VCU Procurement Services

September 9, 2021

VisionPoint Marketing, LLC
Dave Perks
3210 Fairhill Drive, Suite 150
Raleigh, NC 27612
dave@visionpointmarketing.com

RE: Contract #: 7641171BA
Renewal No.: 4 of 4

To Whom It May Concern:

VisionPoint Marketing, LLC's contract with Virginia Commonwealth University (VCU) for Advertising Program and Media Buying expires on 10/31/2021 VCU intends to exercise the renewal of this contract in accordance with the terms of contract #: 7641171BA.

Your signature constitutes your firm's acceptance of this renewal, to include the optional use language and the eVA registration requirement provisions below.

OPTIONAL USE CONTRACT:
This contract is an optional use, requirements based contract. VCU is in no way required to make purchases from the Contractor and may, in its sole discretion, purchase the identical and/or similar goods/services from other sources. Services shall be provided in accordance with the contract for the renewal period: 11/1/2021 through 11/1/2022.

x Pricing remains the same as the previous contract period.
___ Attached is the revised pricing in accordance with the contract terms.
___ By signing and submitting this contract renewal letter Contractor certifies that it will maintain the insurance coverages required at the time the contract was awarded. At renewal, Contractor shall have a new Certificate of Insurance listing VCU as the "Additional Insured", citing the contractor's name and contract number, mailed to VCU Risk Management, P.O. Box 843040, Richmond, VA.

Additional scopes of work may be attached and incorporated herein as an exhibit to this Amendment and submitted with a purchase order, as necessary, during this extended term of the Agreement. Please return this document to me as soon as possible. Your response may be emailed to me at baugustine@vcu.edu

Sincerely,

Brandon C. Augustine
Brandon C. Augustine
Category Manager

RESPONSE:

VisionPoint Marketing, LLC
Name of Firm

Signature

Hayley Rogers
Name Printed

VP of Finance
Title

Sept 16, 2021
Date

VCU Procurement Services

September 3, 2020

VisionPoint Marketing, LLC
Stephanie Flood
3210 Fairhill Drive, Suite 150
Raleigh, NC 27612
steph@visionpointmarketing.com

RE: Contract #: 7641171BA
Renewal No.: 3 of 4

To Whom It May Concern:

VisionPoint Marketing, LLC's contract with Virginia Commonwealth University (VCU) for Advertising Program and Media Buying expires on 10/31/2020 VCU intends to exercise the renewal of this contract in accordance with the terms of contract #: 7641171BA.

Your signature constitutes your firm's acceptance of this renewal, to include the optional use language and the eVA registration requirement provisions below.

OPTIONAL USE CONTRACT:
This contract is an optional use, requirements based contract. VCU is in no way required to make purchases from the Contractor and may, in its sole discretion, purchase the identical and/or similar goods/services from other sources. Services shall be provided in accordance with the contract for the renewal period: 10/31/2020 through 10/31/2021.

☑ Pricing remains the same as the previous contract period.
___ Attached is the revised pricing in accordance with the contract terms.
___ By signing and submitting this contract renewal letter Contractor certifies that it will maintain the insurance coverages required at the time the contract was awarded. At renewal, Contractor shall have a new Certificate of Insurance listing VCU as the "Additional Insured", citing the contractor's name and contract number, mailed to VCU Risk Management, P.O. Box 843040, Richmond, VA.

Additional scopes of work may be attached and incorporated herein as an exhibit to this Amendment and submitted with a purchase order, as necessary, during this extended term of the Agreement. Please return this document to me as soon as possible. Your response may be emailed to me at baugustine@vcu.edu

Sincerely,

Brandon C. Augustine
Brandon C. Augustine
Category Manager

RESPONSE:

VisionPoint Marketing, LLC

Name of Firm

Diane Kuehn (Oct 30, 2020 11:12 EDT)

Signature

Diane Kuehn

Name Printed

CEO

Title

Oct 30, 2020

Date

Contract #: 7641171BA

VCU Procurement Services

November 19, 2019

VisionPoint Marketing, LLC
Stephanie Flood
3210 Fairhill Drive, Suite 150
Raleigh, NC 27612
steph@visionpointmarketing.com

RE: Contract #: 7641171BA
Renewal No.: 2 of 4

To Whom It May Concern:

VisionPoint Marketing, LLC's contract with Virginia Commonwealth University (VCU) for Advertising Program and Media Buying expires on 10/31/2019 VCU intends to exercise the renewal of this contract in accordance with the terms of contract #: 7641171BA.

Your signature constitutes your firm's acceptance of this renewal, to include the optional use language and the eVA registration requirement provisions below.

OPTIONAL USE CONTRACT:
This contract is an optional use, requirements based contract. VCU is in no way required to make purchases from the Contractor and may, in its sole discretion, purchase the identical and/or similar goods/services from other sources. Services shall be provided in accordance with the contract for the renewal period: 11/1/2019 through 10/31/2020.

___ Pricing remains the same as the previous contract period.
✓ Attached is the revised pricing in accordance with the contract terms.
✓ By signing and submitting this contract renewal letter Contractor certifies that it will maintain the insurance coverages required at the time the contract was awarded. At renewal, Contractor shall have a new Certificate of Insurance listing VCU as the "Additional Insured", citing the contractor's name and contract number, mailed to VCU Risk Management, P.O. Box 843040, Richmond, VA.

Additional scopes of work may be attached and incorporated herein as an exhibit to this Amendment and submitted with a purchase order, as necessary, during this extended term of the Agreement. Please return this document to me as soon as possible. Your response may be emailed to me at baugustine@vcu.edu

Sincerely,

Brandon C. Augustine
Brandon C. Augustine
Category Manager

RESPONSE:

VisionPoint Marketing, LLC
Name of Firm

Signature

Diane Kuehn
Name Printed

CEO
Title

11/19/19
Date

Contract #: 7641171BA

October 17, 2018

VisionPoint Media, Inc.
3210 Fairhill Drive, Suite 150
Raleigh, NC 27612

RE: Contract #: 7641171BA
Renewal No.: 1 of 4

Dear Diane Kuehn:

Your firm's contract with Virginia Commonwealth University (VCU) for Advertising Program and Media Buyingexpires on October 31, 2018.e VCU intends to exercise the renewal of this contract in accordance with the terms of contract # 7641171BA.

Your signature constitutes your firm's acceptance of this renewal, to include the optional use language and the eVA registration requirement provisions below.

OPTIONAL USE CONTRACT:
This contract is an optional use, requirements based contract. VCU is in no way required to make purchases from the Contractor and may, in its sole discretion, purchase the identical and/or similar goods/services from other sources. Services shall be provided in accordance with the contract for the renewal period: November 1, 2018 through October 31, 2019.

✓ Pricing remains the same as the previous contract period.
Attached is the revised pricing in accordance with the contract terms.
✓ By signing and submitting this contract renewal letter Contractor certifies that it will maintain the insurance coverages required at the time the contract was awarded. At renewal, Contractor shall have a new Certificate of Insurance listing VCU as the "Additional Insured", citing the contractor's name and contract number, mailed to VCU Risk Management, P.O. Box 843040, Richmond, VA.

Additional scopes of work may be attached and incorporated herein as an exhibit to this Amendment and submitted with a purchase order, as necessary, during this extended term of the Agreement.

Please return this document to me as soon as possible. Your response may be emailed to me at baugustine@vcu.edu.

Sincerely,

Brandon C. Augustine
Category Manager

11/16/2018

Date

VCU Procurement Services

COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract Number: 7641171BA

This contract entered into date by VisionPoint Media, Inc., hereinafter called the "Contractor" and Commonwealth of Virginia, Virginia Commonwealth University, called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

PERIOD OF THE PERFORMANCE: From November 1, 2017 through October 31, 2018 with the option to renew for four (4) additional one (1) year terms upon mutual written agreement of both parties.

SCOPE OF CONTRACT: The Contractor shall provide the goods to the Purchasing Agency as set forth in the Contract Documents.

The contract documents shall consist of:

(1) This signed form
(2) Contract Appendix A
(3) The Request for Proposal (RFP) # 7641171BA, dated July 25, 2017
(4) The Contractor's Proposal dated August 4, 2017

All documents are incorporated herein by reference. Any conflict or inconsistency between the incorporated documents shall be resolved by giving precedence in the following order:

(1) This signed form
(2) Contract Appendix A
(3) The Request for Proposal (RFP) # 7641171BA, dated July 25, 2017
(4) The Contractor's Proposal dated August 4, 2017

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

CONTRACTOR:

VisionPoint Media, Inc.

By: Diane Kuehn Name Printed: Diane Kuehn

Date: 10/30/2017 Title: President & CEO

PURCHASING AGENCY:

Virginia Commonwealth University

By: Karol Kain Gray Name Printed: Karol Kain Gray

Karol Kain Gray 10/31/17

Date: VP for Finance & Budget Title: VP for Finance and Budget

VCU Procurement Services

CONTRACT 7641171BA: APPENDIX A
NEGOTIATED MODIFICATIONS TO CONTRACT

VCU and Contractor agree as follows:

1. **Soft Launch:**

   Contractor shall provide a soft launch by the week of November 1, 2017. This soft launch shall include, at the very minimum a digital campaign to include search and social media presence. VCU must provide an initial set of keywords for a Google AdWords search campaign and a set of visual assets for use in a Facebook display campaign within one day of the award date. The opening campaigns will be simple to start, but we will optimize those campaigns and expand the complexity and efficiency of audience and keyword targeting as we move forward in partnership.

2. **Existing Analytics and Tracking Systems:**

   Contactor shall meet (physically or virtually) with VCU's Data Scientist and will audit the existing analytics tracking systems and work to begin the process of integration within nine (9) days of award. The Contractor will then begin to create the customized dashboard that will provide essential information for the success of the engagement.

3. **"Campaign Creative Kit" Components Proposed as part of SOW:** Below is an overview of the creative work which is included in the proposed scope of work with the corresponding details for each creative component. If VCU wishes to add more creative executions of these components, the incremental cost would be no more than the "per ad" cost plus a corresponding Creative Direction, Account Management and Account Direction fee which equals 35% override in cost. In all likelihood, the per ad cost will be less than this maximum cost and can be quoted or will be specified in the marketing plan details for VCU's consideration.

10/30/2017

"Campaign Creative Kit" Components Proposed as part of SOW				
Creative Deliverable Type	Number of Variations	Cost Per Variation	Total Cost	Production Notes
Campaign Creative Concept	n/a	n/a	$14,400	Present three concepts in Rd. 1; refine a single chosen concept in Rds. 2 and 3. To illustrate the chosen concept, VisionPoint will design one example of out-of-home creative (likely billboard) for either the School of Business Graduate Studies programs collectively or a single chosen program (offering one round of revision, from Rd. 2 to Rd. 3 of the Campaign Concept design process).
Digital (Display) Ads	Two ad sets per program (one for Display and one for Retargeting) for all seven School of Business Graduate Studies programs included in RFP	$1,050 per ad set	$14,700	Each ad set includes four standard sizes for display networks. Following Creative Concept approval, VisionPoint will offer one round of revision on each ad set.
Print Ads for School of Business Graduate Studies	Two print ads	$1,200 per ad	$2,400	Beyond any headlines / copy established as part of the Creative Concept, no additional copywriting is included in the design cost for these print ads. Includes one round of revision for each of the two ads.
Radio Ad Script	Two 30-second radio scripts	$263	$525	Two radio scripts, one or both for either the MBA program and/or the Graduate Studies programs collectively. Cost assumes we'll leverage in-house radio talent and therefore does not include any professional voice-over fees or time to direct professional talent. Includes one round of revision for each script.
Creative Direction	n/a	n/a	$1,925	Tony Poillucci's time for creative oversight and direction of the above deliverables.
Account Direction	n/a	n/a	$3,675	Time for Diane Kuehn and VisionPoint's assigned Account Director for strategic consultation in light of project goals.
Account Management / Project Coordination	n/a	n/a	$5,375	Time for VisionPoint's account managers to coordinate production and manage communication regarding the above deliverables.

4. **Agency Fees:** As stated in the RFP, any and all Agency Fees shall be fully itemized below. Any miscellaneous fees, charges, or other form of remuneration has been provided.

   Contractor acknowledges and agrees.

5. **Fully Burdened Rates:** As stated in the RFP, any and all rates are fully burdened onsite, hourly rates that include all billables (e.g. travel, lodging, overhead, administrative costs, etc.). Any additional required materials shall be billed at cost.

   Contractor acknowledges and agrees. After factoring in outside travel expenses and travel rate, the following rates have been applied for the proposed services for each position as follows:

   The Contractor Marketing's hourly rates are as follows:

   President & CEO:.....$200.00

   VP, Creative Director & Senior Strategist:.....$200.00

DSh 10/30/2017

VP, Director of Account Services:.....$200.00

Director of Integrated Marketing:..... $185.66

Account Director:..... $188.94

Account Manager:..... $125.00

Information Architect:..... $150.00

Content Strategist:..... $150.00

Senior UX Visual Designer:..... $150.00

Interactive Graphic Designer:..... $150.00

Web Engineer:..... $175.00

Web Developer:..... $175.00

Production Assistant:..... $100.00

6. **Net Media:** The Contractor will provide VCU with the net media cost, or the cost of the media excluding agency fees. The Contractor will not mark up media costs but will provide transparent information on the costs of the actual media purchased. Under this arrangement, VCU will have the option of being billed directly from each media source.

7. **Contractor's Location for Final Marketing Plan Review:** Upon VCU's request, the Contractor agrees to host VCU at their Raleigh, North Carolina office.

8. **Focus Group:** If VCU has focus group and other data available that would obviate the need for certain of those interviews, then The Contractor shall to reduce the number of focus groups included in the listening tour. If that results in a shorter trip involving less time on campus for The Contractor's staff, then the Contractor will reduce the associated costs. VCU will allow The Contractor to review the available focus group data and determine, together with VCU, which stakeholder interviews might still be necessary before determining any specific cost reductions, which could be accommodated via a change order after the award.

9. **Search Engine Optimization (SEO):** Search Engine Optimization (SEO) strategy and execution is one of The Contractor's core offerings. The Contractor's proposal does not include an explicit SEO component. The Contactor's resulting marketing plan may very well call for a tactical investment in SEO, especially as a means of bolstering the School of Business's paid search efforts. If so, The Contractor would include the scope and associated costs of any recommended SEO investment as part of the marketing plan that culminates this SOW.

DSh 10/30/17

VCU Procurement Services

Request for Proposals

RFP #: 7641171BA

RFP Title #: Advertising Program and Media Buying

Issuing Agency: Virginia Commonwealth University

Issue Date: July 25, 2017

Closing Date: August 22, 2017

VIRGINIA ASSOCIATION OF STATE COLLEGE & UNIVERSITY PURCHASING PROFESSIONALS

VASCUPP

A VASCUPP Member Institution

Request for Proposals RFP #7641171BA

Issue Date: July 25, 2017

Title: Advertising Program and Media Buying

Send all Proposals To: Virginia Commonwealth University
RFP #7641171BA
Attention: Brandon C. Augustine
912 W Grace St, 5th floor
Richmond, Virginia 23284-0327

Proposals Shall Be Received Until: August 22, 2017

Direct ALL inquiries concerning this RFP to: Brandon C. Augustine, Category Manager

baugustine@vcu.edu

Questions concerning this RFP must be received via email no later than: August 7, 2017 @ 4:00PM

This Request for Proposals & any Addenda are posted on the eVa website at: http://www.eva.virginia.gov

HARD-COPY, ORIGINAL PROPOSALS MUST BE RECEIVED IN VIRGINIA COMMONWEALTH UNIVERSITY'S DEPARTMENT OF PROCUREMENT SERVICES ON OR BEFORE THE DATE AND TIME DESIGNATED ON THIS SOLICITATION. ELECTRONIC SUBMISSIONS AND FACSIMILE SUBMISSIONS WILL NOT BE ACCEPTED IN LIEU OF THE HARD-COPY, ORIGINAL PROPOSAL. VENDORS ARE RESPONSIBLE FOR THE DELIVERY OF THEIR PROPOSAL. PROPOSALS RECEIVED AFTER THE OFFICIAL DATE AND TIME WILL BE REJECTED. THE OFFICIAL DATE AND TIME USED IN RECEIPT OF RESPONSES IS THAT TIME ON THE CLOCK OR AUTOMATIC TIME STAMP IN THE DEPARTMENT OF PROCUREMENT SERVICES.

