appropriate access to Radford University’s social media, digital channels and web analytics as necessary in order to implement, track and manage the campaign.
5. **Media Commission**
 - a. *Digital Media:* Rather than charging a commission on digital media cost, VisionPoint charges an inclusive campaign management agency services fee for digital media buys based on your stated total budget, digital campaign management and weekly campaign optimization and passes only the net digital media cost to our clients.
 - b. *Traditional Media:* VisionPoint collects a standard 15% commission on all gross traditional media buys as compensation for media negotiation, purchasing, placement, monitoring, trafficking, vendor engagement and vendor reconciliation activities.
 - c. For purposes of media placement and management, VisionPoint considers terrestrial and streaming television and radio as traditional media channels with the corresponding commission fee due to the significant time commitment required for these formats.

TRAVEL

6. Travel expenses for the Listening Tour visit are included in the cost.
7. VisionPoint has assumed that we will be provided with at least 2 weeks notice for travel arrangements for all travel costs included in our fees.

B5. Financial Proposal

Below is itemized pricing for each Scope of Work component. We welcome the opportunity to consult with your team on ways we can right-size any part of our Scope to better align with your priorities and budget requirements.

NOTE: We have NOT included a recommended budget for purchasing media. We will determine an appropriate budget allocation by channel upon engagement following our media planning process.

Research and Discovery

- Project Kickoff
- Enrollment Data
- Review Marketing
- Audit Competitor
- Research Funnel
- Analysis Listening
- Tour

Cost	\$13,290.00
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Marketing Strategy Brief

- Goals and Current State Analysis
- (5) Audience Personas
- Custom Marketing
- Strategies Presentation
- of Strategy Brief Task
- Task

Cost	\$13,295.00
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12- Month Integrated Marketing Plan

- Written Narrative/Executive Overview
- Marketing Plan Calendar
- Creative Asset List
- Digital Media Plan
- Traditional Media
- Plan
- (1) Channel Rebalancing Model
- Presentation of Plan

Phase Cost	\$28,006.13
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Marketing Plan Execution

Campaign Set Up
Real-time Analytics Dashboard Set Up
Campaign Management and Optimization for 10 months
Vendor Management for 10 Months

Phase Cost	\$50,030.00
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Measurement and Reporting

(3) Quarterly Reports with Recommendations and Analysis
(3) Reporting Calls
Enrollment Logic Chain for 12 Months

Phase Cost	\$12,477.14
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Agency Services Total	\$117,098.27
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Travel Expenses (Airfare, Parking, Rental Car, Hotels, Meals Per Diem)

Note: For one-day Listening Tour Trip (driving from our Blacksburg, VA office)

Total Travel Expenses	\$290.00
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Total Agency Costs	\$117,388.27
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Optional Service Add-On — 12-Month Trial of VisionPoint's Data Synchronization System

Set Up
12 Months Access
Custom Dashboard
Reports

Cost	TBD Upon Engagement
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RFP R20-008 - Attachment F - SWaM Utilization Plan

Attachment F, Table A is to be completed and submitted by the Offeror as part of a complete Proposal.

- A. Table A - Complete the SWaM Utilization Plan table below and submit with Proposal. See www.sbsd.virginia.gov for additional information on DSBSD certification.

SWaM Vendor Name, Address, Phone	Virginia DSBSD Certification # and Expiration	Knowledgeable Contact Name, Title, Email	Goods/Services to be Provided	\$ Planned Spend and % of Total \$
N/A, self-performing	N/A	N/A	N/A	N/A

*This information will be used to determine percentage of points assigned to Evaluation Criteria if Offeror is not a DSBSD SWaM certified vendor.

- B. Table B is not to be completed for the proposal. If a contract is awarded, the contractor shall provide the below quarterly report to Radford University's Director of Strategic Sourcing and Supplier Diversity detailing the small business utilization actual spending. The quarterly report will be due the first week of the subsequent month for each quarter year, consisting of Jan-Mar, Apr-Jun, Jul-Sep, and Oct-Dec. The report must be submitted to the following address (email preferred):

Radford University
 Director of Strategic Sourcing and Supplier Diversity
 POB 6885
 Radford, Virginia 24142
amah@radford.edu

Table B is on the following page for reference only – do not complete the Quarterly SWaM Subcontractor Expenditure Reporting Form as part of the proposal.

ADDENDUM NUMBER 1**February 28, 2020**

Reference Request for Proposal	R20-008
Title:	Marketing Strategy and Media Placement
Dated:	February 10, 2020
For Delivery To:	Radford University Procurement and Contracts Department David E. Armstrong Complex 501 Stockton Street (Courier/Hand Delivery) Post Office Box 6885 (Mail) Radford, Virginia 24142
Proposal Due Date/Time:	March 16, 2020 up to and including 3:00 PM (EST)

1. Changes to the RFP Document:

- A. **Reference Page 2, Optional Pre-Proposal Conference.** Change reference to close of business as follows: From Friday, February 24, 2020 to Monday, February 24, 2020.
- B. **Reference Page 8, Section [2] – Contact.** Change the second sentence to read: Informal or formal communications, including but not limited to, request for information, comments or speculations regarding this RFP to any University employee other than a Procurement and Contracts representative may result in the offending Offeror's proposal being rejected.
- C. **Reference Page 9, Section B.2 – Qualifications and Relevant Experience.** Change the second to read: Include an organizational chart, individual qualifications, experience, etc. Provide references as directed in Attachment D.
- D. **Reference section I – PURPOSE. Change the first sentence to read:** The intent and purpose of this Request for Proposals (RFP) is to solicit proposals from qualified sources to establish a contract through competitive negotiations with qualified contractor(s) to provide the expertise and services of a fully functional marketing entity to assist with recruitment and general awareness.

E. Change section IX.B – EVALUATION AND AWARD CRITERIA – Award of Contract as follows: Replace the award clause as follows:

AWARD TO MULTIPLE OFFERORS: Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the University shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The University reserves the right to make multiple awards as a result of this solicitation. The University may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should the University determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the Contractor's proposal as negotiated.

2. No further inquiries will be accepted for this solicitation.

3. The following questions have arisen as a result of this RFP:

BACKGROUND

Question 1:

Budget:

- A. What is the funding source for this marketing effort? University marketing budget? Advancement or Alumni budget?

RU Answer: It is a direct allocation from the University in the Office of University Relations budget to be utilized for marketing.

- B. Does the budget include funds to purchase media? Can you share your media budget in round numbers over the last 2-3 years?