IF PROPOSALS ARE HAND DELIVERED OR SENT BY FEDEX, UPS, OR ANY OTHER PRIVATE COURIER, DELIVER TO THE ADDRESS NOTED ABOVE: VIRGINIA COMMONWEALTH UNIVERSITY, RFP #7641171BA, ATTENTION: Brandon C. Augustine, 912 W. GRACE ST., 5TH FLOOR, RICHMOND, VA 23284-0327. IF USING US MAIL (NOT RECOMMENDED): IF PROPOSALS ARE MAILED VIA US MAIL, MAIL TO VIRGINIA COMMONWEALTH UNIVERSITY, RFP#7641171BA, ATTN: Brandon C. Augustine, BOX 980327, RICHMOND, VA 23298-0327. THE RFP NUMBER, DATE AND TIME OF PROPOSAL SUBMISSION DEADLINE, AS REFLECTED ABOVE, MUST CLEARLY APPEAR ON THE FACE OF THE RETURNED PROPOSAL PACKAGE.

In Compliance With This Request for Proposals And To All Conditions Imposed Therein and Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services Described Herein In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation. Furthermore, The Undersigned Agrees Not To Start Any Work Relative To This Particular Solicitation Until A Resulting Formal Signed Purchase Order Is Received By The Contractor From University's Department of Procurement Services. Any Work Relative To This Request for Proposals Performed By The Contractor Prior To Receiving A Formal Signed Purchase Order Shall Be At The Contractor's Own Risk And Shall Not Be Subject To Reimbursement By The University.
Signature below constitutes acknowledgement of all information contained through links referenced herein.

NAME AND ADDRESS OF COMPANY:

_____ Date: _____

_____ By *(Signature In Ink)*: _____

_____ Zip Code _____ Name Typed: _____

E-Mail Address: _____ Title: _____

Telephone: ( ) _____ Fax Number: ( ) _____
Toll free, if available **Toll free, if available**

DUNS NO.: _____ FEI/FIN NO.: _____

REGISTERED WITH eVA: ( ) YES ( ) NO SMALL BUSINESS: ( ) YES ( ) NO

VIRGINIA DSBSD CERTIFIED: ( ) YES ( ) NO MINORITY-OWNED: ( ) YES ( ) NO

DSBSD CERTIFICATION #: _____ WOMEN-OWNED: ( ) YES ( ) NO

A Pre-Proposal conference will be held. See Section V herein.

TABLE OF CONTENTS

PAGE

I. PURPOSE:

The intent and purpose of this Request for Proposals (RFP) is to seek proposals for a comprehensive advertising campaign for the VCU Graduate Studies in the School of Business for the 2018 Recruiting Year and future years.

The initial contract term shall be one year, with the option of up to four (4) one (1) year renewals, to be executed upon mutual signed agreement of both parties.

It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement, at the contractor's discretion. Accordingly, any public body, public or private health or educational institution or lead-issuing institution's affiliated foundations may access any resulting contract(s) 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 contract terms. Upon request, the Contractor shall notify the lead-issuing institution in writing of any entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate. The Contractor shall provide usage reports for all entities accessing the Contract upon request. Participating entities shall place their own orders directly with the Contractor(s) and shall fully and independently administer their use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the lead-issuing institution. The lead-issuing institution 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 the lead-issuing institution is not responsible for the acts or omissions of any entity, and will not be considered in default of the Agreement no matter the circumstances.

Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes.

Additional information on cooperative procurement is available at:
http://documents.procurement.vcu.edu/purchasing/pdf_docs/forms/RFP_Website_Link_Cooperative_Procurement.pdf

II. GOVERNING RULES:

This solicitation is issued in accordance with the provisions of:

A. Purchasing Manual for Institutions of Higher Education and their Vendors (https://vascupp.org/hem.pdf)

B. Rules Governing Procurement of Goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia (https://vascupp.org/rules.pdf)

III. OPTIONAL USE CONTRACT:

The resulting contract(s) will be an optional use contract. VCU is in no way required to make purchases from the Contractor and may in its sole discretion purchase the identical and/or similar goods/services from other sources. Any estimates/quantities contained herein do not represent a purchase commitment by VCU.

IV. THE UNIVERSITY:

Information is available at:

http://documents.procurement.vcu.edu/purchasing/pdf_docs/forms/RFP_Website_Link_The_University.pdf

V. BACKGROUND:

Graduate Studies in the VCU School of Business is seeking a source to produce and administer the advertising as it relates to recruitment, awareness, accepted applications and enrolled students. Particular focus will be creative development of advertising materials and media buying which apply to the following graduate studies programs, in addition to plans to incorporate multiple/combined programs.

- Executive MBA
- Master of Decision Analytics - Professional Track
- Executive M.S. in Information Systems - IT Management
- Master of Supply Chain Management
- Evening MBA
- Online MBA
- Health Care Management Concentration

VCU Graduate Studies in Business has the following objectives:

- Increase graduate studies enrollment for the above programs, based on the recruitment cycle for each program.
- Increase brand awareness of Graduate Studies Programs in specific target market areas
- Increase general brand awareness of School of Business Graduate Studies.

The budget range is $450,000.00 - $500,000.00 for the comprehensive VCU School of Business Graduate Studies 2018 recruiting year.

VI. PRE-PROPOSAL CONFERENCE:

An optional pre-proposal conference will be held at **10:00 AM on August 1, 2017** at the:

Snead Hall Room B3201

301 W. Main Street

Richmond, Virginia 23284-4000

For directions and paid parking information visit:

http://business.vcu.edu/about-the-school/our-location/directions--parking/

The purpose of the conference is to allow Offerors an opportunity to ask questions and obtain clarification relative to any facet of this solicitation. Offerors are strongly encouraged to submit questions in advance by emailing them to baugustine@vcu.edu prior to the conference.

While attendance at this conference is optional, Offerors who intend to submit a proposal are highly encouraged to attend and to have a copy of this solicitation to reference. Any questions and answers that are presented during the conference or any changes to the solicitation resulting from this conference will be issued in a written addendum to the solicitation.

VII. STATEMENT OF NEEDS:

This Section describes VCU's requested goods and/or services and the areas to be addressed in Offeror's Proposal. Proposal response must be written in the same order as outlined below. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities. Emphasis should be placed on completeness and clarity of content. Failure to submit all information requested may result in the elimination of the Proposal from consideration. Proposals that are substantially incomplete or lack key information may be rejected by VCU. Please note that utilization of the words "shall" or "must" indicates a mandatory requirement.

Proposals will be considered for creative and media buying combined, or for creative and media buying separately. See Section XIII., E.

A. Minimum Requirements: The Contractor shall provide the following.
   1. A comprehensive media buying strategy beginning with the 2018 recruitment year.
   2. Mix of media vehicles should include, but not be limited to:
      a) Radio
      b) Print
      c) Display
      d) Digital
      e) Out-of-home
   3. Tracking codes for each advertising vendor.
   4. Collaboration with VCU Graduate Studies contact to define KPIs and be responsible for their implementation within the vendor's systems. The same metrics should be used for ad and target optimization.
   5. Periodic reports that include performance metrics.
   6. A minimum of two rounds of approvals with adequate lead time. Final approval for media mix and creative content rests with VCU School of Business graduate studies.

B. Additional Requirements:
   1. Contractor shall adhere to the VCU Brand Standards Guidelines.
      a) https://identity.vcu.edu/index.html

C. Experience Based Requirements:
   1. Contractor shall have proven media buying experience as well as experience with budget maximization.
   2. Contractor shall have the understanding of how query string variables (e.g. UTM codes) work using Google Analytics and use our existing setup.
   3. Contactor shall have proven creative experience and knowledge of final product execution and look based on different mediums.
   4. Contactor shall have proven client relationship skills and references.
   5. Contactor should have experience in the higher education market and target market areas, particularly for graduate programs graduate and business programs.
   6. Contactor should have an understanding of specific program recruitment cycles, accounting for multiple program application deadlines and any extended deadlines.

VIII. PROPOSAL PREPARATION AND SUBMISSION INSTRUCTIONS:

A. Instructions are as follows:

1. In order to be considered for award, proposal submissions must contain, at minimum, the following:

   a) Company Qualifications and Experience

   b) Responses to all requirements listed in the Statement of Needs above

   c) A list of three (3) references for whom similar services were provided, preferably institutions of higher education, or similarly-sized organizations.

   d) Pricing Schedule as required in Section IX

   e) SWaM documentation as required in Section X

2. Complete and return page 2 of the RFP. Proposals shall be signed by an authorized representative of the Offeror. By submitting a Proposal, Offerors certify that all information provided in response to the Request for Proposals is true and accurate. Failure to provide information required by this Request for Proposals will ultimately result in rejection of the Proposal.

3. Complete and return signed addenda acknowledgments (if applicable).

4. Submit one (1) original hard copy (paper) document of the entire Proposal, including all attachments and all proprietary information (see #7 below). Submit one (1) unsecured, electronic copy (on a disc or flash drive) of the entire Proposal including all attachments and EXCLUDING ANY PROPRIETARY INFORMATION. This disc or flash drive must be clearly marked on the outside that it **excludes** proprietary information.

5. Submit an unsecured electronic copy (on a disc or flash drive) of the entire Proposal, including all attachments and proprietary information.

6. 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, at the University's sole discretion.

7. If applicable, the outside of the Proposal must be marked to clearly denote proprietary information is contained in the documents. ***Written notice of proprietary information must be submitted as the first page of the Offeror's Proposal***. Notice must specifically identify the applicable portions of the Offeror's Proposal that contain data or materials to be protected and shall state the reasons why protection is necessary. In addition, the specific (i.e. specific words, figures or paragraphs) proprietary or trade secret material submitted, must be identified on the applicable page(s) within the Offeror's Proposal, by some distinct method, such as highlighting, underlining, etc. The classification of an entire Proposal document, line item prices and/or total Proposal prices as proprietary or trade secrets is not acceptable and may result in rejection and return of the Proposal, at the University's sole discretion.

8. Invoicing and Payment: Firm must complete Appendix II which is available at: http://documents.procurement.vcu.edu/purchasing/pdf_docs/forms/RFP_Website_Link_Appendix_2.pdf

9. Communications regarding this Request for Proposals (RFP) shall be formal from the date of the issuance for this RFP, until either a Contractor has been selected or the University Procurement Services Department rejects all proposals. Formal communications shall be directed to the University Procurement Department only. Informal communications including but not limited to, request for information, comments or speculations, regarding this RFP to any University employee other than Procurement Services Department representative may result in the offending Offeror's Proposal being rejected.

10. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to conduct an oral presentation of their proposal to VCU. Oral presentations are an option and

may or may not be required. Should an oral presentation be required, VCU will designate the date and location for the presentation; the date is critical and alternative dates will not be available. Offerors who are invited to conduct an oral presentation shall include the individual(s) who would be the primary point of contact for VCU, on the Offerors presentation team. VCU reserves the right to rescore proposals following oral presentations.

11. The version of the solicitation issued by the Virginia Commonwealth University Purchasing Department as amended by any addenda is the mandatory controlling version of the document. Any modification of or additions to the solicitation by the Offeror shall not modify the official version of the solicitation issued by the Virginia Commonwealth University Purchasing Department unless accepted in writing by the University. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, Virginia Commonwealth University reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal. If the modifications or additions are not identified until after the award of the contract, the controlling version of the solicitation document shall still be the official state form issued by the Purchasing Department.
12. **Exceptions:** Firm must note any exceptions to any of the requirements and/or any of the terms and conditions stated in this RFP in *Appendix III: Exceptions*.
13. Additional information is available at: http://go.vcu.edu/procurement-purchasing

IX. PRICING SCHEDULE:

A. Hourly Rates

Enter hourly rates for services. Hourly rates shall include all direct and indirect costs within the unit price. Hourly rate shall include any travel time, travel expenses, meals, and any other possible incidentals within unit price.

1. Creative Personnel: $_____ per hour
2. Media Buyers: $_____ per hour

B. Media Buying Pricing Structure

Provided detailed pricing structure based on comprehensive strategy outlined in offeror's proposal. Requirements shall be bundled for maximum budget optimization. Cost Plus Percent of Cost (CPPC) is prohibited.

1.
2.
3.
4.
5.

C. Agency Fees

Any and all Agency Fees shall be fully itemized below. Any miscellaneous fees, charges, or other form of remuneration shall be provided in this section.

1.
2.
3.
4.
5.

X. SMALL, WOMEN-OWNED, AND MINORITY-OWNED BUSINESS COMMITMENT (SWaM):

It is the policy of the Commonwealth of Virginia that 42% of its purchases be made from small businesses to contribute to the establishment, preservation, and strengthening of small businesses, and businesses owned by women and minorities, and to encourage their participation in VCU 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 or other contractual opportunities.

Offerors must submit complete Appendix I (*see section XVI: Attachments*) unless offeror is a DSBSD certified small business. DSBSD certified small businesses must include their certification number on the coversheet of this RFP, but are not required to complete Appendix I.

Use of Subcontractors: If the Offeror intends to use subcontractors to perform any portion of the work described in this RFP, the Offeror must clearly so state. VCU is placing an increased emphasis on its SWaM (Small, Women, and Minority Owned) business program and is interested in identifying any potential opportunities that may be available to engage SWaM vendors to be certified by the Virginia Department of Small Business and Supplier Diversity (DSBSD) through new or existing contracts. **Identify and list any such opportunities that your firm would commit to if awarded this Contract in Appendix 1- Participation in VCU Procurement Transactions Small Businesses and Businesses Owned by Women and Minority**. The Offeror's response must include a description of which portion(s) of the work will be sub-contracted out and the names and addresses of potential Subcontractor(s) under the Contract.

SWaM REPORTING AND DELIVERY REQUIREMENTS:

Unless the Contractor is a DSBSD certified small business, the Contractor shall submit quarterly reports on the direct involvement of Department of Small Business and Supplier Diversity (DSBSD) certified SWaM Businesses in the performance of the Contract. The report shall specify the actual dollars spent to date with Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses based upon the Contractor's commitment for utilization of DSBSD SWaM Businesses.

The Contractor shall provide this information to:

Virginia Commonwealth University
Procurement Services Office
Attn: SWaM Coordinator
912 W. Grace Street, POB 980327
Richmond, VA 23284
Email: swamreporting@vcu.edu

Failure to submit the required information will be considered a contract compliance issue and will be addressed accordingly. In addition, failure to submit the required information will result in invoices being returned without payment.

XI. EVALUATION AND AWARD CRITERIA:

Proposals will be evaluated based upon the information provided in the Offeror's Proposal using the criteria specified below. Negotiations shall be conducted with Offerors so selected. After negotiations have been conducted with each Offeror so selected, the VCU shall select the Offeror which, in its opinion, has made the best offer, and shall award the contract to that Offeror. 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 reason why a particular Proposal was not deemed to be the most advantageous (Governing Rules Section 49.D). Should the University determine in writing and in its sole discretion that only one Offeror has made the best proposal, 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 RFP, and the Offeror's response thereto. VCU reserves the right to award to multiple offerors, should such an award benefit the University.

Notice of Award(s) or Notice of Intent to Award may be accessed electronically at http://www.eva.virginia.gov.