RU Answer: Yes.

- C. Can you provide an estimated budget or budget range? What is the University's annual budget for strategic marketing, branding, and communications? Are there any budget restrictions?

RU Answer: There are a variety of line items utilized for marketing and branding. The specific line item for this activity varies from year-to-year.

- D. Can you provide a historical data or a desired split with regards to how much of the budget has or should go towards digital vs traditional media? For instance, do you envision the selected vendor using 80% of the budget for digital placements and 20% of the budget for traditional placements or vice versa?

RU Answer: That is a decision that is made on an annual basis through the detailed plan, which is developed by the vendor, presented to and discussed with the University, and approved by the University.

Question 2: Please estimate your percentage of time and budget allocated individually between admissions, advancement and alumni relations?

RU Answer: Advancement and Alumni Relations are not part of this partnership. This work is driven by the Office of University Relations in collaboration with Enrollment Management, which includes the Office of Admissions.

Question 3: In there an incumbent agency?

RU Answer: Yes.

Question 4: Page 6, "The creative services team is conceptualizing and executing all creative work necessary for the development for all campaigns." And Page 7, section VII. "The University has sufficient in-house expertise for the development of creative assets and relating messaging..." May we assume from this language that the University does not want to receive bids that include any creative or messaging services?

RU Answer: That is correct.

Question 5: Please let us know specific tools you or your partners are using to track and analyze current traditional or digital campaigns?

RU Answer: The University is requesting the development and delivery of a monthly analytics report. The tool for generating such a report will be subject to the discretion of the vendor.

Question 6: What is the frequency of the University's internal team and the agency's team meeting? Are you open to having an onsite representative?

RU Answer: The University does not have a pre-determined number of meetings and/or interactions. With a prior vendor, the team held weekly video calls, which later transitioned into bi-weekly video calls. The University is not looking to have an onsite representative on a daily basis, but would be open to monthly, quarterly, or annual in-person interaction.

Question 7: Describe any recent work to date that would help influence or inform future efforts, including but not limited to: primary or secondary research, previous campaigns or branding efforts, website redesigns, etc.

RU Answer: Refer to the Radford University website, social media accounts, publications, and the five-year strategic plan.

<https://www.radford.edu/content/university-relations/home.html>

Question 8: What is the team structure and working model between University Relations and enrollment areas?

RU Answer: The Office of University Relations will be the main entity working with the selected vendor. These efforts are led by the Vice President. The Associate Vice President serves as the lead in the Vice President's absence. The Vice President for Enrollment Management is critical in developing the strategy, as well as the Dean of the College of Graduate Studies and Research.

Question 9: Does Radford have a current brand positioning to help differentiate from the competition and style relevant to target audiences? If so, please share?

RU Answer: Yes. Information about the Radford University brand can be found within the five-year strategic plan. The "3Rs" are currently what is being utilized, per the strategic plan's "Responsive. Resilient. Real."

Question 10: Does Radford have a retention issue – once people start their journey at Radford, do they tend to stay or do they transfer out?

RU Answer: All institutions have students that start their college experience and do not complete. It is important to note that Radford University has retention goals and metrics in place to meet those goals. This effort is housed in the Division of Student Affairs with support from all areas of the campus community.

Question 11: How far beyond the Commonwealth of Virginia do you promote Radford University?

RU Answer: The University vested in several out-of-state markets as defined in the University's five-year strategic plan.

Question 12: What are your advertising regions? (in-state and out-of-state)

RU Answer: The University is heavily focused on in-state markets, as 93 percent of all students are from the Commonwealth. However, the University is also heavily vested in several out-of-state markets as defined in the University's five-year strategic plan.

Question 13: Can you provide a list of the number of enrolled students broken out by zip code of their hometown?

RU Answer: For information regarding Radford University data, please review the Electronic Fact Book available at <https://ir.radford.edu/electronic-fact-book>.

Question 14: What attribution models, if any, do you utilize to measure traditional media?

RU Answer: Traditionally, this information has been provided as impressions and CPM, as applicable. This is consistent with the University's expectation moving forward.

Question 15: What forms of digital advertising have you done in the past?

RU Answer: The University has utilized a variety of digital advertising tactics historically and is interested in a partner that provides guidance on best practice, emerging techniques and innovative opportunities.

Question 16: What is the key enrollment period for Radford University?

RU Answer: Emphasizing enrollment is a year-round activity of the University with seasonality fluctuation based on the cycle.

Question 17: Is there a defined demographic target(s) for this effort? Does it differ by undergraduate, transfer students, graduate students and doctoral students?

RU Answer: Requested services will be focused on undergraduate students, including transfer students.

Question 18: Is there a male/female skew?

RU Answer: Yes, in 2019, 64.4 percent of undergraduate students were female. For detailed information regarding Radford University data, please review the Electronic Fact Book available at <https://ir.radford.edu/electronic-fact-book>.

Question 19: What is prompting Radford to issue an RFP at this time?

RU Answer: The University is eager for a collaborative partner to provide strategic direction for marketing efforts to be driven by analytics.

Question 20: The RFP states that Radford is looking for a contractor to assist with recruitment and general awareness. Based on the strategic plan, which is more of a priority for Radford – sharing the Radford University brand within local community, the Commonwealth of Virginia and beyond (general awareness) or directly supporting admissions, advancement and alumni relations to recruit new students and/or donations?

RU Answer: Sharing the Radford University brand (general awareness) and supporting enrollment management are the two top priorities.

Question 21: How does the in-house creative services team currently work with external agency partners to develop and produce Radford's advertising concepts and marketing materials, from strategy to concepts to creative execution?

RU Answer: The desired partnership is one that is collaborative in nature and uses analytics to drive critical feedback about future iterations of creative.

Question 22: How many advertising and marketing campaigns does Radford envision in a given year?

RU Answer: The University desires to have a comprehensive strategy and is seeking a partner that will make specific recommendations about the necessary tactics and campaigns that should be included.

Question 23: Is there seasonality to the campaigns?

RU Answer: Yes.

OBJECTIVES

Question 1: Is Radford seeking a single source for all services in the Statement of Needs, or will multiple agencies be chosen? For example, is it possible for one agency to be chosen for traditional media placement and a second agency be chosen for digital media placement?

RU Answer: The University is seeking a single source for all services, but could select multiple vendors depending upon the number and quality of responses. As stated in sections 1.D and 1.E, the purpose statement and award clause have been changed to support multiple awards if the University deems it in their best interest.

Question 2: Are there specific expectations on deliverables for Year One of the contract? What does Radford view as FY21's primary marketing objectives and which of those do you envision most require support from this potential partnership?

RU Answer: The deliverables will be outlined in the annual plan, which will be developed by the vendor, discussed, and approved by the University.

Question 3: Are there specific schools/majors that you see as the best growth opportunity to meet your enrollment goals?

RU Answer: As defined in the University's five-year strategic plan, significant academic programs in information safety and security, as well as health sciences, healthcare and human services.

MARKET

Question 1: What are the biggest hurdles that you have experienced with student recruitment?

RU Answer: Student recruitment is a multi-faceted endeavor. The challenges and opportunities associated with recruitment are not limited to or driven by marketing.

Question 2: Are campaigns resulting from this project envisioned to be for general brand awareness or for driving recruitment in specific undergraduate and/or graduate programs?

RU Answer: The University is mainly focused on recruitment with messages targeted at prospective students and their influencers. However, the University is also interested in reputation management. Moving forward, the University is interested in more programmatic-specific messaging and targeting. That will be a focus of the FY 2021 plan, which will be developed by the vendor.

Question 3: Are there brand awareness benchmarks and goals already available/set for how a selected vendor would demonstrate success in the top priority of "Share the Radford University brand across campus, within the local community, the Commonwealth of Virginia, and beyond"? Or, would this metric be determined during project kick-off?

RU Answer: Currently, the University measures performance of advertisements based on industry standards. There are no pre-established brand awareness benchmarks or goals.

Question 4: Can you provide your sentiments towards a digital-only strategy and if you would be open to respondents providing alternative approaches in our proposal?

RU Answer: The University is open to a heavy digital strategy, but not a digital-only strategy. The University is also open to considering alternative approaches.

Question 5: Are you able to provide a prior media plan for review, noting successful and unsuccessful tactics?

RU Answer: Yes. Those documents will be provided to the selected vendor for planning and presentation purposes.

Question 6: Can you expand upon how Radford defines “emerging engagement and messaging platforms”?

RU Answer: The University is open to best practices and emerging tactics within the industry. For example, this past year provided the University’s first interaction with rich media, which has been very successful.

Question 7: How would Radford describe its peer and aspirational competitor sets?

RU Answer: Other public institutions in the Commonwealth of Virginia are the most direct competitors.

Question 8: Who are the primary target audiences for Radford and in what priority?

RU Answer: Marketing efforts to spread positive brand awareness with a goal of facilitating enrollment is priority. As such, connecting with prospective students and parents are one major area of emphasis.

Question 9: What does University Relations view as the biggest market challenge impacting reputation and enrollment at Radford?

RU Answer: It is challenging to stand out in a crowded industry with many other strong institutions within the Commonwealth of Virginia and beyond.

Question 10: Who would you consider to be your current competition?

RU Answer: Other public institutions in the Commonwealth of Virginia are the most direct competitors.

Question 11: Is enrollment direct marketing to be included in this opportunity?

RU Answer: No.

Question 12: Is there any interest in building international targets you may have that could be STEM certified?

RU Answer: The strategic plan provides guidance for international efforts.

Question 13: Who does Radford deem its main competition in regards to institutions?

RU Answer: Other public institutions in the Commonwealth of Virginia are the most direct competitors.

Question 14: Will vendor selected be providing strategy and recommendations on actual creative elements or will all that rely within University Relations and the vendor is purely providing strategy?

RU Answer: The University is looking for a collaborative partner who will use analytics to make actionable recommendations based on data, to include opportunities for improvement and iteration with the creative. Once recommendations are provided it will be the University Relations team implementing any changes.

DATA & ANALYTICS

Question 1: Tell us your geographic targets for recruitment.

RU Answer: The University is heavily focused on in-state markets, as 93 percent of all students are from the Commonwealth. However, the University is also heavily vested in several out-of-state markets as defined in the University's five-year strategic plan.

Question 2: In section VII "Statement of Needs", the RFP states "The University is keenly interested in the development of and access to an online platform providing real-time analytics." Does this need for an on-line platform providing real-time analytics apply for digital and traditional media placements or just digital media placements?

RU Answer: The online platform for real-time analytics is focused on digital media. However, analytic reports would need to provide performance for all mediaplacements.

Question 3: Can you please provide details on how the performance of traditional media placements has been historically tracked with prior vendors/your expectations for tracking traditional media?

RU Answer: Traditionally, this information has been provided as impressions and CPM, as applicable. This is consistent with the University's expectation moving forward.

Question 4: What is the current data and analytics landscape at Radford?

RU Answer: For information regarding Radford University, please review the Electronic Fact Book available at <https://ir.radford.edu/electronic-fact-book/>.

Question 5: What data is University Relations currently using to evaluate success of marketing communications efforts?

RU Answer: For the tactics outlined in the annual plan and placed by the existing vendor, the University utilizes the analytics reports to measure performance.

Question 6: What data don't you have access to that you wish you did?

RU Answer: The University is interested in real-time analytics that can be accessed through a dashboard.

Question 7: What are the primary KPI's and reporting cadence?

RU Answer: For the tactics outlined in the annual plan and placed by the existing vendor, the University receives monthly analytics reports with a variety of measures reported, including impressions, click through rates, conversion rates and reach.

Question 8: What current tools or platforms are Radford using for: dashboarding, CRM, applications, and enrollment?

RU Answer: This information is not relevant to the RFP scope.

Question 9: What is the organizational structure and roles for data and analytics within Radford who we might engage with to implement reporting and other marketing intelligence activities?

RU Answer: University Relations leadership, in conjunction with staff members on the Digital Communications and Marketing team, have responsibility for monitoring data and analytics and discussing marketing intelligence.

Question 10: How is your media geo-targeted (i.e., campus vs community vs commonwealth vs beyond)?

RU Answer: The University is geo-targeting to groups off-campus that are located in the local community and across the Commonwealth of Virginia. In-state audiences have been a historical focus for marketing due to the enrollment breakdown of students by geographic area.

Question 11: What is your preferred platform for real-time analytics?

RU Answer: The University does not have a currently identified platform.

Question 12: Where do you see the most cross applications in your current applicant pool?

RU Answer: This occurs mostly at public institutions within the Commonwealth of Virginia.

Question 13: Is the dashboard development for the University by program or one master dashboard where all programs roll up into and are sorted by program?