EVALUATION CRITERIA

1. Qualifications and Experience 40%
2. Methodology/Approach 30%
3. Pricing Schedule 20%
4. SWaM Status/Utilization* 10%

**Offeror's status as a Virginia certified SWaM Business or the Offeror's plans to utilize Virginia DSBSD-certified SWaM Businesses in the Offeror's performance of the contract.*

XII. GENERAL TERMS AND CONDITIONS:

General Terms and Conditions can be viewed at:

http://procurement.vcu.edu/document-library/business-with-vcu/

XIII. SPECIAL TERMS AND CONDITIONS:

A. ADDITIONAL USERS OF CONTRACT: It is the University's intent to provide other Virginia Association of State College and University Purchasing Professionals (VASCUPP) with access to the University's Agreements and to provide Contractors with opportunities to do business with other VASCUPP institutions of higher education.

To that end and if agreeable with the Contractor, the following Colleges and Universities listed are the VASCUPP institutions and may have access to any agreement resulting from this solicitation: College of William and Mary, University of Virginia, George Mason University, Virginia Military Institute, James Madison University, Old Dominion University, Virginia Polytechnic Institute & State University and Radford University. Upon written request from a VASCUPP institution, the Contractor may allow access to the Contract. Although the University desires to provide access on such contract to VASCUPP, the Contractor is not required to provide such access. A firm's willingness to provide this access to VASCUPP members will not be a consideration in awarding this contract. Although the VASCUPP Agencies may have access to any resulting Agreement, VASCUPP is not bound to use the Agreement and any use of the Agreement is strictly optional.

If the VASCUPP institutions choose to access the Agreement and the Contractor agrees to such access, the terms and conditions of the Agreement will be in full force and effect as between the VASCUPP institutions and the Contractor. VCU will have no responsibility for the resolution of any contractual disputes, or for payment for services rendered which may arise from a VASCUPP institution accessing the Agreement. The Contractor understands and agrees that it shall not have any recourse against VCU with respect to any claim it may have against another VASCUPP institution that accessed this Agreement.

B. ADVERTISING: In the event a contract is awarded for supplies, equipment, or services resulting from this proposal, no indication of such sales or services to Virginia Commonwealth University will be used in product literature or advertising. The Contractor shall not state in any of the advertising or product literature that the Commonwealth of Virginia or any agency or institution of the Commonwealth has purchased or uses its products or services.

C. 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 agency, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.

D. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

E. AWARD: 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 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 agency shall select the Offeror which, in its opinion, has made the best proposal, and shall award the contract to that Offeror. The Commonwealth reserves the right to make multiple awards as a result of this solicitation. The Commonwealth 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 reason why a particular proposal was not deemed to be the most advantageous. (*Governing Rules Section 49-D*). 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.

   Notice of Award(s) or Notice of Intent to Award may be accessed electronically at http://www.eva.virginia.gov for a minimum of 10 days.

F. BEST AND FINAL OFFER (BAFO): At the conclusion of negotiations, the Offeror(s) may be asked to submit in writing, a best and final offer (BAFO). After the BAFO is submitted, no further negotiations shall be conducted with the Offeror(s). The Offeror(s)proposal will be re-evaluated to combine and include the information contained in the BAFO. The decision to award will be based on the final evaluation including the BAFO.

G. CANCELLATION OF CONTRACT: The purchasing agency reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon sixty (60) days written notice to the Contractor. In the event the initial contract period is for more than twelve (12) months, the resulting contract may be terminated by either party, without penalty, after the initial twelve (12) months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

H. COMMUNICATIONS: Communications regarding this Request for Proposals (RFP) shall be formal from the date of issue for this RFP, until either a Contractor has been selected or the University Purchasing Department rejects all proposals. Formal communications shall be directed to the University Purchasing Department.

   Informal communications including but not limited to, request for information, comments or speculations, regarding this RFP to any University employee other than a Purchasing Department representative may result in the offending Offeror's proposal being rejected.

I. DRUG FREE WORKPLACE: The Contractor acknowledges and certifies that it understands that the following acts by the Contractor, its employees and/or agents performing services on state property are prohibited:

   1. The unlawful manufacture, distribution, dispensing, possession or use of alcohol or other drugs; and

   2. Any impairment or incapacitation from the use of alcohol or other drugs (except the use of drugs for legitimate medical purposes).

3. The Contractor further acknowledges and certifies that it understands that a violation of these prohibitions constitutes a breach of contract and may result in default action being taken by the Commonwealth in addition to any criminal penalties that may result from such conduct.

J. ELECTRONIC COPIES OF PROPOSALS:
The successful Contractor may be required to provide the VCU Department of Procurement Services with a copy of the Contractor's entire original proposal (to include all attachments), and all subsequent correspondence (i.e. responses to requests for clarification and documents generated through the negotiation process) in an unsecured electronic format (i.e. email, disc – CD or DVD or flash drive). **The Contractor SHALL NOT INCLUDE ANY PREVIOUSLY IDENTIFIED PROPRIETARY INFORMATION IN THE ELECTRONIC FORMAT; VCU will post the Contractor's original proposal, and all subsequent correspondence on the VCU Department of Procurement Services Website, VCU shall not be responsible for the Contractor's failure to exclude proprietary information submitted in the unsecured electronic format)**.

K. ELECTRONIC DATA INTERCHANGE: University Purchasing has a great interest in utilizing Electronic Data Interchange (EDI) to improve efficiency of operation in the transmission of purchasing related information. Vendors are encouraged to provide a statement indicating their current EDI capabilities and/or future plans to establish/improve their EDI capabilities.

L. eVA BUSINESS-TO-GOVERNMENT CONTRACTS AND ORDERS: The solicitation/contract will result in purchase order(s) with the eVA transaction fee specified below assessed for each order.

1. For orders issued July 1, 2011 thru June 30, 2013, the Vendor Transaction Fee is:

   a) DSBSD-certified Small Businesses: 0.75%, Capped at $500 per order.

   b) Businesses that are not DSBSD-certified Small Businesses: 0.75%, Capped at $1,500 per order.

2. For orders issued July 1, 2013, and after, the Vendor Transaction Fee is:

   a) DSBSD-certified Small Businesses: 1%, Capped at $500 per order.

   b) Businesses that are not DSBSD-certified Small Businesses: 1%, Capped at $1,500 per order.

   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.

   The eVA Internet electronic procurement solution, website portal www.eva.virginia.gov, streamlines and automates government purchasing activities in the Commonwealth. The portal is the gateway for vendors to conduct business with state agencies and public bodies.

   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, may provide an electronic catalog (price list) or index page catalog for items awarded. 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.

M. GRAMM-LEACH-BLILEY ACT:
The Contractor shall comply with the Act by implementing and maintaining appropriate safeguards to protect and prevent unauthorized release of student, faculty and staff nonpublic information. Nonpublic information is defined as social security numbers, or financial transactions, bank, credit and tax information.

N. IDENTIFICATION OF PROPOSAL: The proposal package should be identified as follows:

From:

Name of Offeror	Due Date	Time
Street or Box Number	RFP No.	
City, State, Zip Code +4	RFP Title	

Name of Contract / Purchase Officer:

The package should be addressed as directed on Page 2 of the solicitation.

If a proposal is not clearly identified, the Offeror takes the risk that the proposal may be inadvertently opened and the information compromised which may cause the proposal to be disqualified. Proposals may be hand delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

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 using 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. LATE PROPOSALS: To be considered for selection, proposals must be received by the issuing office by the designated date and hour. The official time used in the receipt of proposals is that time on the automatic time stamp machine in the issuing office. Proposals received in the issuing office after the date and hour designated are automatically disqualified and will not be considered. The University is not responsible for delays in the delivery of mail by the U.S. Postal Service, private couriers, or the intrauniversity mail system. It is the sole responsibility of the Offeror to insure that its proposal reaches the issuing office by the designated date and hour.

Q. POLICY OF EQUAL EMPLOYMENT: Virginia Commonwealth University is an equal opportunity/affirmative action employer. Women, Minorities, persons with disabilities are encouraged to apply. The University encourages all vendors to establish and maintain a policy to insure equal opportunity employment. To that end, Offerors should submit along with their proposals, their policy of equal employment.

R. PROPOSAL ACCEPTANCE PERIOD: Any proposal in response to this solicitation shall be valid for sixty (60) days. At the end of the sixty (60) days, the proposal may be withdrawn at the written request of the Offeror. If the proposal is not withdrawn at that time it remains in effect until an award is made or the solicitation is cancelled.

S. PROTEST: Any Offeror who desires to protest the award or decision to award a Contract shall submit the protest in writing to:

Director of Procurement Services
Virginia Commonwealth University
912 West Grace, 5th Floor
Richmond, VA 23284

VCU will announce the award utilizing the Commonwealth of Virginia's e-Procurement system (eVA). The protest must be received no later than ten (10) days after the award or the announcement of the decision to award, whichever occurs first. However, if the protest of any actual or potential Offeror depends in whole or in part upon information contained in public records pertaining to the procurement transaction that are subject to inspection under the Rules Governing Procurement of Goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia Governed by Subchapter 3 of the Restricted Higher Education Financial and Administrative Operations Act,, Chapter 4.10 (§23-38.88 et seq) of Title 23 of the Code of Virginia, §34, then the time within which the protest shall be submitted shall

expire ten (10) days after those records are available for inspection by such Offeror under §34, or at such later time as provided in this section.

VCU Notices of Award(s) or Notices of Intent to Award may be accessed electronically at http://www.eva.virginia.gov.

No protest shall lie for a claim that the selected Offeror is not a responsible Offeror. The written protest shall include the basis for the protest and relief sought.

The VCU Director of Procurement Services shall issue a decision in writing within ten (10) days of receipt stating the reasons for the action taken. This decision shall be final unless the Offeror appeals within ten (10) days of receipt of the written decision by instituting legal action as provided in Section 54 of the Governing Rules.

Nothing in this clause shall be construed to permit a proposer to challenge the validity of the terms or conditions of the RFP. "Days" as used in this paragraph refer to calendar days. If a deadline falls on a Saturday or Sunday, the next business day shall be considered to be the deadline.

T. REFERENCES: Offerors shall provide a list of at least 3 references where similar goods and/or services have been provided. Each reference shall include the name of the organization, the complete mailing address, the name of the contact person and telephone number.

	ORGANIZATION	ADDRESS	CONTACT PERSON	TELEPHONE
1.				
2.				
3.				

U. RENEWAL OF CONTRACT: This contract may be renewed by the Commonwealth upon written agreement of both parties for four (4) successive one (1) year periods, under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration.

V. SPECIAL EDUCATIONAL OR PROMOTIONAL DISCOUNTS: The Contractor shall extend any special educational or promotional sale prices or discounts immediately to the Commonwealth during the term of the contract. Such notice shall also advise the duration of the specific sale or discount price.

XIV. DATA AND INTELLECTUAL PROPERTY TERMS AND CONDITIONS:

A. DEFINITIONS:

1. "End User" means the individuals authorized by the University to access and use the Services provided by the Selected Firm/Vendor under this Agreement.
2. "Personally Identifiable Information" includes but is not limited to: personal identifiers such as name, address, phone number, date of birth, Social Security number, and student or personnel identification number; "personal information" as defined in Virginia Code section 18.2-186.6 and/or any successor laws of the Commonwealth of Virginia; personally identifiable information contained in student education records as that term is defined in the Family Educational Rights and Privacy Act, 20 USC 1232g; "medical information" as defined in Virginia Code Section 32.1-127.1:05; "protected health information" as that term is defined in the Health Insurance Portability and Accountability Act, 45 CFR Part 160.103; nonpublic personal information as that term is defined in the Gramm-Leach-Bliley Financial Modernization Act of 1999, 15 USC 6809; credit and debit card numbers and/or access codes and other cardholder data and sensitive authentication data as those terms are defined in the Payment Card Industry Data Security Standards; other financial account numbers, access codes, driver's license numbers; and state- or federal-identification numbers such as passport, visa or state identity card numbers.
3. "Securely Destroy" means taking actions that render data written on physical (e.g., hardcopy, microfiche, etc.) or electronic media unrecoverable by both ordinary and extraordinary means.

These actions must meet or exceed those sections of the National Institute of Standards and Technology (NIST) SP 800-88 guidelines relevant to data categorized as high security.

4. "Security Breach" means a security-relevant event in which the security of a system or procedure used to create, obtain, transmit, maintain, use, process, store or dispose of data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.

5. "Services" means any goods or services acquired by the University of Virginia from the Selected Firm/Vendor.

6. "University Data" includes all Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites or publications, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.

B. RIGHTS AND LICENSE IN AND TO THE UNIVERSITY DATA: The Parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of the University, and Contractor has a limited, nonexclusive license to use these data as provided in this agreement solely for the purpose of performing its obligations hereunder. This Agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property, except as expressly stated in the Agreement.

C. INTELLECTUAL PROPERTY DISCLOSURE/RIGHTS:

1. Unless expressly agreed to the contrary in writing, all goods, products, materials, documents, reports, writings, video images, photographs or papers of any nature including software or computer images (prepared by the Contractor or its subcontractors) for the University will not be disclosed to any other person or entity without the written permission of the University.

2. Selected Contractor warrants to the University that the University will own all rights, title and interest in any intellectual property created for the University as part of the performance of this agreement and will have full ownership and beneficial use thereof, free and clear of claims of any nature by any third party including, without limitation, copyright or patent infringement claims. Contractor agrees to assign and hereby assigns all rights, title, and interest in any and all intellectual property created for the University as part of the performance of this Agreement to the University, and will execute any future assignments or other documents needed for the University to document, register, or otherwise perfect such rights. Nothing in this section is, however, intended to or shall be construed to apply to existing intellectual property created or owned by the Contractor that the University is licensing under this Agreement. For avoidance of doubt, the University asserts no intellectual property ownership under this clause to any pre-existing intellectual property of the Contractor, and seeks ownership rights only to the extent Contractor is being engaged to develop certain intellectual property as part of its services for the University.

3. Notwithstanding the foregoing, for research collaboration pursuant to subcontracts under sponsored research agreements administered by the University's Office of Sponsored Programs, intellectual property rights will be governed by the terms of the grant or contract to the University to the extent such grant or contract requires intellectual property terms to apply to subcontractors.

D. DATA PRIVACY:

1. Contractor will use University Data only for the purpose of fulfilling its duties under this Agreement and will not share such data with or disclose it to any third party without the prior written consent of the University, except as required by this Agreement or as otherwise required by law.

2. University Data will not be stored outside the United States without prior written consent from the University.

3. Contractor will provide access to University Data only to its employees, and subcontractors who need to access the data to fulfill Contractor's obligations under this Agreement.

4. Contractor will ensure that employees who perform work under this Agreement have read, understood, and received appropriate instructions as to how to comply with the data protection provisions of this Agreement. If Contractor will have access to the University's Education Records as defined under the Family Educational Rights and Privacy Act [FERPA], the Contractor acknowledges that for the purposes of this Agreement, it will be designated as a "school official" with "legitimate educational interests" in the University's Education Records, as those terms have been defined under FERPA and its implementing regulations, and Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will not share the University's Education Records or disclose them to any third party except as provided for in this Agreement, required by law, or authorized in writing by the University.

E. DATA SECURITY:

1. Contractor will store and process University Data in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved. Without limiting the foregoing, Contractor warrants that all electronic University Data will be encrypted in transmission (including via web interface) in accordance with latest version of National Institute of Standards and Technology Special Publication 800-53.

2. If the Contractor stores Personally Identifiable Information as part of this agreement, the Contractor warrants that the information will be stored in accordance with latest version of National Institute of Standards and Technology Special Publication 800-53.

3. Contractor will use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods in providing Services under this Agreement.

F. EMPLOYEE BACKGROUND CHECK AND QUALIFICATIONS:

1. Contractor shall ensure that its employees who will have potential access to University Data have passed appropriate, industry standard, background screening and possess the qualifications and training to comply with the terms of this Agreement.

G. DATA AUTHENTICITY AND INTEGRITY:

1. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration and degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, "is preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration."

H. SECURITY BREACH:

1. Response:

   a) Immediately upon becoming aware of a Security Breach, or of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify University consistent with applicable state and federal laws, fully investigate the incident, and cooperate fully with University's investigation of and respond to the incident. Except as otherwise required by law, Contractor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from the University.