RU Answer: The University is seeking a partner with a comprehensive dashboard solution that can scale and grow in accordance with the marketing strategy.

Question 14: What CRM is Radford currently using to handle student inquiries? This information is required to respond to data analytics in real time.

RU Answer: The University does not wish to integrate dashboard analytics with the utilized CRM.

DELIVERABLES/RESPONSE

Question 1: If you could only choose one option, which is more important for your selected agency partner: higher education expertise or specialization in strategy, placement and analytics?

RU Answer: Attachment D – Offer Data Sheet, requests references from four [4] current accounts (educational, commercial or governmental). A reference where similar services has been provided has been requested. Section VIII, Statement of Needs and section, VIII.B – Specific Proposal Requirements, details the focus of the experience the University is seeking.

Question 2: Page 16, Attachment C-2. Additional Goods and Services, states that “additional goods and services will be provided to the University at favored nations pricing.” What does that mean?

RU Answer: After execution of the contract, should the University have additional contractual needs that support the intent of the contract, this language allows a contract modification to be executed to incorporate said needs into the contract at negotiated favored nations pricing. Favored nations pricing is pricing based on similar goods/services sold to other customers.

Question 3: Page 17, section 8. We understand the limitation on increasing prices when an option is exercised; however, we may bid amounts for the four option years when we submit our bid, correct?

RU Answer: Again, to clarify, this is a Request for Proposal not an Invitation Bid. The response is yes.

Question 4: Is written consent to use a subcontractor required when the subcontractor is evaluated as part of the contractor's initial proposal?

RU Answer: No. You are required to provide detailed information in your proposal regarding any subcontractor(s) you will be using to fulfill the specific requirements of the Request for Proposal. If the subcontractor is a certified SWaM vendor, complete Attachment F – SWaM Utilization Plan.

Question 5: Page 20. What is meant by a "lost account"? If we have completed a contract for specific work with a client in the last year, is that a "lost account"?

RU Answer: Lost accounts are identified as accounts you lost prior to completing the term of the contract. In other words, cancelled accounts.

Question 6: Page 24. You have requested a "fixed price" by line item and also hourly rates, but said that bidders may use their own pricing format. Please confirm that bidders that are offering a fixed price do not need to show hourly rates, as those rates are immaterial to their compensation. Also, if bidders provide fixed prices by phase or type of work but stipulate their fixed price covers an entire year of services, bidders will be able to shift funds across phase or type of work, correct?

RU Answer: We are requesting you provide a financial package that supports your approach. The example provided in Attachment G is a sample only.

Question 7: Is the University solely looking for a consulting agency or creative execution too? If creative execution is part of the RFP, is there a specific scope of work?

RU Answer: As stated in section VII – Statement of Needs on page 7, the University has sufficient in-house expertise for the development of creative assets as such creative execution is not part of this RFP.

Question 8: Would the University like to see individual cost or a total cost bucket of hours?

RU Answer: Provide a financial summation detailing your approach. Do not leave anything to assumption. Be clear identifying all elements of your costs.

Question 9: Please confirm the non-PO box address for shipping proposals to as the address listed seemed to have a PO box line in it.

RU Answer: The physical address to send responses via courier is:

Radford University

PROCUREMENT AND CONTRACTS

501 Stockton Street
Radford, VA 24142

Question 10: Do firms who have previously held SWaM status receive credit towards the 10% evaluation criteria for SWaM participation? Does the lack of SWaM status result in the deduction of 10% of the final score? Are vendors that are not currently SWaM businesses and intent on self-performing eligible to respond.

RU Answer: In order to obtain the assigned 10 percentage points for SWaM as identified in the Evaluation Criteria the vendor must be certified by the Virginia Department of Small Business & Supplier Diversity - SBSB www.sbsd.virginia.gov at the time of proposal submission. Points are not deducted because a vendor is not certified as a SWaM vendor. Vendors that are not certified as a SWaM vendor can respond to this Request for Proposal.

Question 11: What is Radford hoping to gain from an evolution or change in this external partnership?

RU Answer: The University is looking for an expert in the industry to serve as a collaborative and natural extension of the in-house, full-time staff. The University is focused on a very strategic path forward, which will be driven by analytics and guided by a strong partnership between the University and the vendor.

Question 12: Should a complete response include creative execution approach, fees and timing, or omit since Radford states there is sufficient in-house expertise?

RU Answer: Omit

Question 13: For Attachment F, is it acceptable for a response to include an overall action plan and allocation, without specific vendor names and DSBSD numbers? It's agency process to bid multiple vendors once work is scoped to achieve the best value for the University, so we prefer to have flexibility before locking in vendors.

RU Answer: Attachment F is to be completed if you are aware of vendors you currently have relationships that are certified by SBSB that would be used to fulfill the Statement of Needs of the RFP. Submission of an overarching action plan is encouraged; however, if specific vendor information is not provided SWaM points as specified in the Evaluation Criteria cannot be awarded.

Question 14: Attachment H features a zone map. Can you elaborate on this map and its meaning?

RU Answer: Section III – CONTRACT PARTICIPATION of the RFP allows any public body, public or private or health or educational institution or lead issuing institution's affiliated corporations to use the resulting contract if authorized by the contractor. The second paragraph of this section refers to the zone map affording the offeror the ability to submit a separate pricing structure based on approved zones for cooperative institutions. If no pricing variance is provided the assumption is the pricing provided in the proposal will be the same for other identified entities.

Question 15: How many printed/bound copies of the RFP response would Radford like to receive?

RU Answer: Reference is made to section VIII.A.1 PROPOSAL PREPARATION AND SUBMISSION – GENERAL INSTRUCTIONS. Read this section in detail. In summary one original document is required along with one complete electronic proposal inclusive of all attachment, on an individual USB and one electronic redacted proposal should you identify any information in your proposal as confidential and or proprietary. The redacted file must be identified as FOIA.

Question 16: If the new contract is slated to begin July 1, when does Radford anticipate making an award decision for this contract?

RU Answer: Proposals are currently due March 16, 2020. The time line for review, evaluation, scoring, ranking, and subsequent negotiations will be dependent upon the number of proposals received. The goal is to award In April.

Question 17: Are you open to additional cover pages for things such as history and culture of the organization?

RU Answer: Yes. This can be part of your proposal submission.

Note: A signed acknowledgement of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Respectfully,

Teresa C. Anders


Teresa C. Anders, CPPB, CUPO, VCO

Associate Director of Procurement and Contracts Phone:

540-831-6097

Email: tanders@radford.edu

Acknowledgement of Addendum

Name of Firm: VisionPoint Marketing, LLC	
Signature:  <small>Diane Kuehn (Jul 6, 2020 10:08 EDT)</small>	Title: CEO
Print Name: Diane Kuehn	
Date: Jul 6, 2020	

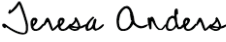
**ADDENDUM NUMBER 2****March 12, 2020**

Reference Request for Proposal	R20-008
Title:	Marketing Strategy and Media Placement
Dated:	February 10, 2020
For Delivery To:	Radford University Procurement and Contracts Department David E. Armstrong Complex 501 Stockton Street (Courier/Hand Delivery) Post Office Box 6885 (Mail)
Proposal Due Date/Time:	March 16, 2020 up to and including 3:00 PM (EST)

On March 12, 2020 Radford University posted a public notice addressing modifications to campus operations following Spring Break, which is occurring this week (March 9 through 13, 2020). Campus operation modifications impact student schedules only. Classified staff and administrative and professional faculty continue to follow a regular schedule in order to ensure the availability and delivery of campus programs and services. You can obtain updates at <https://www.radford.edu>. As such the Procurement and Contracts Department remains open. The RFP proposal due date and time as well as mail and courier delivery instructions remain the same.

Note: A signed acknowledgement of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Respectfully,

DocuSigned by:

82871F64ABC046D...


Teresa C. Anders, CPPB, CUPO, VCO

Associate Director of Procurement and Contracts Phone:
540-831-6097

DocuSign Envelope ID: 94153B24-7757-4401-80A7-5A9999265F1E

Email: tanders@radford.edu

Acknowledgement of Addendum

Name of Firm: VisionPoint Marketing, LLC	
Signature:  <small>Diane Kuehn (Jul 6, 2020 10:08 EDT)</small>	Title: CEO
Print Name: Diane Kuehn	
Date: Jul 6, 2020	

Attachment C

Scope of Work Template

Scope of Work Template

This Scope of work ("SOW") is entered into pursuant to the Contract by and between VisionPoint Marketing, LLC and Radford University Contract No. RU20029 of which the terms and conditions are incorporated as part of this SOW.

This SOW defines and specifies the Services to be performed and/or Work Product to be delivered by VisionPoint Marketing, LLC, as well as compensation to be paid for such Services and Work Product by Radford University, all in accordance with the terms and conditions of the Contract.

- 1. Description of Services to be Provided
- 2. Assumptions
- 3. Fees

Note: A prepayment/down payment is not authorized. Payments may, however, be tied to project milestones associated with the scope of work.

VisionPoint Marketing, LLC

By: _____
Signature

Name and Title

Date

Radford University

By: _____
Signature

Name and Title

Date

Attachment D

Negotiation Summary

Negotiation Proposed Statement of Work dated July 9, 2020

Final Negotiation Responses dated July 24, 2020



Radford University

Proposed Statement of Work Changes and Timeline (RFP #R20-008)

July 9, 2020

Proposed Statement of Work Changes

VisionPoint Marketing is pleased to be under consideration to become the integrated marketing partner for Radford University. In March of this year, we submitted a formal proposal in response to the university's Request for Proposal #R20-008. In that proposal, we outlined a specific scope of work, which priced all agency fees at \$117,388.27.

Because of the preliminary research and strategy work we conducted prior to our second presentation to Radford University, we are pleased to state that we will be able to provide most of the same services outlined in that proposal in order to meet the university's proposed cost structure of \$100,000 in total agency fees and services. We propose these two reductions from the proposal we submitted in March:

- We have reduced the number of target audience personas we will produce for Radford University, outlined on page 40 of our original proposal, from 5 to 3. The three personas will still appear in the strategy brief document as described in the proposal.
- We have eliminated the enrollment logic chain, detailed on page 50 of our original proposal, from our proposed services.

These are the total changes in the scope of work that we plan to implement in partnership with Radford University.

Proposed Timeline – Milestones & Costs

August 2020

Milestone - Research and Discovery Project Kickoff completed

- Research and Discovery completed
- Listening Tour completed*
- Begin Bi-weekly progress calls

*assuming availability of campus participants

Estimated Agency Cost for Research and Discovery - \$13,332.50

Total Estimated Agency Costs for August - \$13,332.50

September 2020

Milestone - Strategy completed

Estimated Agency Cost for Strategy - \$8,393.75

Milestone - Integrated Marketing Planning completed

Estimated Agency Cost for Planning - \$22,572.38

Milestone - Initial Campaigns launched*

- Bi-weekly progress calls

*assuming plans are approved in September

Estimated Agency Cost for Campaign Launch - \$4,713.25

Total Estimated Agency Costs for September - \$35,679.38

October 2020

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs for Campaign Management - \$4,936.56

Estimated Agency Costs for October - \$4,936.56

November 2020

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs for Campaign Management - \$4,713.25

Estimated Agency Costs for November- \$4,713.25

December 2020

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs for Campaign Management - \$4,713.25

Milestone - First campaign report presented

Estimated Agency Costs for Report- \$2,546.55

Estimated Agency Costs for December - \$7,259.80

January 2021

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs for Campaign Management - \$4,945.56

Estimated Agency Costs for January - \$4,945.56

February 2021

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs for Campaign Management - \$4,713.25

Estimated Agency Costs for February- \$4,713.25

March 2021

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs - \$4,945.55

Estimated Agency Costs for March - \$4,945.55

April 2021

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs for Campaign Management - \$4,713.25

Milestone - First campaign report presented

Estimated Agency Costs for Report- \$2,546.55

Estimated Agency Costs for April - \$7,259.80

May 2021

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs for Campaign Management - \$4,713.25

Estimated Agency Costs for May - \$4,713.25

June 2021

Milestone - Campaigns underway and actively managed

- Bi-weekly progress calls
- Campaigns optimized

Estimated Agency Costs for Campaign Management- \$4,945.55

Estimated Agency Costs for June - \$4,945.55

July 2021

Milestone - Final campaign report presented

Estimated Agency Costs for Final Campaign Report - \$2,555.56

Estimated Agency Costs for July - \$2,555.56

Total Agency Costs Aug. '20 – July '21: \$100,000

NEGOTIATION SUMMATION

Radford University RFP#20-008

Marketing Strategy and Media Placement

As allowed in Section – IX-Evaluation and Award Criteria, subsection B, Award of Contract, of the subject RFP, the University is conducting negotiations. We are requesting a written response to the negotiation questions listed below.