2. Liability:

a) If Contractor must under this Agreement create, obtain, transmit, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information, the following provisions apply. In addition to any other remedies available to the University under law or equity, Contractor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach caused by Contractor, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year's credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the Security Breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach.

b) If Contractor will NOT under this Agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information, the following provisions apply. In addition to any other remedies available to the University under law or equity, Contractor will reimburse the University in full for all costs reasonably incurred by the University in investigation and remediation of any Security Breach caused by [Contractor Party.]

I. RESPONSE TO LEGAL ORDERS, DEMANDS OR REQUESTS FOR DATA:

1. Except as otherwise expressly prohibited by law, Contractor will:

   a) Immediately notify the University of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data;

   b) Consult with the University regarding its response;

   c) Cooperate with the University's reasonable requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and

   d) Upon the University's request, provide the University with a copy of its response.

2. If the University receives a subpoena, warrant, or other legal order, demand (including request pursuant to the Virginia Freedom of Information Act) or request seeking University Data maintained by Contractor, the University will promptly provide a copy to Contractor. Contractor will promptly supply the University with copies of data required for the University to respond, and will cooperate with the University's reasonable requests in connection with its response.

J. DATA TRANSFER UPON TERMINATION OR EXPIRATION:

1. Upon termination or expiration of this Agreement, Contractor will ensure that all University Data are securely returned or destroyed as directed by the University in its sole discretion. Transfer to the University or a third party designated by the University shall occur within a reasonable period of time, and without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of the University or its transferee, and to the extent technologically feasible, that the University will have reasonable access to University Data during the transition. In the event that the University requests destruction of its data, Contractor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which the Contractor might have transferred University data. The Contractor agrees to provide documentation of data destruction to the University.

2. Contractor will notify the University of impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing the University access to [Contractor Party's facilities to remove and destroy University-owned assets and data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the

University. Contractor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to the University. Contractor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final transition date.

K. AUDITS:

1. The University reserves the right in its sole discretion to perform audits of Contractor at the University's expense to ensure compliance with the terms of this Agreement. The Contractor shall reasonably cooperate in the performance of such audits. This provision applies to all agreements under which Contractor must create, obtain, transmit, use, maintain, process, or dispose of University Data.

2. If the Contractor must under this Agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information or financial or business data which has been identified to the Contractor as having the potential to affect the accuracy of the University's financial statements, Contractor will at its expense conduct or have conducted at least annually a:

   a) American Institute of CPAs Service Organization Controls (SOC 2) Type II audit, or other security audit with audit objectives deemed sufficient by the University, which attests the {Contractor Party] security policies, procedures and controls;

   b) Vulnerability scan of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under this Agreement; and

   c) Formal penetration test of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under this Agreement.

   Additionally, Contractor will provide the University upon request the results of the above audits, scans and tests, and will promptly modify its security measures as needed based on those results in order to meet its obligations under this Agreement. The University may require, at University expense, Contractor to perform additional audits and tests, the results of which will be provided promptly to the University.

L. COMPLIANCE:

1. Contractor will comply with all applicable laws and industry standards in performing services under this Agreement. Any Contractor personnel visiting the University's facilities will comply with all applicable University policies regarding access to, use of, and conduct within such facilities. The University will provide copies of such policies to Contractor upon request.

2. Contractor warrants that the service it will provide to the University is fully compliant with relevant laws, regulations, and guidance that may be applicable to the service, such as: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), Federal Export Administration Regulations, and Defense Federal Acquisitions Regulations.

3. Since the Payment Card Industry Data Security Standards (PCI-DSS) are applicable to the Contractor service provided to the University Contractor will, upon written request, furnish proof of compliance with PCI-DSS within ten (10) business days of the request.

M. NO END USER AGREEMENTS OR END USER LICENSE AGREEMENTS: This Agreement is the entire agreement between the University (including University employees and other End Users) and Contractor. In the event that Contractor enters into terms of use agreements or other agreements or understandings, whether electronic, click-through, verbal or in writing, with University

employees or other End Users, such agreements shall be null, void and without effect, and the terms of this Agreement shall apply.

N. SURVIVAL: Contractor's obligations under Section shall survive termination of this Agreement until all University Data has been returned or Securely Destroyed.

XV. CONTRACT ADMINISTRATION:

Upon award of the contract VCU shall designate, in writing, the name(s) of the Contract Administrator(s) who shall work with the contractor in formulating mutually acceptable plans and standards for the delivery, installation and on-going service and/or maintenance that may be required.

A. The Contract Administrator shall use all powers under the contract to enforce its faithful performance. The Contract Administrator shall determine the amount, quality and acceptability of work and shall decide all other questions in connection with the work.

B. All direction and orders from VCU shall be transmitted through the Contract Administrator, or his designee. However, the Contract Administrator shall have no authority to order changes in the work which alter the concept or scope of the work or change the basis for compensation to the contractor.

XVI. ATTACHMENTS:

Appendix I: SWaM Form – Participation in State Procurement Transactions by Small Businesses and Businesses Owned by Women and Minorities:

http://documents.procurement.vcu.edu/purchasing/pdf_docs/forms/RFP_Website_Link_Appendix_1.pdf

Appendix II: Invoicing and Payment:

http://documents.procurement.vcu.edu/purchasing/pdf_docs/forms/RFP_Website_Link_Appendix_2.pdf

Appendix III: Exceptions – see below.

Appendix III:

Exceptions

Any and all exceptions to the terms, conditions or specifications of this RFP must be clearly stated, section by section, in the space provided below. Exceptions should be numbered to coincide with the RFP numbering and be provided in the sequence in which the item appears in the RFP. If more space is required, please copy this page or attach separate sheets. Please note VCU, at its discretion, reserves the right to consider proposals containing significant exceptions to be non-responsive.

UNIVERSITY PROPOSAL SECTION NUMBER	STATED EXCEPTION

visionpoint marketing

Virginia Commonwealth University

Graduate Studies in the School of Business

REDACTED PROPOSAL

RFP# 7641171BA | Advertising Program and Media Buying

Notice of Proprietary Information

VisionPoint Marketing considers the following information to be proprietary and protected information:

- On the signature page we consider our DUNS number, FEI/FIN number, and DSBSD Certification number to be protected information and not public facing information.
- Our Client List. Our clients are more than willing to be listed on proposals, and in reference situations, however we do not publish our client lists publically and consider this to be proprietary and protected information.
- Our Reference List. Similar to above, our clients are more than willing to be listed on proposals, and in reference situations, however we do not publish our client lists publically and consider this to be proprietary and protected information.

These sections are noted with teal boxes on the original proposal and unredacted digital copy. These sections are blocked out on the copy that is contained in the unsecured electronic copy marked EXCLUDING ANY PROPRIETARY INFORMATION.

August 23, 2017

VisionPoint Marketing is a division of VisionPoint Media, Inc.

Virginia DSBSD Certification #679322

VisionPoint Media, Inc. is certified by the Maryland DOT, SWaM, NC HUB, Carolinas Minority Supplier Development Councils, Inc. and WBENC as a minority and woman-owned business and historically underutilized business.

Diane Kuehn, President & CEO | dkuehn@visionpointmarketing.com | 919.848.2018 x 106

Request for Proposals RFP #7641171BA

Issue Date: July 25, 2017

Title: Advertising Program and Media Buying

Send all Proposals To: Virginia Commonwealth University
RFP #7641171BA
Attention: Brandon C. Augustine
912 W Grace St, 5th floor
Richmond, Virginia 23284-0327

Proposals Shall Be Received Until: August 22, 2017

Direct ALL inquiries concerning this RFP to: **Brandon C. Augustine, Category Manager**
baugustine@vcu.edu

Questions concerning this RFP must be received via email no later than: August 7, 2017 @ 4:00PM

This Request for Proposals & any Addenda are posted on the eVa website at: http://www.eva.virginia.gov

HARD-COPY, ORIGINAL PROPOSALS MUST BE RECEIVED IN VIRGINIA COMMONWEALTH UNIVERSITY'S DEPARTMENT OF PROCUREMENT SERVICES ON OR BEFORE THE DATE AND TIME DESIGNATED ON THIS SOLICITATION. ELECTRONIC SUBMISSIONS AND FACSIMILE SUBMISSIONS WILL NOT BE ACCEPTED IN LIEU OF THE HARD-COPY, ORIGINAL PROPOSAL. VENDORS ARE RESPONSIBLE FOR THE DELIVERY OF THEIR PROPOSAL. PROPOSALS RECEIVED AFTER THE OFFICIAL DATE AND TIME WILL BE REJECTED. THE OFFICIAL DATE AND TIME USED IN RECEIPT OF RESPONSES IS THAT TIME ON THE CLOCK OR AUTOMATIC TIME STAMP IN THE DEPARTMENT OF PROCUREMENT SERVICES.

IF PROPOSALS ARE HAND DELIVERED OR SENT BY FEDEX, UPS, OR ANY OTHER PRIVATE COURIER, DELIVER TO THE ADDRESS NOTED ABOVE: VIRGINIA COMMONWEALTH UNIVERSITY, RFP #7641171BA, ATTENTION: Brandon C. Augustine, 912 W. GRACE ST., 5TH FLOOR, RICHMOND, VA 23284-0327. IF USING US MAIL (NOT RECOMMENDED): IF PROPOSALS ARE MAILED VIA US MAIL, MAIL TO VIRGINIA COMMONWEALTH UNIVERSITY, RFP#7641171BA, ATTN: Brandon C. Augustine, BOX 980327, RICHMOND, VA 23298-0327. THE RFP NUMBER, DATE AND TIME OF PROPOSAL SUBMISSION DEADLINE, AS REFLECTED ABOVE, MUST CLEARLY APPEAR ON THE FACE OF THE RETURNED PROPOSAL PACKAGE.

In Compliance With This Request for Proposals And To All Conditions Imposed Therein and Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services Described Herein In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation. Furthermore, The Undersigned Agrees Not To Start Any Work Relative To This Particular Solicitation Until A Resulting Formal Signed Purchase Order Is Received By The Contractor From University's Department of Procurement Services. Any Work Relative To This Request for Proposals Performed By The Contractor Prior To Receiving A Formal Signed Purchase Order Shall Be At The Contractor's Own Risk And Shall Not Be Subject To Reimbursement By The University.
Signature below constitutes acknowledgement of all information contained through links referenced herein.

NAME AND ADDRESS OF COMPANY:
VisionPoint Media, Inc.
3210 Fairhill Drive, Suite 150
Raleigh, NC Zip Code 27612
E-Mail Address: dkuehn@visionpointmarketing.com
Telephone: (919) 848-2018
Toll free, if available
DUNS NO.: [redacted]

Date: 8/4/2017
By *(Signature In Ink)*: [signature]
Name Typed: Diane Kuehn
Title: President + CEO
Fax Number: (919) 322-4439
Toll free, if available
FEI/FIN NO.: [redacted]

REGISTERED WITH eVA: (✓) YES ( ) NO
VIRGINIA DSBSD CERTIFIED: (✓) YES ( ) NO
DSBSD CERTIFICATION #: [redacted]

SMALL BUSINESS: (✓) YES ( ) NO
MINORITY-OWNED: (✓) YES ( ) NO
WOMEN-OWNED: (✓) YES ( ) NO

A Pre-Proposal conference will be held. See Section V herein.

Contents

Executive Summary

On behalf of the entire team here at VisionPoint Marketing, we are excited to submit the following proposal to Virginia Commonwealth University's School of Business. As a Raleigh-based, minority and woman-owned integrated marketing agency over 98% of our revenue is derived from higher education clients and we have deep expertise in running comprehensive advertising campaigns for similar schools and graduate programs. In fact, we have been working with business schools and their graduate programs for over 12 years now (since 2005).

Not only does VisionPoint understand the needs of business schools and graduate programs like yours, we know both the region and your competitive landscape, having successfully developed and executed similar projects for clients throughout the Mid-Atlantic states and nationally. In our six year relationship with NC State's Jenkin's Graduate School of Management, we helped them grow from a newly created school to a competitively ranked business school in a regional market dominated by established programs. We did this through a very similar multifaceted campaign to raise awareness, and drive enrollments. We feel confident that our collaborative, thoughtful and strategic approach to designing full-funnel media plans that drive growth would work well for the VCU School of Business.

The following proposal is designed to not only respond to your minimum requirements, but to show you a bit of how we think and operate as a company. We approached this proposal in a very intentional way in order to craft a scope of work (SOW) that not only speaks to your overall goals for the School of Business as a whole, but culminates in an overall marketing strategy that will create actionable plans for each of the programs you listed in the RFP, with the goals of raising awareness, brand equity, applications and ultimately enrollments.

All of our projects start with a discovery phase where we dive deeply into your brand, learning as much as possible about the VCU School of Business and its programs. This allows us to craft the high level marketing strategy that determines the specific media plans for each program, using a full-funnel approach. To put it another way, we want to start by understanding the big picture and then use that information to intentionally and strategically plan your media spending to leverage the best return on investment possible. The following SOW outlines more specifically what we will do and how we will do it.

For over 15 years VisionPoint has been serving higher education almost exclusively, and our extensive and significant track record executing integrated marketing plans and complex media buys coupled with our unparalleled understanding of how to use marketing to drive enrollments uniquely qualifies us to partner with you once again. Should you have any questions about the following proposal please do not hesitate to reach out to me personally. The team at VisionPoint thanks you for your consideration.

Warm regards,

Edward Herrelko, PhD. , *Sr. Director of Strategic Partnerships*

Company Qualifications and Experience

VisionPoint Marketing is a full-service, minority and woman-owned, higher education marketing agency founded in 2001 and located in Raleigh, North Carolina. Our team of 18 VisionPointers (our people) partners with colleges, universities and community colleges 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.

The Work We Do

The work we do in partnership with our clients is nationally recognized and our VisionPointers are frequently invited to speak at many of higher education's preeminent marketing conferences (e.g. AMA Symposium for the Marketing of Higher Education, CASE, eduWeb, HighEdWeb, NCMPR, others) demonstrating our team's thought leadership on topics ranging from brand research and development, content strategy, integrated marketing and website design. Our core service offering includes:

- Strategy
  - » Integrated Marketing Strategy and Planning
  - » Brand Strategy
  - » Website Strategy
  - » Governance & Change Management
  - » Inbound Marketing
  - » Content Strategy & SEO
  - » User Testing
  - » Outbound Marketing: Paid Search, Online Advertising, Analytics
  - » Social Media Strategy
- Creative
  - » Branding and Messaging
  - » Information Architecture
  - » Website Design and UX
  - » Visual Design
  - » Content Strategy
  - » Content Development
  - » Video and Multimedia Production

- Technology
  - » Front-end Development
  - » Back-end Development
  - » Content Management Systems (CMS) Consulting and Implementation
  - » CRM Integration
  - » Accessibility

Why VisionPoint

After years of working alongside higher ed institutions across the country, we've realized that what differentiates us from our competitors is not just the work that we do, but the way that we do it. Below are some of the basic tenets for how the VisionPoint team approaches each and every project.

- Our place is in the trenches.
  - » This is a mantra for us, and we coined it based on feedback from one of our clients. "You know, it doesn't feel like you're a vendor we've contracted, it feels like you're a member of our team. You're in the trenches with us, solving challenges alongside us." This testament was so affirming because that truly is our approach. From senior leadership on, our place is in the trenches with our partners, with a consistent level of support from start to finish.
- Do the right thing.
  - » Not necessarily the most popular or trendy, or even the most profitable thing for our company, but the right thing for our clients and their goals. Our ethical standards are absolute, and your success will be our measuring stick - period.
- Get everyone onboard.
  - » It can be all too tempting in a project of this magnitude to block out the noise, to put your head down, and charge ahead in the fastest way possible. But we know that getting your campus and your leadership to support the project is critical to the long-term success of this website. We work in a way that, from day one, we get stakeholders involved, we help educate them, we include them in critical decisions and we're very good at building directional consensus, even among the naysayers.
- See the big picture.
  - » What we mean by that is we're a marketing agency first. We do a lot of website redesign and brand work, but we're not exclusively a web or brand shop. We work to understand your marketing goals and your business goals as an institution, and we architect our solutions with those goals in mind. That is our focus.

Our People

Beyond just your Account Director and Account Manager (described in the Statement of Needs section of this proposal), we'll involve additional team members and strategists throughout the engagement. For example, you'll have a lead designer and a lead developer who will be guided by our Creative Director, Tony Poillucci. Our President & CEO, Diane Kuehn also plays a strategist role on many of our integrated marketing engagements. While we've not yet assigned a client team, we've instead provided a list of our key personnel below, along with an organizational chart that demonstrates the high-level structure of our team. If given the opportunity to pursue a relationship with the School of Business, it's likely that all of us will touch your project in one way or another – and we look forward to the opportunity to build relationships at multiple levels within the School of Business's internal team!

Diane Kuehn – President & CEO
Education: BS in Business Administration concentrating in Marketing,
University of North Carolina at Chapel 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 alumnae 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.

Outside of work, Diane enjoys spending time with her two sons Hunt and Harrison. Diane also loves her cat Frisky who walks so heavy it's like having another teenage boy around the house.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

Anthony Poillucci – VP, Senior Strategist & Creative Director
Education: BFA in Graphic Design, Massachusetts College of Art

As a Senior Strategist and 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 Director 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 (and let's be honest, he loves it). He's our all-star speaker when we need to bring out the big guns. Some might even call him "The Ringer."

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 - Vice President, Director of Account Services
Education: MA in English, University of Tennessee; BA in English, Minor in History, Gardner-Webb University

As Director of Account Services, Matt is ultimately responsible for ensuring VisionPoint's Account Services team delivers extraordinary work and killer customer service across all our client projects, playing the Account Director role on a number of projects himself. 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 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.

Prior to joining the VisionPoint team, Matt earned the 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 the 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.

When Matt isn't dishing out helpful feedback and creative compliments at the office, he can be found reading, running and spending quality time with his wife, Lindsay, and their adorable kids, Luke and Claire.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

Edward Herrelko – Senior Director of Strategic Partnerships
Education: BA in Political Science and Anthropology, University of Michigan; MA in Biblical Studies (Languages and Literature), Southern California Seminary; MDiv in Theology, Southern California Seminary; Ph.D. in Theology, Southeastern Baptist Theological Seminary

As the Senior Director of Strategic Partnerships, Edward leads VisionPoint Marketing's focus on cultivating new partnerships and developing existing relationships. Our resident higher ed "insider," Edward brings over 15 years of experience within higher education, having served as a VP of Enrollment Management and as a VP of Academic Affairs. His highly consultative approach to developing lasting partnerships comes from the fact he speaks the "language" of higher ed. He's faced many of the same challenges and wrestled with the same concerns as our clients. His time spent in-the-trenches makes him not only a great listener but also a valued collaborator when it comes to strategizing with a client or prospective partner. (Plus, he knows all the secret higher ed handshakes too)!

In fact, Edward's motivation to leave the institutional side of higher education to work for VisionPoint was born from experiencing first-hand the power of potent branding and savvy marketing as a catalyst for institutional growth. Now Edward is excited to play a role in helping our clients grow the things that are important to them—awareness, enrollments, and reputation/recognition. Prior to serving within higher education and becoming a bit of an "accidental academic," Edward learned branding and marketing from some of the best brands in business, such as Callaway Golf and Tony Robbins. Edward also holds a Ph.D. and multiple masters' degrees.

When Edward isn't traveling to build new partnerships, checking in on clients, or speaking at conferences, you will find him enjoying some quality time with his wife Amy and daughter Alexandria. As a graduate of the University of Michigan, during the fall football season the entire family is often decked out in maize and blue, cheering on the Wolverines. We even noticed he brought his Jim Harbaugh bobble-head to the office.

Carissa Hoel – Director of Technical Strategy
Education: BA in Communication Studies, Minor in Leadership Studies,
University of North Carolina Wilmington

An eternal optimist and brilliant collaborator, Carissa's experience leading complex marketing projects–particularly institution-wide website projects–is rivaled by few. In fact, around the office, we joke that if you added up all the nation's higher ed website redesigns over the past several years, Carissa would have managed probably half of them (and that's probably only a slight exaggeration). Carissa's clients and coworkers alike have come to trust her experience and leadership not only in solving complex web marketing challenges but also in delivering work that's truly exceptional.

Even more astounding than her prolific productivity is how quietly she goes about it all. With infectious poise and quiet confidence, she tackles the inevitable challenges that emerge throughout the life of a project in ways that are almost stealthy. Hence the "Silent Assassin," an ironic nickname given that Carissa is about the most peaceful person you'll ever meet.

Carissa is a graduate of the University of North Carolina Wilmington, where she earned a bachelor's degree in Communication Studies along with a minor in Leadership Studies. She was also a member of Alpha Xi Delta sorority When Carissa isn't at the office tackling new client projects, she can be found going on hikes and other outdoor adventures with her adorable Shiba Inu, Dixie, and her husband Dan. Carissa is also a world traveler with a long bucket list of exciting places left to visit.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

Meredith Purvis – Account Director
Education: BA in English and Spanish, Southeast Missouri State University ;MFA in Creative Writing & Publishing Arts, University of Baltimore

As an Account Director, Meredith is ultimately responsible for ensuring the amazing work we deliver to our clients is goal-driven and on strategy. Coming from a varied background in higher education, Meredith's deep capacity to understand our clients' unique marketing challenges (and to recommend creative strategies for overcoming those challenges) make her an exceptional senior strategist and consultant.

Experienced in the creation of complex marketing plans, storytelling and building websites from the ground up, Meredith's strategic approach is rooted in empathy and an understanding of the higher education landscape. Even before joining VisionPoint, Meredith served in a number of roles within higher education institutions, focusing on fundraising, alumni engagement, marketing, and even as an adjunct instructor of writing and publishing at the University of Maryland, Baltimore County.

Meredith is a graduate of Southeast Missouri State University, where she earned her B.A. in English and Spanish. She went on to earn her M.F.A. in Creative Writing & Publishing Arts from the University of Baltimore. Throughout her career, she has worked in communications and marketing for non-profit and higher education organizations.

When Meredith's not helping our clients creatively overcome challenges and shape their marketing vision, she can be found reading, gardening, and spending time with her husband, Avelino, and their very silly cats. She spends her weekends binding books and enjoying evenings on her porch.

Micaiah Norby – Senior Account Manager
Education: BA in Political Science, Minor in Spanish, North Carolina State University

If we were to sum Micaiah up in a phrase, we'd say "she makes it look easy." A quick study who's always eager for her next adventure, Micaiah's seemingly effortless mastery of new offerings and unique challenges has earned her the moniker, "The Natural." As a Senior Account Manager (and a talented, Google Adwords-Certified marketing strategist in her own right), Micaiah manages the day-to-day execution of projects across VisionPoint's spectrum of offerings, from website design and development to integrated marketing strategy and planning. She also serves as the primary advocate and point of contact for each of her clients, who quickly come to value Micaiah's warmth, level-headedness and follow-through.

Micaiah came to VisionPoint from NC State University, where she earned the B.S. in Political Science. She has also worked in several event planning and communications roles, including a stint as a wedding planner, honing her ability to navigate high-stakes, emotionally charged situations (the names of various mothers-of-the-bride have been removed to protect the innocent).

When Micaiah isn't building and executing marketing plans, she can be found zenning out at a Yoga or Pilates class. She often spends weekends seeing her favorite bands in concert or cheering on the Wolfpack.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

Kylee Mathie – Account Manager
Education: BA in Marketing, University of Mount Union

As an Account Manager at VisionPoint, Kylee is equal parts marketing strategist and client ambassador. From website redesigns to integrated marketing engagements, Kylee manages the execution of winning marketing strategies across all of our offerings. Clients and teammates alike appreciate her strong judgment and team-first mentality, and her enthusiasm for the schools we serve is contagious.

Hailing from Cleveland, Ohio, Kylee spent several years managing marketing projects for national brands before joining the VisionPoint team. As a client advocate for T-Mobile, KeyBank, PPG, and FMC, Kylee managed traditional, digital, and social media marketing efforts to increase brand awareness, consumer engagement and sales for each brand. She holds a B.A. in Marketing from the University of Mount Union, where she also played forward on the women's soccer team and where she still holds the school record for assists in a single game. Even then, Kylee was all about the team.

She also has a way of making a challenging marketing project seem like an exciting adventure – and she would know. Kylee has zip-lined across mountaintops, run 2 half marathons, jet-packed over the ocean (seriously, she's got pictures to prove it), completed a Tough Mudder, and even jumped off the tallest building in Las Vegas, the Stratosphere. The next adventure on her list: skydiving.

Samantha Smith – Account Manager
Education: BS in Communication Studies, Bridgewater College

The idea of herding creative projects from their inception to their completion is a frightening assignment for some. But for Samantha, seeing a plan come together is bliss. As an Account Manager who manages the day-to-day execution of projects across a variety of offerings, Samantha brings an easy-going demeanor and a meticulous eye for the hairy details that VisionPoint clients quickly come to appreciate.

Prior to joining our team at VisionPoint, Samantha was a producer and project manager for Motion Adrenaline, a video production agency. There, she managed projects for clients like Hanes and John Deere, often location scouting and producing on location all over the U.S. Maybe it's her organizational dexterity – or maybe it's her ability to see and understand complex marketing challenges – that makes Samantha the ideal account manager and partner.

When she's not executing a multi-year marketing strategy or leading a website redesign, we often find Samantha and her husband Sam (that's right – they're Sam-squared) road-tripping with their three cats to Smith Mountain Lake, Virginia. If the weather's not cooperating, there's always a Friends rerun on TBS.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

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. In her free time (or what's left of it), Lydia has a passion for hand-lettering (some of her prints adorn our office walls), and even dabbles in screen printing and block printing.

Lydia lives with her husband Matt, and their dog, Roxie in nearby Durham, North Carolina.

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.

Now at VisionPoint, 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.

Luis is a graduate of The Art Institute of Raleigh Durham and is presently preparing to pursue his Master's from NC State's prestigious College of Design.

When he's not working, you'll often find Luis hiking in all different types of environments, assuming it's not too hot outside (the ONLY thing we ever hear Luis complain about is the walk to his car on a hot summer day). On hotter days, he seeks adventure in the gaming realm. His favorites include Legend of Zelda: Ocarina of Time, Dragon Age: Inquisition and Final Fantasy XII.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

Shivani Nallainathan – Graphic Designer
Education: BA in Graphic Design, 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 an 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.

She is a graduate of Meredith College and holds a BA in Graphic Design.

When she's not creating incredible designs for her clients, Shivani can be found exploring the globe and her hometown, Raleigh. She's traveled to India, England, France, Canada and her family's native Sri Lanka all in the span of one year.

Dylan Kramer – Information Architect
Education: BA in Business Administration, North Carolina State University

As a Marketing Assistant, Dylan bring his "jack of all trades" mentality to every project he touches, no matter how daunting the challenge. Officially, his focus is on information architecture and user experience. In reality, Dylan's value to VisionPoint extends beyond sitemaps and wireframes (although he's really good at creating order out of large quantities of information). More than anyone else we know, Dylan embodies our "United" Vision Point by supporting a number of teams, making connections between seemingly disparate initiatives that only a true integrator could see.

As many of us do, Dylan began his VisionPoint career as an intern with the hopes of one day becoming a full time VisionPointer. Maybe it was his entrepreneurial spirit – Dylan owned his own clothing company during college – but it didn't take long for Dylan to assert himself as someone who could bring significant value for our clients.

Prior to VisionPoint, Dylan earned his degree in Business Administration with a concentration in Marketing from North Carolina State University. When he is not busy at the office, he enjoys rock climbing at Pilot Mountain, wake boarding at the cable park and surfing at his home-town break in Wrightsville Beach, North Carolina.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

Sean Krause – Content Creator & Strategist
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 an award-winning copywriter and a clear-eyed marketing strategist. He has a reputation for strong conceptual ideas, engaging copy and an ear for storytelling. He works in all media— web, print, broadcast and social media. A sampling of his clients include: Discovery Channel, Penn State University, The Jane Goodall Institute, Brenau University, T. Rowe Price, Maryland Public Television, Smuckers, Johns Hopkins University, Folgers, Westminster College and the World Wildlife Fund.

Sarah Filipovich – Digital Marketing Specialist
Education: BA in Integrated Media, University of Mount Union

Ever wonder what makes our digital marketing campaigns tick? Meet Sarah. As a Digital Marketing (and Google AdWords-Certified) Specialist, Sarah holds an incredible talent in managing our digital marketing platforms and ensuring the success of our digital campaigns. Our campaign central headquarters buzzes with collaboration amongst the creative, technical and account teams... and always Sarah.

Sarah is not a stranger to the marketing world. In her role as a Video Production/Social Media Specialist at NBC in Ohio, Sarah had the opportunity to work on commercials, promotions and the development of national social media campaigns. Her time in Ohio was also spent as a Digital Strategist managing and executing over 30 different digital marketing campaigns. Sarah is a graduate of the University of Mount Union (yes, same as Kylee- Go Raiders!), where she earned her B.A. in Integrated Media.

When Sarah isn't executing digital marketing campaigns, she can be found exploring Raleigh with her camera in hand, biking the Greenway, finding antiques at the NC State Fairground Flea Market, and enjoying the North Carolina sun.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

Steven Cobb – Web Developer
Education: BA in Psychology, Minor in Information Systems,
University of North Carolina at Chapel Hill

As a web developer, Steven works to create custom, dynamic sites using HTML5, CSS3, JavaScript, and PHP. When Steven first started as an intern years ago, we all enjoyed his quiet, polite and hard-working demeanor. Little did we know the tricks he had up his sleeve. The more he learns, the more he surprises our team and our clients with wildly creative, user-friendly and just plain awesome solutions. He is experienced with multiple content management systems including Drupal, WordPress, ExpressionEngine and Percussion (just to name a few).

Steven graduated in 2014 from the University of North Carolina at Chapel Hill with a B.S. in Psychology and a minor in Information Systems. After taking an introductory programming computer science course during his junior year, Steven realized he wanted to be a web developer. We're really glad he did!

Steven is a multitalented individual. He loves to compete in video games, board games, or just about any sport, particularly basketball and golf. He also enjoys music and taught himself how to play piano (another lovely surprise for our team was his impromptu musical debut at the company Summit). The rest of his free time is spent with his wife, Sara, and their adorable puppy, Ryder.

Kelsey Swanson– Web Developer
Education: BA in New Media, University of North Carolina Asheville

As a Junior Web Developer, Kelsey builds websites and interactive experiences for colleges, universities and community colleges – applying her knowledge of HTML5, CSS3 and JavaScript to bring our clients' dreams to life. Beyond making websites that engage their visitors, Kelsey is especially interested in back-end administration and accessibility – two important but often overlooked ingredients of successful websites.

Like many great technologists, Kelsey's fondness for computer science revealed itself when she was a kid. Growing up in the western North Carolina mountains, some of Kelsey's earliest memories include her Playstation 1. But unlike most gamers, Kelsey found magic not in the games themselves but in the artistry of their underlying code. It wasn't much of a surprise when she started building model robots, taking apart computers and tinkering with MySpace theme additions, all before she had even learned to drive a car.

When we asked Kelsey where she would go if she had a time-machine, she answered, "1890, so I could meet Nicola Tesla." One only needs to spend a few minutes with Kelsey to understand this makes perfect sense. Like Tesla, Kelsey's more concerned with doing the best work possible for her clients than she is about getting the credit for herself. Maybe one day Kelsey – like Tesla – will have a rock band and an electric car company named after her, too.

When she's not coding websites or sharing the latest tech buzz on the company's Slack channel, she's reading Philip K. Dick, creating interactive art for the web and concerning herself with technology's role in shaping the human experience.