VisionPoint Marketing, LLC

PROPOSAL RESPONSE QUESTIONS:

1. RADFORD UNIVERSITY: Two addenda were issued for this RFP. Addendum number one was issued February 28, 2020 and addendum number two was issued March 12, 2020. Both addenda required acknowledgement of receipt. Neither addenda were returned with your proposal. Please return both addenda, signing where indicated, with your response to these negotiation questions.

VENDOR: VisionPoint Marketing (hereinafter 'VisionPoint' or 'we') has included these addenda.

2. RADFORD UNIVERSITY: Section VIII – Proposal Preparation and Submission, of the RFP required submission of one paper document, one complete electronic proposal and one redacted electronic document. VisionPoint submitted one USB labeled "FOIA". Upon review of the FOIA USB there were no detectable FOIA elements of the proposal identified. You cannot FOIA the entire proposal. Identify elements of your proposal you are requesting to remain confidential and protected under the Freedom of Information Act. You cannot request your pricing scheduled to remain confidential.

VENDOR: VisionPoint has restated its original proposal. Two versions, one complete and one redacted version, are included in this submission. The redacted version is titled 'FOIA.' The confidential components in the full restated version are marked 'CONFIDENTIAL.'

RADFORD UNIVERSITY RESPONSE [7.21.20]:

Radford University requested VisionPoint to withdraw the "restated" proposal and resubmit a document speaking to requested financial and timeline deliverables. The resubmission was received on July 9, 2020.

The FOIA document was received. VisionPoint responded to proprietary and confidential in question [5] under the category of this document titled CONTRACTUAL TERMS, CONDITIONS AND TERMS. Clarity is required. The FOIA documents requests: Case Studies, References, Management Strategy and the complete Financial Proposal to be held confidential. If the FOIA document received takes precedence

over the response provided in the question referenced in this paragraph, Radford University cannot hold the Financial Proposal confidential as the University is a state agency. Provide clarification regarding the FOIA request. If you are exercising confidentiality, do you agree Radford University can disclose VisionPoints financial proposal?

VENDOR: Yes, we agree.

CONTRACTUAL TERMS, CONDITIONS AND TEMPLATES:

1. **RADFORD UNIVERSITY:** Are you in agreement the terms and conditions as published in the RFP solicitation shall govern the contract if a contract is awarded to your company?

VENDOR: Yes, we agree.

2. **RADFORD UNIVERSITY:** If awarded a contract do you agree the standard two- party contract made available in the RFP document will be the only document used to award the contract? If your response is no, provide any additional forms or documents that you will require to be incorporated into the contract document.

VENDOR: We accept the contract with the addition of our statement of work.

RADFORD UNIVERSITY RESPONSE [7.21.20]: Agree.

3. **RADFORD UNIVERSITY:** Do you agree the initial contract is for a period of one year?

VENDOR: Yes, we agree.

4. **RADFORD UNIVERSITY:** Upon completion of the initial contract period, does VisionPoint Marketing, LLC agree the contract may be renewed by Radford University, upon written agreement by both parties, for four one-year periods or as negotiated, under the terms of the current contract?

VENDOR: Yes, we agree.

5. **RADFORD UNIVERSITY:** Please state that you are in agreement that, if awarded the contract, all sections identified in your proposal as **proprietary and confidential** can be made public since Radford University is a state agency and our records are available for public review.

VENDOR: Yes, we agree.

6. **RADFORD UNIVERSITY:** VisionPoint Marketing, LLC is currently registered in the eVA internet procurement solution. eVA status is self-registered (eVA ID VS0000042869). If awarded a contract do you agree to retain your current eVA status throughout the contract term?

VENDOR: Yes, we agree.

7. **RADFORD UNIVERSITY:** Do you acknowledge, agree and understand that Radford University cannot guarantee a minimum amount of business if a contract is awarded to your company?

VENDOR: Yes, we acknowledge, agree and understand.

8. **RADFORD UNIVERSITY:** In eVA your organization is registered as VisionPoint Media, Inc. with your eMail contact listed as VisionPoint Marketing Raleigh. Should you be awarded a contract what order to and invoice to company name and address would be used to set up your account in Radford's contract database and accounts payable system?

VENDOR:

VisionPoint Marketing, LLC 3210
Fairhill Drive, Suite 150
Raleigh, NC 27612
receivables@visionpointmarketing.com

9. **RADFORD UNIVERSITY:** In the eVA database VisionPoint Media, Inc. is listed as a certified SWaM vendor; however, on the Small Business and Supplier Diversity website www.sbsb.virginia.gov the SWaM certification number as listed below does not populate. Please explain.

VENDOR: VisionPoint Media, Inc d/b/a VisionPoint Marketing was previously certified as a SWaM vendor. However, in August of 2019 we became no longer eligible for the certification and notified SWaM of our change in status.

FINANCIAL CONSIDERATIONS:

1. **RADFORD UNIVERSITY:** Are there any additional financial or value-added incentives you would like to offer at this time? (i.e. signing bonus, scholarships, program support, SWaM sponsorship, etc.)

VENDOR: VisionPoint is pleased to offer the following areas of added value to Radford University:

- 1. We are currently working with national civil rights organizations to develop a content and speaker series on career possibilities in marketing and advertising, which will be designed to make students from traditionally underrepresented aware of their career options. VisionPoint will share this content and possibly present it to student organizations identified by Radford University.**
- 2. We will also alert Radford University's career and internship services office of future career and internship opportunities with VisionPoint.**

RADFORD UNIVERSITY RESPONSE [7.21.20]

These offerings will be reviewed by the assigned Contract Administrator for the contract. If incorporated, it will be initiated at that level.

VENDOR: Agree

- 2. RADFORD UNIVERSITY:** Does VisionPoint Marketing, LLC agree to provide monthly invoices with payment due thirty (30) days after receipt of invoices or goods/services, whichever is later?

VENDOR: Yes, we agree.

- 3. RADFORD UNIVERSITY:** If awarded a contract, do you agree to limit price increases for all hourly service rates to no more than the increase in the Consumer Price Index, CPI-U for the other services category for the latest twelve (12) months for which statistics are available at the time of renewal.

VENDOR: Yes, we agree.

- 4. RADFORD UNIVERSITY:** Are the prices for all goods/services listed in your proposal inclusive of all applicable eVA system transaction fees?

VENDOR: Yes, they are.