Company Qualifications and Experience

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying

Tara Clinton – Marketing Program Manager
Education: BS in Communication Studies, University of North Carolina Wilmington,
Minor in Journalism

The ultimate symbol of execution, Tara is VisionPoint's "Steel Curtain," a namesake born from her inherent ability to not let anything get past her. As VisionPoint's Marketing Program Manager, Tara is the driving force behind the planning and execution of VisionPoint's own marketing initiatives. Tara's day-to-day includes building and executing marketing plans, making strategic decisions about how to allocate resources to achieve our marketing goals, coordinating all of VisionPoint's conference speaking engagements, updating our website, managing our social media and coordinating EduInsights (VisionPoint's monthly newsletter of higher ed trends, news and case studies). As a primary creator of much of VisionPoint's content, she's often the voice of our agency, with a goal of clearly communicating what makes VisionPoint a great place to work and the best choice for our client partners.

Tara graduated from the University of North Carolina Wilmington with a degree in Communication Studies and a minor in Journalism. Before becoming a VisionPointer, Tara juggled three jobs in Wilmington. She was a Copywriter, a Social Media Manager, and was proud to serve up the best burgers and fries in town at PT's Old Fashioned Grille.

Tara can always be found at the gym before work (her 5am workouts are somewhat of a ritual) and often runs to a yoga class in the afternoon. A red wine enthusiast and an avid watcher of films, Tara is always up for sampling a new merlot or shiraz during movie nights with her husband, Travis.

Stephanie Flood – Office Manager
Education: BS in Business Administration, BS in Economics, Lyon College; MBA,
University of Arkansas at Little Rock

As Office Manager, some might say Steph is our rock. Not only is she our point person for contracts, billing, payroll and HR, she also takes *really* good care of us. She's the one who makes sure no VisionPoint birthday ever goes uncelebrated.

Steph is a veteran office manager with two B.S. degrees (Business Administration and Economics) and an MBA from the University of Arkansas at Little Rock. Prior to joining the VisionPoint team, Steph perfected her managerial craft serving the automotive industry where she single-handedly revolutionized her previous employer's accounting and HR processes. Because she's so vital to our day-to-day, we call Steph "the Swiss Watch," a testament to her quiet strength, precision and dependability. Swiss watches are commonly regarded as the world's finest time-keeping mechanisms.

Outside of work, Steph enjoys spending time with her husband, Ross, and their two dogs. Together, they enjoy movies, going to the beach and playing games with friends and fellow VisionPointers.

Response to Statement of Needs

Minimum Requirements

1. A COMPREHENSIVE MEDIA BUYING STRATEGY BEGINNING WITH THE 2018 RECRUITMENT YEAR.

VisionPoint has intentionally outlined the following Scope of Work (SOW) as a two-step process and our recommended approach for achieving the goals that VCU's School of Business set forth in the RFP for your Graduate Studies programs. Step one is to establish the strategic marketing plan for the entire School of Business, build out an actionable media plan for each program, and develop the creative content needed to achieve the goals both at the high-level and for each program. Step two would then be to execute on the plan that was developed in step one.

Our methodology for developing Marketing Strategies and Media Plans for the Graduate Studies programs at the VCU School of Business will consist of the following:

Pre-Discovery and Project Kickoff Call
In executing the work described over the following pages, our approach will be to work alongside VCU as a true partner and not simply a third-party consultant. Upon initiation of this Scope of Work, VisionPoint will conduct a one-hour Kickoff Call with VCU to coordinate schedules, communication plans and agendas; identify suggested stakeholders and groups who will participate in the engagement; and confirm deliverables, timing and methods for the project.

VCU Brand & Marketing Audit
VisionPoint will review existing brand and communications materials provided by VCU with an eye toward brand messaging. With the goal of immersing ourselves as deeply as possible in the VCU identity, VisionPoint will examine the creative qualities of existing marketing materials and the ways in which the School of Business currently articulates the value of the Graduate Studies programs. Review is likely to include:

- High-level assessment of the current website (content, structure and visual design)
- Brand guidelines and style documentation
- Client-managed social media profiles
- Copies of recent print publications, direct mail and brand execution across traditional and online media
- Marketing collateral that reflects the positioning of specific programs/ marketing to specific target audiences
- Existing applicable market research made available to VisionPoint by the School of Business
- Available visual assets (such as photography and video)

Enrollment Data / Student Demographics Review
In addition to deepening our understanding of VCU's brand positioning and marketing execution, VisionPoint will aim to better understand how prospective students engage with VCU from awareness through enrollment by reviewing the following information (provided by the School of Business):

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

Competitor/Peer Research
With an understanding of VCU's brand and the ways in which the School of Business is articulating its message amongst target audiences, VisionPoint will turn our focus externally. VisionPoint will take a high-level look at the School of Business's competitive landscape to gain a better understanding of the Graduate Studies programs position and identify opportunities for differentiation. VisionPoint will examine publicly available marketing materials from up to five higher education institutions identified by the client which offer comparable academic programs, are closely located geographically and/or represent aspirational institutions.

Listening Tour (Stakeholder Interviews)
The cornerstone of our discovery process will be a Listening Tour where we meet with key stakeholders identified by VCU who represent programs within the School of Business along with representatives of the target audiences. Within each exploratory discussion, VisionPoint will invite feedback and input on a variety of topics related to goals, brand, messaging and differentiation points, as well as general feedback to inform the brand messaging, creative and marketing strategy 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.

The Listening Tour will consist of a total of up to eight to ten small-group stakeholder interviews conducted in person during a two-day VisionPoint trip to campus. Each interview will last from 50 minutes to 1.5 hours depending on the participants. Our assumption for cost purposes is that the School of Business will identify, provide access to and assist VisionPoint in determining the most efficient and productive "groupings" of these stakeholders in order to complete the Listening Tour.

Marketing Strategy Brief
At VisionPoint we recognize that our job is to help you grow the things that are the most important to you (in VCU's School of Business we understand that some of the core areas of desired growth are in the full-funnel: awareness, applications, and enrollments. In order to achieve your goals, we must first develop a "road map" that tells you how to get from where you are to where you want to be. This "road map" is the Marketing Strategy Brief.

Our Marketing Strategy Brief is the culmination of the research and investigation VisionPoint undertakes in order to determine not only how to market the entire School of Business, but how to specifically create media plans for each of the programs mentioned in the RFP (or combined plans when more effective). This becomes our strategic guidance and out of it we will create the tactical plans for how, when, and where to place media in order to maximize the ROI in a full-funnel approach.

This core strategy will be our foundation and it is done once, and can be used for multiple years to make informed decisions about what media channel(s) will work best at each stage of your funnel, and it will protect you from spending money in areas of little or no return. In fact, our intentional, thoughtful and strategic approach to client projects is one of the things that sets VisionPoint apart from the competition and this Marketing Strategy Brief is simply one example of that.

Response to Statement of Needs

During the research and discovery portion of this project, we look at the School of Business and Graduate Studies programs as a whole to ensure that we understand the goals of the School and how each program plays a unique role in achieving them.

Once we have an understanding of the strategy that will yield superior results and meet your goals, we move into creating the tactical media plans that address each separate program within the overall strategy. Not only will each program have a tailored media plan, and grow from it, the entire School of Business will be positively affected as well. In short, we want to determine which media investments make the most sense for each program, and yield the best return on investment. ately to determine which media investments make the most sense for the individual programs.

The Marketing Strategy Brief will consist of the following content:

- High-Level Goals
  - » In partnership with VCU, VisionPoint will identify and document specific, measurable marketing goals that will inform the creation of marketing strategies and guide tactical decision-making, as well as how success against each goal will be measured.
- Current State Situation
  - » VisionPoint will leverage the research and stakeholder feedback gathered during Discovery to document resources, assets, strengths, weaknesses, opportunities and threats from a marketing perspective.
- Target Audience Segments (illustrated through Personas)
  - » As marketers, one of best tools we have for understanding, documenting and prioritizing target audiences is a marketing persona (i.e., a fictional character who represents not only who your audience is demographically, but a more nuanced understanding of what makes that ideal target audience really thrive at your institution). Personas are valuable for two primary reasons:
  - » Demographic details inform how we target digital marketing campaigns across your channels.
  - » Psychographic details flavor the content we create, ensuring the message appeals to the audiences who are best-suited to hear and act upon what the School of Business has to say.
  - » VisionPoint will leverage the research and stakeholder feedback gathered during Discovery to create a set of up to seven prospective student personas (i.e., fictional characters who represent the School of Business's target audiences). Each Persona will be concise (up to one page) and will provide a picture and a narrative backstory that includes details pertaining to audience motivators, behaviors, goals, and attitudes, as well as the necessary demographic information to inform channel-specific targeting and media placement strategies.
- High-Level Marketing Strategies
  - » Leveraging the goals, current state situation and target audience personas, VisionPoint will formulate three to five High-Level Marketing Strategies and share them with VCU. The High-Level Marketing Strategies will provide strategic direction for the plan and will typically note how an asset or resource will be leveraged to achieve the goals while avoiding a threat or weakness. These are not standard nor best practice strategies; they are truly strategies that very specifically address VCU leveraging your strengths, avoiding your weaknesses, and aligning with the opportunities that your marketplace holds for the School of Business.

VisionPoint will deliver the Marketing Strategy Brief to VCU as a written document and discuss its contents over a collaborative, one-hour conference call with the School of Business. The purpose of this conference call will be to invite feedback which VisionPoint will leverage to provide one round of edits to the proposed High-Level Marketing Strategies.

Once VCU and VisionPoint have agreed to the strategic direction, VisionPoint will hone the High-Level Marketing Strategies into specific actionable recommendations and build out the detailed Integrated Marketing Plan.

9-Month Marketing Plan

All the hard work and strategic planning that has been done thus far in the process and methodology culminates in an Integrated Marketing Plan for VCU's School of Business that is comprised of individually tailored 9-month media plans for each of the programs delineated in the RFP. Each media plan will be informed by the overall strategic marketing plan so that together we know where in the funnel to focus your investment (in terms of channels and scale). Some programs may need more in the awareness stage of the funnel, while other established programs might be better advantaged by increased media spending that converts to more qualified applications. Our approach helps to determine how to maximize your reach and frequency so that you can feel confident that we are executing wisely. The bottom line is that as we execute we want to spend your money wisely in order to grow the things that are most important to the business school.

The plan will consist of the following:

- Executive Overview/Written Narrative
  - » 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 Calendar
  - » Month by month outline of media channel and cost necessary to execute the proposed Media Plan per program.
- Media Strategies
  - » Budget allocations by media channel such as paid social media, search engine marketing, display, retargeting, video and content marketing as well as traditional outlets including out-of-home, radio and print.
- Lead Generation Flowchart
  - » Illustration of the proposed flow of prospective student data from awareness through conversion along with high level communications that happen with those inquiries and notation of the databases / systems that hold that information.
- Budget Breakdown
  - » General budget allocations by media channel such as paid social media, search engine marketing, display, retargeting, video and content marketing as well as traditional outlets.
  - » The total cost of media and agency services will stay within VCU's stated budget of $450,000-$500,000.

VisionPoint will deliver the Integrated Marketing Plan to VCU as a written document and discuss its contents over a 1.5-hour conference call with the School of Business. The purpose of this conference call will be to invite client feedback which VisionPoint will leverage to provide one round of edits to the proposed plan.

Key Assumptions

1. Upon initiation, VisionPoint will conduct a one-hour kickoff call with the VCU project lead to discuss timing and communication protocols for the project. Following the kickoff call, VisionPoint will finalize a master project plan which itemizes all tasks, milestones and dependencies.
2. VisionPoint will manage the project using VisionPoint's standard project management methodology which includes a master project plan and weekly scheduled progress reports to communicate status and completion of key milestones and upcoming tasks.
3. Upon initiation, VCU will provide VisionPoint with a list of "blackout" dates (e.g. dates the institution is closed, known vacations, conferences, etc.) in which VisionPoint will need to avoid in developing the project's timeline.
4. VCU will identify, provide access to and coordinate scheduling of all individuals who will participate in the Listening and Engagement Tour.
5. VCU will provide a list of five competitive/peer institutions for research purposes.
6. VisionPoint's assumption is that VCU will provide VisionPoint with all research and marketing materials identified above. If the research and marketing materials identified in this Scope of Work are unavailable, VisionPoint may need to collect or interpret this information from other provided information (such as calculating student profile and enrollment trend information from uncategorized raw data). The time for VisionPoint to collect and interpret this information has not been included in the Proposed Cost.
7. Each stakeholder interview session will last from 50 minutes up to 1.5 hours (depending on the audience) and will be conducted during a single visit to VCU's main campus. Each session may include no more than eight participants. VisionPoint will conduct interviews during an 8am - 5pm or 9am - 6pm workday.
8. For the purposes of providing a fixed cost, we have assumed up to 10 digital channels plus radio, print and out of home will be included in the media plan. If additional channels are needed, VisionPoint and VCU will discuss and agree to a Change Order.
9. 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 this project deliverable based on available advertising inventory, pricing and resources.
10. VisionPoint will invoice the client for the cost of third-party media necessary to execute the Media Plan. If the Media Plan includes channels that require the client to provide a credit card, those channels will be noted in the Media Plan and the cost will be paid direct to the channel. If the client requires a different billing arrangement for media, VisionPoint can assume media costs and invoice the client for services plus media with a change order to this Statement of Work.

2. MIX OF MEDIA VEHICLES SHOULD INCLUDE, BUT NOT BE LIMITED TO:

In order to help VCU's School of Business stay within the stated budget and maximize their media spend, VisionPoint will forgo the normal media commission structure and instead with only charge VCU based on the actual hours invested into the placement, management and reporting of the media buys. All media will be presented to the client as net media cost (not gross) and VCU can opt to pay for net media directly to the media outlet or through VisionPoint. We believe this structure will help you achieve a greater return on your investment and free up more of the allocated budget for actual media purchases.

- Radio
  - » Radio is a a top of the funnel media channel that will provide VCU with full Designated Market Area (DMA) coverage, especially in formats which align well with the VCU School of Business's Graduate Studies's prospective student demographic profiles. VisionPoint will be strategic in the inclusion of radio in the Media Plan. We will consider if the target audience reach is significant enough to purchase a volume of frequency to be effective as a low cost per impression. In addition to terrestrial radio, VisionPoint has found that, for some programs, digital or streaming radio can be equally effective in driving awareness to a select audience.
  - » If radio is determined to be a good strategic fit for any of the media plans included in this Scope of Work, VisionPoint will negotiate final details of the radio contact, present the plan to VCU and make one round of edits to the buy details. Then, VisionPoint will coordinate the script, spot recordings and reconcile invoices to ensure the radio placement is fulfilled according to the contract. All of the radio media execution will be charged at VisionPoint's corresponding hourly rates. Media cost will be net and can be charged directly to VCU or through VisionPoint if desired.
- Print
  - » Print certainly is not dead. However, like all other media channels, each outlet must be carefully evaluated for its ability to carry the creative message and engage with the target audiences. Additionally, VisionPoint will consider the reach cost per impression and cost per acquisition of each potential channel. In our experience, ,any print vehicles such as newspaper and magazines have decreased in their ability to penetrate certain audiences, but we've found that the cost for such vehicles have also decreased over time.
  - » If any print outlets are included in any of the approved media plans, VisionPoint will place the final buy for each print placement and coordinate trafficking and delivery of each respective creative piece. Additionally, VisionPoint will review print proofs as applicable, and reconcile invoices to ensure each placement was fulfilled to plan specifics. All of the print media execution will be charged at VisionPoint's corresponding hourly rates. Media cost will be net and can be charged directly to VCU or through VisionPoint if desired.
- Display & Digital
  - » With over twelve years of marketing experience for business schools and MBA programs, VisionPoint's roots run deep in digital marketing but also specifically creating and executing integrated marketing plans for MBA programs as well as Business Schools. Over these years, we have found that digital marketing (display, video, and text) are foundational to any effective marketing campaign for graduate business programs. As we leverage multiple programmatic platforms and our state of the art reporting dashboard which will be customized for graduate studies at VCU Business School, VisionPoint is uniquely positioned to create innovative marketing and media plans for the graduate programs as a whole but also each of the seven programs to achieve your enrollment goals.

» Following VCU's approved of the digital media plans and as part of the execution portion of this engagement, VisionPoint will set up and launch the digital marketing campaigns included in each program's media plan. In order to capture the highest return on investment (ROI) for VCU, VisionPoint will optimize each campaign on a weekly basis for a period of 9 months after launch. This weekly optimization includes but is 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
- Incorporating refreshed creative throughout the campaign to avoid ad fatigue
- Adjusting display ad content and targeting to reach and resonate with the "correct" audience for the campaign
- Additional iterations informed by the campaigns' performance and KPIs

» The cost of the digital marketing execution which includes all of the above tasks will be detailed in the marketing plan and will based on the hours and corresponding hourly rate necessary to execute the plans.

- Out-of-home

» Out-of-home channels such as billboards and signage outlets can be very effective for business schools specifically, and may be included in the Media Plan. Again, VisionPoint will be strategic in determining if these channels will reach the VCU School of Business's prospective students at an appropriate frequency, making out-of-home marketing worth the investment. For example, one consideration in determining fit is the creative's ability to engage your target audience in each out-of-home format.

» If any out of home media is included in any approved media plans, VisionPoint will place the final buy for each out of home outlet and coordinate trafficking and delivery of each respective creative piece. Additionally, VisionPoint will review print proofs as applicable and reconcile invoices to ensure each placement was fulfilled to plan specifics. All of the out of home media execution will be charged at VisionPoint's corresponding hourly rates. Media cost will be net and can be charged directly to VCU or through VisionPoint if desired.

3. TRACKING CODES FOR EACH ADVERTISING VENDOR.

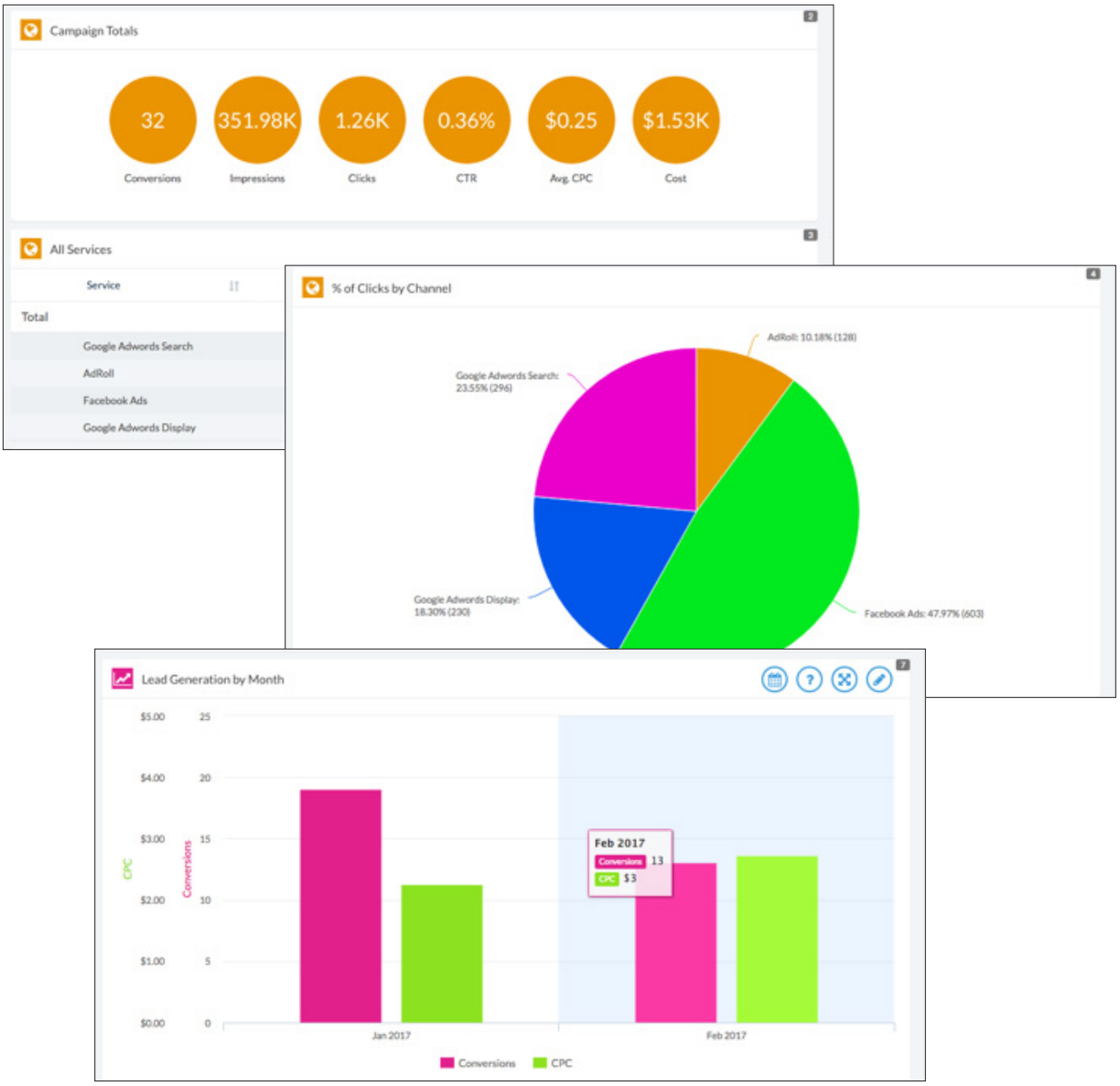
VisionPoint will leverage Google's campaign URL builder for each advertising vendor to easily track the success of our campaigns in Google Analytics. We use this information to report on results and optimize each campaign moving forward. Each UTM code could include the following:

- Campaign source
- Campaign medium
- Campaign name
- Campaign term
- Campaign content

Additionally, VisionPoint will consolidate tracking of traditional broadcast buys as each portion of the buy is fulfilled and display progress within the Custom Marketing Dashboard described below.

Response to Statement of Needs

Virginia Commonwealth University Graduate Studies in the School of Business Advertising Program and Media Buying



4. COLLABORATION WITH VCU GRADUATE STUDIES CONTACT TO DEFINE KPIS AND BE RESPONSIBLE FOR THEIR IMPLEMENTATION WITHIN THE VENDOR'S SYSTEMS.

Part of VisionPoint's process for building the Integrated Marketing Plan will be to pinpoint ROI metrics that align with what we define together to be "conversions" for VCU. Additionally, we determine Key Performance Indicators (KPIs) for each channel included in the marketing plan which will act as our barometers for tracking progress toward the ultimate metrics: achievement of your marketing goals.

Our Custom Marketing Dashboard will provide the college with 24/7 access to daily-updated KPIs (e.g. impressions, click-throughs, CTR, cost-per-click, engagement rates, conversions, etc.) fed by the specific platforms included in the plan.

We have the ability to automatically feed in data from scores of marketing platforms including:

- Google Display, Analytics, AdWords, Google+, AdRoll and more
- Pandora, Facebook, Twitter, Instagram, YouTube, Hulu, Outbrain and more
- Salesforce, MailChimp, Marketo, Wufoo Forms, Hubspot, IContact and more
- Your own Google sheets where you update or manage your own metrics

Google Display Network · Google Analytics · Google AdWords · Google+ · AdRoll

YouTube · hulu · outbrain

salesforce · MailChimp · Marketo · WUFOO · HubSpot · iContact

Google Sheets and more

5. PERIODIC REPORTS THAT INCLUDE PERFORMANCE METRICS.

As part of the execution of the Media Plans included in this proposal, VisionPoint will report on the performance of each campaign in a number of ways.

24/7 Online Access: Throughout the execution of the plan, VisionPoint's Custom Marketing Dashboard (shown above) will provide VCU with 24/7 access to daily-updated KPIs (e.g. impressions, click-throughs, click-through-rate, cost-per-click, engagement rates, conversions, etc.) fed by the channels included in the plan.

Weekly Reports: The Custom Reports Dashboard can email weekly reports to the VCU project team in addition to the providing 24/7 online access.

Analysis with Consultation Reports: Furthermore, VisionPoint will generate formal reports which discuss performance across all advertising channels included in the plan alongside the iterations VisionPoint has made to improve performance. The frequency and timing of the reports will be determined in collaboration with VCU and included in the execution phase of the project. VisionPoint will deliver and discuss each report with the client during one-hour conference calls.

6. A MINIMUM OF TWO ROUNDS OF APPROVALS WITH ADEQUATE LEAD TIME. FINAL APPROVAL FOR MEDIA MIX AND CREATIVE CONTENT RESTS WITH VCU SCHOOL OF BUSINESS GRADUATE STUDIES.

Armed with a deep understanding of the VCU School of Business's goals, audience and brand platform, VisionPoint Marketing will develop distinct creative approaches for informing the media plan's creative execution. The deliverable will be what we call a Campaign Creative Kit.

NOTE: In the context of this deliverable, we define "creative" as a noun referring to the actual output (e.g. a digital ad, radio spot script, a video, etc), as opposed to an adjective.

Campaign Creative Kit
The Campaign Creative Kit will include the following:

- The BIG Idea
  - » The BIG Idea drives the overarching approach of the campaign creative. VisionPoint will provide a brief, narrative description of the BIG Idea.
- Brand Platform Alignment
  - » A narrative describing how the BIG Idea supports and expresses the VCU School of Business brand platform/brand promise. For example, the Brand Relevance might identify which Brand Pillars and Brand Personality Traits the idea aligns most closely with.
- Conceptual Approach
  - » A written explanation of how the BIG Idea will be expressed, as well as specific creative examples (typically in the form of sample headlines, ad copy, written explanation of how imagery might be used, etc.).
- Sample Creative Execution
  - » Two to three executions that illustrate the expression of the chosen BIG Idea. These could take the form of a digital ad, radio spot script, billboard ad, print ad, a storyboard for a video, etc. Please note that the Sample Creative Execution is not shared in the first round presentation to the client.

Media Plan Creative

VisionPoint will leverage the Campaign Creative Kit to create the following creative elements to be used in execution of the Media Plans included in this proposal:

- Display ads for all seven VCU School of Business Graduate Studies programs
- Digital ads for all seven VCU School of Business Graduate Studies programs
- Two print ads for the VCU School of Business as a whole
- Radio spots for either the MBA Program or the VCU School of Business as a whole
- Out-of-home creative for either the MBA Program or the VCU School of Business as a whole

Additional creative executions could be provided by VisionPoint as part of the execution of the media plans or be VCU's internal resources.

Additional Requirements

1. CONTRACTOR SHALL ADHERE TO THE VCU BRAND STANDARDS GUIDELINES.

VisionPoint Marketing will adhere to the VCU Brand Standards and Guidelines when creating new visual elements and messaging for the advertising campaigns included in this initiative.

Experience Based Requirements

1. CONTRACTOR SHALL HAVE PROVEN MEDIA BUYING EXPERIENCE AS WELL AS EXPERIENCE WITH BUDGET MAXIMIZATION.

The following case study demonstrates our experience with media buying and budget maximization for the UNC Charlotte Belk College of Business.

visionpoint marketing

FINDING SUCCESS WITH ONE BRAND, AND MANY DIGITAL MARKETING STRATEGIES

UNC CHARLOTTE

INSTITUTION
4-Year University

LOCATION
Charlotte, NC

FOUNDED
1946

SIZE
22,732 Students

FACING DOWN THE GROWING PAINS

The University of North Carolina at Charlotte is a rapidly growing urban research university. While that growth is a point of pride, it also presents the UNC Charlotte marketing team with a very real challenge: an increasing number of programs across campus that need support in driving inquiries and enrollment at the program level.

The marketing department found themselves lacking the bandwidth they needed to handle all of the requests, which varied from brand guidance to the creation and execution of digital campaigns. They needed help.

TURNING TO A TRUSTED PARTNER

The central marketing team at UNC Charlotte knew they could trust VisionPoint, their marketing partner for more than a decade, to preserve and extend the primary University brand while also providing personalized support and service to their individual programs to help them build awareness and drive inquiries.

VisionPoint set out to do just that, collaborating closely with each program. The end result? Four distinctly customized digital marketing plans, each featuring a variety of tailored strategies, tactics and channel blends designed to serve each program's unique needs. What's more, VisionPoint partnered with the staff members of each program to develop ad and landing page creative that was unique to their program while still aligning with the UNC Charlotte brand.

"VisionPoint has served as an extension of our Marketing and Communications team, offering in-depth and strategic insight into all of our project work together. team, offering in-depth and strategic insight into all of our project work together."

- Sarah Caron

MASTER OF BUSINESS ADMINISTRATION

THE GOAL:

The MBA program needed to generate leads for the full- and part-time programs while also increasing brand awareness among business professionals.

THE CHALLENGE:

At the time, the UNC Charlotte MBA wasn't offering online courses, and had to limit their marketing to audiences within 60 miles of Charlotte. What's more, UNC Charlotte MBA faces fierce competition locally, demanding a creative approach that could break through the noise.

THE RESULTS:

Over the 6 month campaign, we leveraged search campaigns, Facebook advertisements and retargeting ads to drive:

- 1.65M Impressions
- 240 Conversions
- 5.74K Clicks
- $33.25 Cost Per Acquisition

EXECUTIVE EDUCATION

THE GOAL:

The Executive Education team needed to build brand awareness while also growing the number of students in each of its programs.

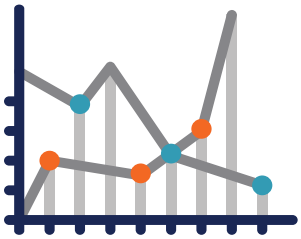
THE CHALLENGE:

As a newer program that serves a fairly niche audience, Executive Education needed to get its name out there, but also make sure it was building that awareness with the right kinds of people.

THE RESULTS:

Over a 6-month campaign, we strategically targeted different companies, demographics and groups through Facebook and LinkedIn ads, as well as search, display and retargeting ads. These campaigns resulted in:

- 2M Impressions
- 16K Clicks
- $.91 Cost Per Click



MASTER'S IN BIOINFORMATICS

THE GOAL:

The Bioinformatics team needed to build awareness and drive qualified leads for the program.

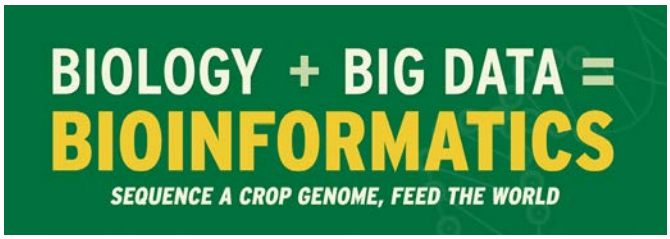
THE CHALLENGE:

Because the MS in Bioinformatics is a rare type of degree (it focuses on using biological data to solve real-world issues), its marketing would need to do more than get exposure; it would need to educate people about this unique field, which lies at the intersection of biology, chemistry, math, statistics, computing and engineering.

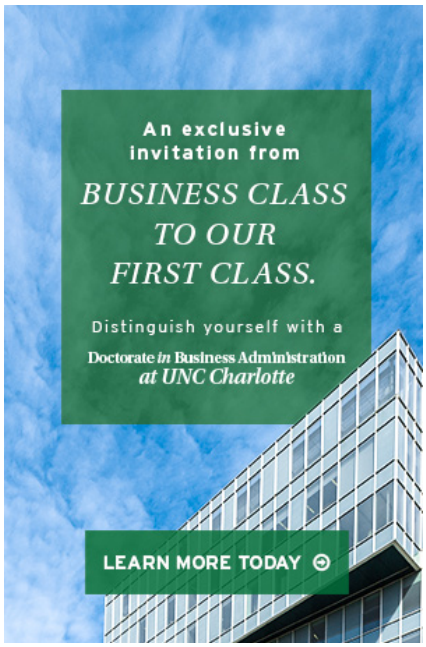
THE RESULTS:

Throughout a 6-month campaign, we used on-campus digital display monitors and IP targeted ads, as well as display, Facebook and retargeting ads to drive:

- 3.7M Impressions
- 8K Clicks
- $1.37 Cost Per Click



DOCTORATE IN BUSINESS ADMINISTRATION



THE GOAL:

The program team's main goal was to increase brand awareness, but they also needed to drive qualified leads for the upcoming cohorts.