RADFORD UNIVERSITY RESPONSE [7.21.20]:

To clarify, eVA fees cannot be invoiced as a separate line item. Fees must be included in project total costs. Do you agree?

VENDOR: Yes, we agree.

SCOPE IMPLEMENTATION and ASSOCIATED FEES:

1. **RADFORD UNIVERSITY:** If awarded a contract, identify all employees that will be working with Radford University to achieve the requirements of the contract. List their names, titles, areas of responsibility and contact information.

VENDOR:

Please refer to [our team bios on our website](#).

Finance and Administration

- Diane Kuehn | CEO | dkuehn@visionpointmarketing.com
- Hayley Rogers | Controller | hayley@visionpointmarketing.com

Account Leadership

- Matt Walters | VP of Client Services | matt@visionpointmarketing.com
- Bree Ryan | Account Director | bree@visionpointmarketing.com
- Dave Perks | Account Director | dave@visionpointmarketing.com

Project Management

- Marija Stankovic | Senior Project Manager | marija@visionpointmarketing.com

Media and Optimization

- Chriss Thompson | Director of Media and Optimization | chriss@visionpointmarketing.com
- Brittany Casali | Digital Marketing Specialist | brittany@visionpointmarketing.com
- Victoria Navarro | Media Coordinator | victoria@visionpointmarketing.com
- Maria Muniz | Inbound Marketing Content Writer and Strategist | maria@visionpointmarketing.com

Creative

- Tony Poillucci | VP, Creative Director | tpoillucci@visionpointmarketing.com
- Luis Popoca | Interactive Graphic Designer | luis@visionpointmarketing.com
- Shivani Nallainathan | Graphic Designer | shivani@visionpointmarketing.com
- Lydia Kuekes | Senior UX Visual Designer | lydia@visionpointmarketing.com
- Sean Krause | Senior Content Manager | sean@visionpointmarketing.com

Innovation and Product Development

- Josh Dodson | VP of Innovation and Product Development | jdodson@visionpointmarketing.com
- Brandi Stocker | Marketing and Media Analyst | brandi@visionpointmarketing.com

Strategic Partnerships

- Dana Cruikshank - Director of Strategic Partnerships | dana@visionpointmarketing.com

2. **RADFORD UNIVERSITY:** If awarded the contract, please address the specific Scope of Work (SOW) identifying implementation steps inclusive of a timeline and all associated costs for year one of the contract. Phased costs shall be inclusive of administrative fees and all associated travel expenses. The all-in budget allocated to

the contract for year one for University Relations is: **Fees \$100,000.00; Marketing/Ads: \$400,000.00.**

VENDOR: We agree to this pricing structure. Our specific Scope of Work (SOW) is outlined in the RESTATED response document attached. This revised SOW mostly aligns with the proposal VisionPoint submitted to Radford University in March of this year, with some alterations.

We priced all agency fees in the SOW in that proposal at \$117,388.27. In order to accommodate Radford University's proposed agency fee structure of \$100,000, we made the following changes:

- We have dropped the enrollment logic chain product for the RESTATED scope of work.**
- We have reduced the number of personas we will create for Radford University from 5 to 3.**
- We have reduced the number of hours for research allocated for strategy and media planning, as we conducted preliminary research and strategizing for the second presentation we prepared Radford University in June.**

RADFORD UNIVERSITY RESPONSE [7.21.20]:

The "restated" proposal was withdrawn by VisionPoint and replaced with a follow up to Radford University's request to submit a financial proposal attached to a projected time line. A response was received which is dated 7.9.2020.

Upon review of the July 9, 2020 timeline and associated financials Radford University is requesting VisionPoint to revisit first year administrative fees. It is realized the first year will encompass one-time fees that subsequent years will not include.

Radford University is requesting year one administrative fees remain inclusive of all aspects detailed in VisionPoints initial proposal – no omissions as stated in the above response. We are also requesting an aggressive financial approach with a reduction in the percentage of administrative fees. A ceiling of \$100K or less.

Radford University is also proposing the initial term of the contract be for two years (24 months) with year two at \$80K or less. This commitment by the university should result in more favorable fees for year two. As such financial proposals and associated timelines for years one and two is requested.

VisionPoint was selected because of their aggressive approach; however, the percentage attached to administrative fees are higher than other proposals received.

VENDOR: VisionPoint will honor the full, original proposed scope of work for Year 1 agency services at a cost of \$100,000. The omissions stated above in the document submitted to Radford on July 9, 2020 will be restored.

In Year 2, it will not be necessary to perform some of the initial services included in Year 1. Specifically, we will not need to conduct the Marketing Audit, Competitor Research, Funnel Analysis and Listening Tour. Additionally, we will need less effort in strategy and planning in Year 2 as we will be updating the strategy and plan developed in Year 1. The total agency services costs for Year 2 will therefore be \$80,000.

Please note that these costs listed for Year 1 and Year 2 are not inclusive of any media commission earned on traditional media placements, as per our proposal submitted in March of 2020.

3. **RADFORD UNIVERSITY:** Should additional projects be identified during the contract term (i.e., by other departments/divisions on campus or by University Relations), submission of a SOW, using the template in Exhibit A, will be required based on contract pricing. The University will execute a purchase order as an authorization to proceed. Are you in agreement with this methodology/approach?

VENDOR: Yes, we are in agreement.

4. **RADFORD UNIVERSITY:** Provide a list of services you can provide under contract with associated hourly contract rates assigned to each.

VENDOR: Please see the attached RESTATED document.

RADFORD UNIVERSITY RESPONSE [7.21.20]:

The "restated" document was withdrawn and replaced with a financial proposal. The response from VisionPoint is dated July 9, 2020. An hourly rate as requested in this question was not provided. VisionPoint is being requested to provide the deliverables requested in this question.

VENDOR: See below for VisionPoints Standard Hourly Rate Card:

Hourly Rates

The following are VisionPoints hourly rates for each internal resource: CEO \$200

VP, Creative Director

\$175

VP of Client Services	\$175
VP of Marketing and Innovation	\$175
VP of Integrated Strategy	\$175
Director of Web Production	\$175
Director of Account Services	\$175
Director of Integrated Marketing	\$175
Account Director	\$175
Marketing Strategist	\$175
Web Strategist	\$175
Account Manager	\$125
Project Manager	\$125
Information Architect	\$150
Content Strategist / Content Developer	\$150
Senior UX Visual Designer	\$ 150
Interactive Graphic Designer	\$150
Digital Marketing Strategist	\$150
Media Planner	\$150

Web Developer	\$175
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Travel	\$85
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5. **RADFORD UNIVERSITY:** Please list any expectations you have of Radford University should you be awarded the contract.

VENDOR:

As a prerequisite to VisionPoint Marketing's delivery of Services, Client shall, pursuant to this Agreement and the Statement of Work, promptly: (i) fulfill all Client Assignments and all client responsibilities under the Statement of Work and ensure that all Development Assumptions are accurate; (ii) provide VisionPoint Marketing with reliable, accurate and complete information, as required; and (iii) make timely decisions and obtain required management approvals. In addition, VisionPoint Marketing shall be entitled to rely on all Client decisions and approvals made independently of this Agreement and/or prior to its execution by the parties. Nothing in this Agreement shall require VisionPoint Marketing to evaluate, advise on, modify, confirm, or reject such decisions and approvals, except as expressly agreed to in the Statement of Work.

(a) Client's Representative. The Client shall appoint a sole representative with full authority to provide or obtain any necessary information and approvals that may be required by VisionPoint Marketing (the "Client's Representative"). The Client's Representative shall be responsible for coordination of briefing, review, and the decision-making process with respect to persons and parties other than VisionPoint Marketing and its subcontractors. If, after the Client's Representative has approved a deliverable, the Client or any other authorized person requires

changes that require additional services from VisionPoint Marketing, the Client shall pay all fees and expenses arising from such changes as additional services.

(b) Materials to be provided by the Client. The Client shall provide accurate and complete information and materials to VisionPoint Marketing and shall be responsible for the accuracy and completeness of all information and

materials so provided. The Client guarantees that all materials supplied to VisionPoint Marketing are owned by the Client or that the Client has all necessary rights in such materials to permit VisionPoint Marketing to use them for the

Services. The Client shall indemnify, defend, and hold VisionPoint Marketing harmless from and against any claim, suit, damages and expenses, including attorney's fees, arising from or out of any claim by any party that its rights

have been or are being violated or infringed upon with respect to any materials provided by the Client.

(c) All copy provided by the Client shall be in a form suitable for implementation. Where photographs, illustrations, or other visual materials are provided

by the Client, they shall be of professional quality and in a form suitable for reproduction without further preparation or alteration unless otherwise noted in the Statement of Work. The Client shall pay all fees and expenses arising from its provision of materials that do not meet such standards.

(d) Approval of Deliverables. The signature of the Client's Representative shall be conclusive as to the approval of all deliverables prior to their release for printing, fabrication, use in development, or installation.

RADFORD UNIVESITY RESPONSE [7.21.20]

Clarification is required section (b). This section states the "Client shall indemnify, defend, and hold VisionPoint Marketing Harmless from and against any claim, suite, damages and expenses, including attorney's fees, arising from or out of any claim by any party that its rights have been or are being violated or infringed upon with respect to any materials provided by the Client." To clarify this clause is specific to any materials provided to VisionPoint by Radford University that will be used in marketing and does not negate the Indemnification clause contained in section [6] of Attachment "C" in the RFP document.

VENDOR: Correct.

Radford University assigned Contract Administrator will be **Caitlyn Scaggs, Associate Vice President for University Relations.** Additional contact information will be provided upon award of the contract.

6. **RADFORD UNIVERSITY:** If awarded a contract by August 1, 2020, would you be in a position to support all aspects of this contract?

VENDOR: Yes.

7. **RADFORD UNIVERSITY:** Please describe your quickest turn-around time if emergency services are needed.

VENDOR:

One of our mantras, our core commitments, is to be an "in the trenches" partner to our clients. In true emergency situations, our team can usually respond within an hour of being notified, at least acknowledging the situation and framing a plan of response.

That's one reason we structure our project teams with both an Account Director and Project Manager copied on all communication. That said, it is important that we define the sort of emergencies that require that type of drop-all response.

We are proud to be the sort of "in the trenches" agency that goes above and beyond to do what's best for our clients (and we believe our references will attest to that character).

We also, though, are proud of the culture we've built at VisionPoint, a culture that attracts not only bright people but folks who are *passionate* about serving our clients. It's important to us that our clients not take advantage of that eagerness to serve them well. We recognize there will be situations that do not rise to the level of true emergencies but may warrant attention after hours in the evenings, weekends, etc. Our hope is that Radford will recognize our team's dedication to our partnership and respond in good faith with an appropriate respect for the healthy balance we strive to offer our VisionPointers between their work and lives beyond.

END OF CONTRACT TRANSITION TERM(S):

1. **RADFORD UNIVERSITY:** End of Contract Service Transition Expectations: If or when a transition of service to another provider is required (end of contract life or otherwise), the university would require the incumbent firm to cooperate fully in a successful transition of services. Explain any requirements your firm might have in preparing for such a transition of services. Additionally, please indicate your willingness to establish a transition plan alongside the new provider of service which may include but not be limited to sharing important data and/or existing service information via a cooperative knowledge transfer process.

VENDOR:

To support RU's transition to a new agency, VisionPoint Marketing would share all non-proprietary data with RU, including but not limited to media plans, reports, and briefs.

Any account access established prior to VisionPoint's service time will also transition back to the client. Proprietary services and materials include but not limited to Decision Engine reports and analyses, certain custom reports, and platform access or accounts established after VisionPoint's service time.

Diane Kuehn

Print Name

CEO

Title


Diane Kuehn (Jul 7, 2020 12:55 EDT)

Signature

Jul 7, 2020

Date

VisionPoint Marketing, LLC -FOLLOW UP RESPONSE


Diane Kuehn (Jul 24, 2020 12:06 EDT)

Print Name

Diane Kuehn

Title

CEO

Date

EXHIBIT A

Scope of Work Template

This Scope of work (“SOW”) is entered into pursuant to the Contract by and between VisionPoint Marketing, LLC and Radford University (Contract No. RUXXXXXX) of which the terms and conditions are incorporated as part of this SOW.

This SOW defines and specifies the Services to be performed and/or Work Product to be delivered by VisionPoint Marketing, LLC, as well as compensation to be paid for such Services and Work Product by Radford University, all in accordance with the terms and conditions of the Contract.

- 1. Description of Services to be Provided
- 2. Assumptions
- 3. Fees

Note: A prepayment/down payment is not authorized. Payments may, however, be tied to project milestones associated with the scope of work.

VisionPoint Marketing, LLC

Radford University

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____