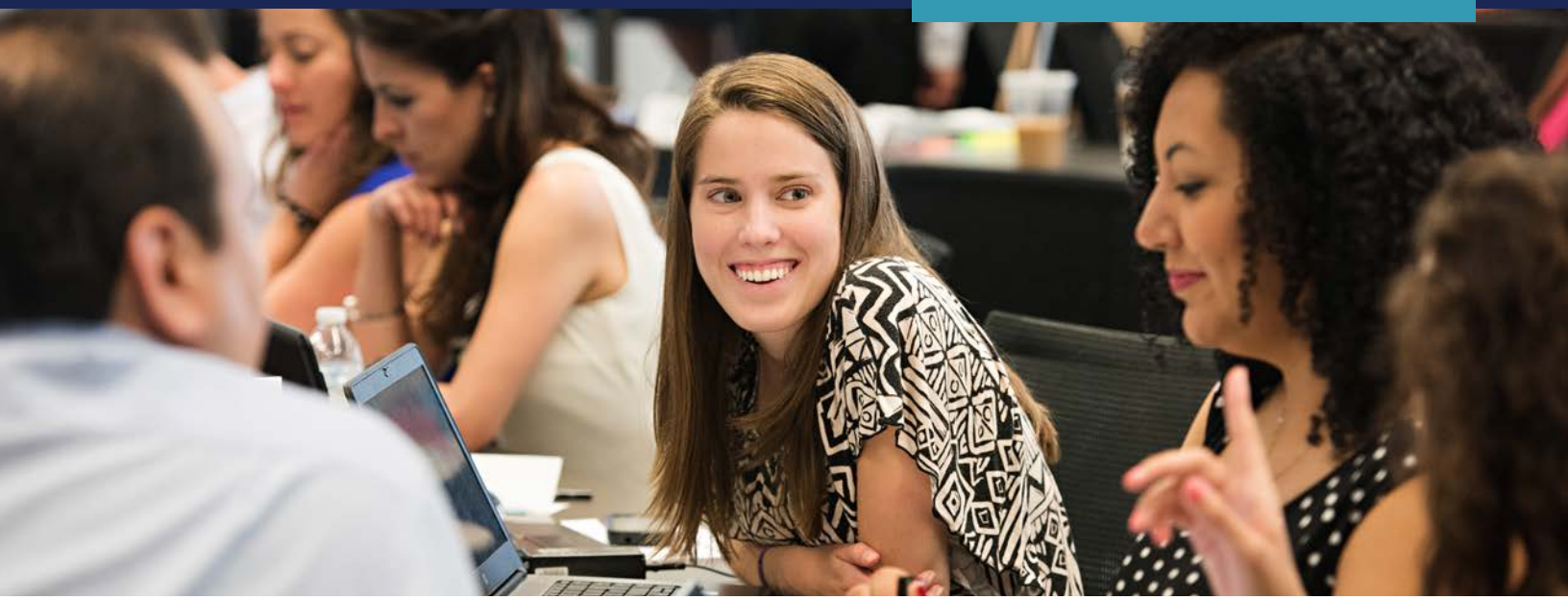
THE CHALLENGE:

Despite being the perfect program for busy professionals who want to earn a terminal degree quickly, the Doctorate of Business Administration (DBA) was struggling with a lack of awareness. The DBA program is one-of-a-kind in its region, which meant competition was low but it also meant educating people on what exactly a DBA is and the benefits it offers.

THE RESULTS:

During a 6-month campaign, we used search, display, and retargeting ads to generate:

- 1.89M Impressions
- 118 Conversions
- 5.36K Clicks
- $75 Cost Per Acquisition



GIVING EVERYONE WHAT THEY NEEDED

Through our partnership, we were able to help each of these programs create strategic and carefully tailored marketing plans that helped them meet their goals. As a result, the teams felt listened to and supported, and they were able to report out on successful campaigns.

Meanwhile, the marketing department was able to rest easy, knowing that their overall brand would be kept intact while they were able to focus on the other demands they were facing.

RESULTS IN REAL TIME

We provide all our digital marketing clients with with access to a central marketing dashboard, allowing teams like those at UNC Charlotte to keep a finger on the pulse of the campaigns, watching results come in in real time.

2. CONTRACTOR SHALL HAVE THE UNDERSTANDING OF HOW QUERY STRING VARIABLES (E.G. UTM CODES) WORK USING GOOGLE ANALYTICS AND USE OUR EXISTING SETUP.

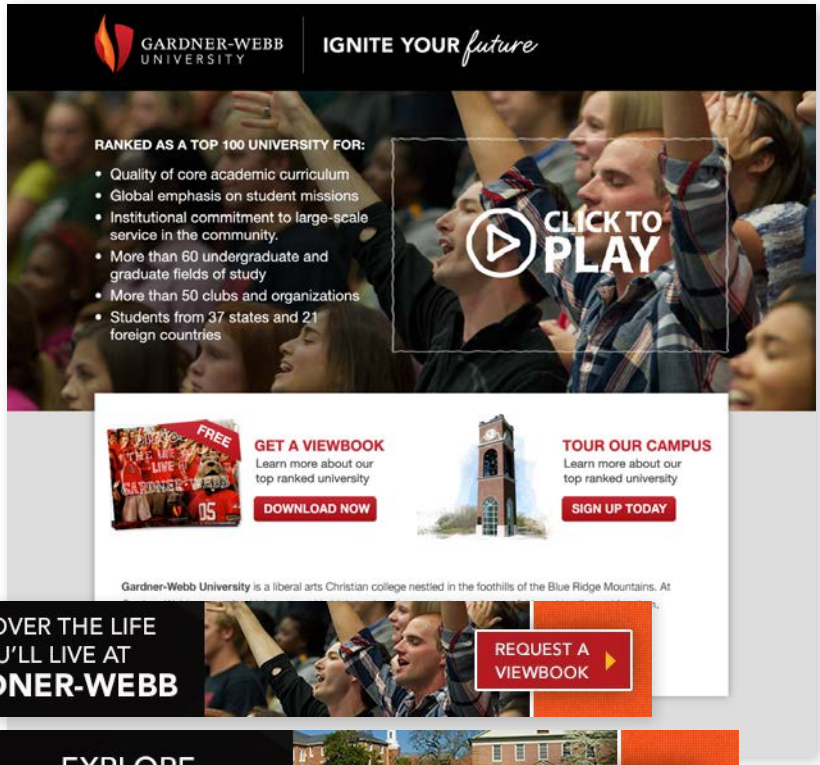
VisionPoint has leveraged UTM codes across multiple digital marketing campaigns in order to track the performance of various sources, mediums and campaigns. We use Google's UTM builder to create the UTM codes that are attached to custom URLs that we develop in partnership with our clients. The UTM code then enables Google Analytics to tell us where website traffic is coming from and what campaign we can attribute it too.

Ultimately, we use this information to determine which campaigns are providing the greatest return on investment for our clients. We can then make more informed decisions about where to invest, and where not to invest, our media budget moving forward.

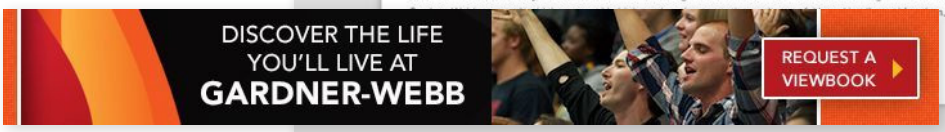
3. CONTRACTOR SHALL HAVE PROVEN CREATIVE EXPERIENCE AND KNOWLEDGE OF FINAL PRODUCT EXECUTION AND LOOK BASED ON DIFFERENT MEDIUMS.

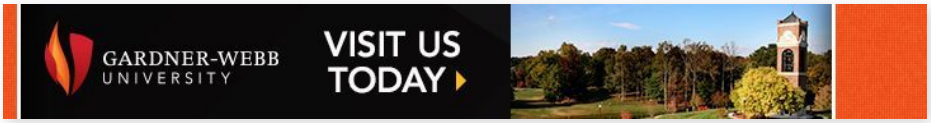
The work samples on the following pages demonstrate VisionPoint Marketing's proven abilities in creative execution across a variety of different mediums.

Gardner-Webb University



GARDNER-WEBB UNIVERSITY
Landing Page



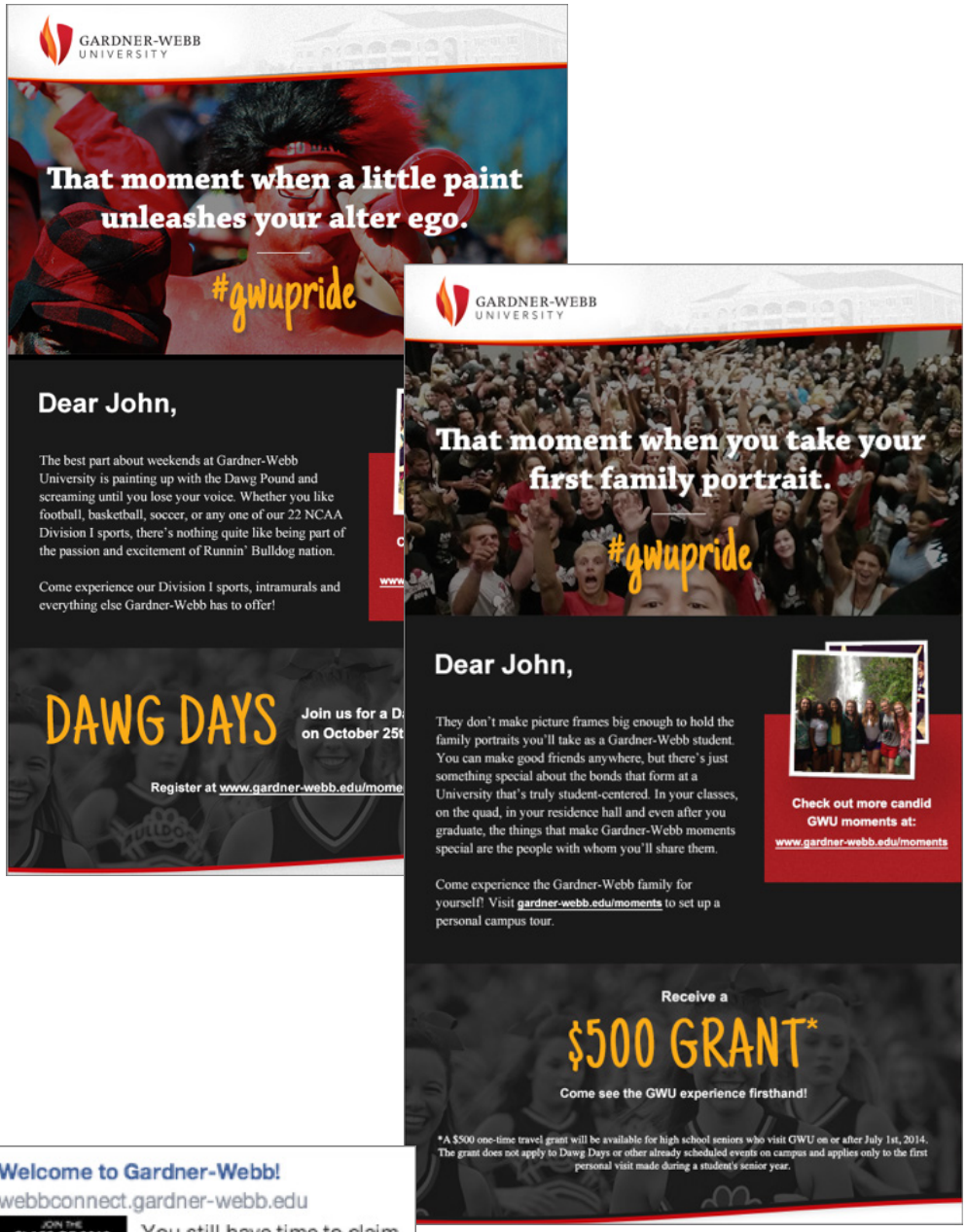


GARDNER-WEBB UNIVERSITY
Banner Ad Creative

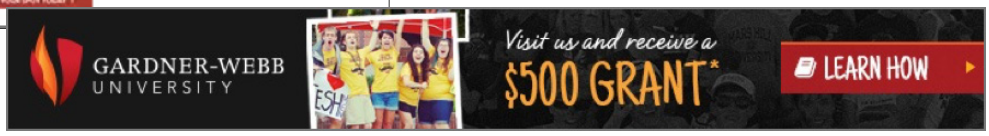
Gardner-Webb University

BILLBOARDS

Gardner-Webb University



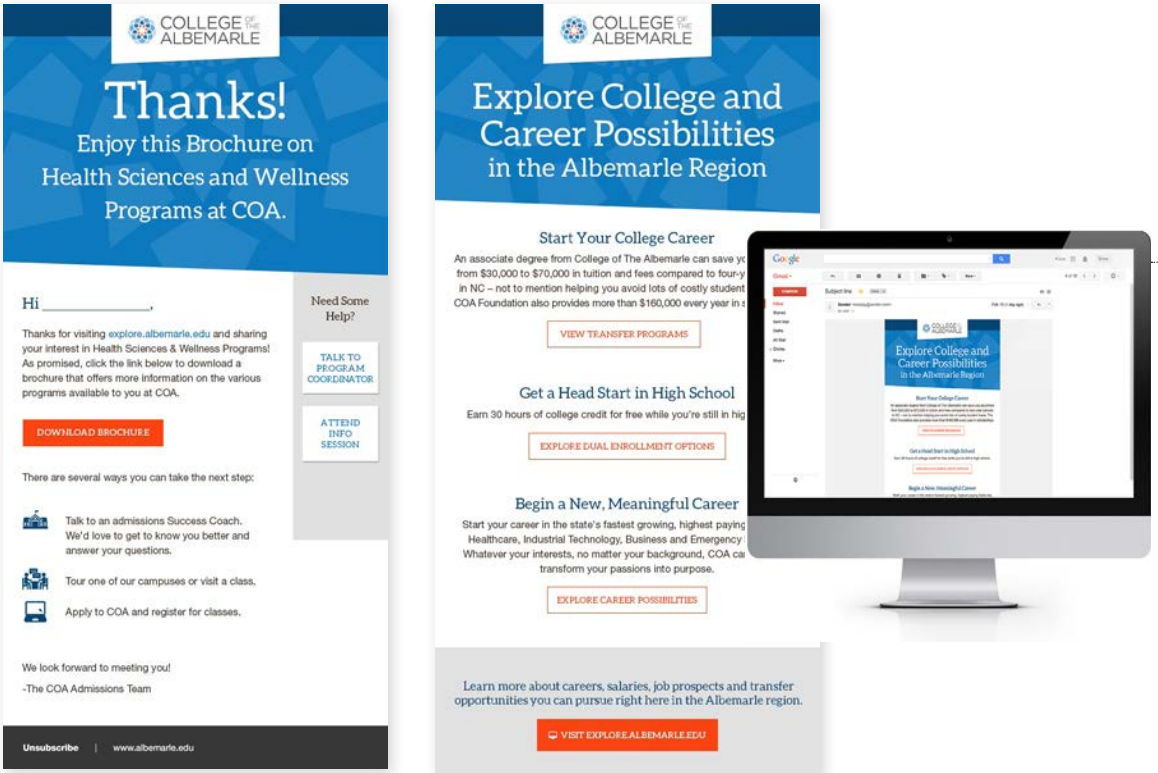
TARGETED EMAIL CAMPAIGNS



CONTINUED MESSAGING TO ACCEPTED STUDENTS

College of The Albemarle

COLLEGE OF THE ALBEMARLE
Display Ads



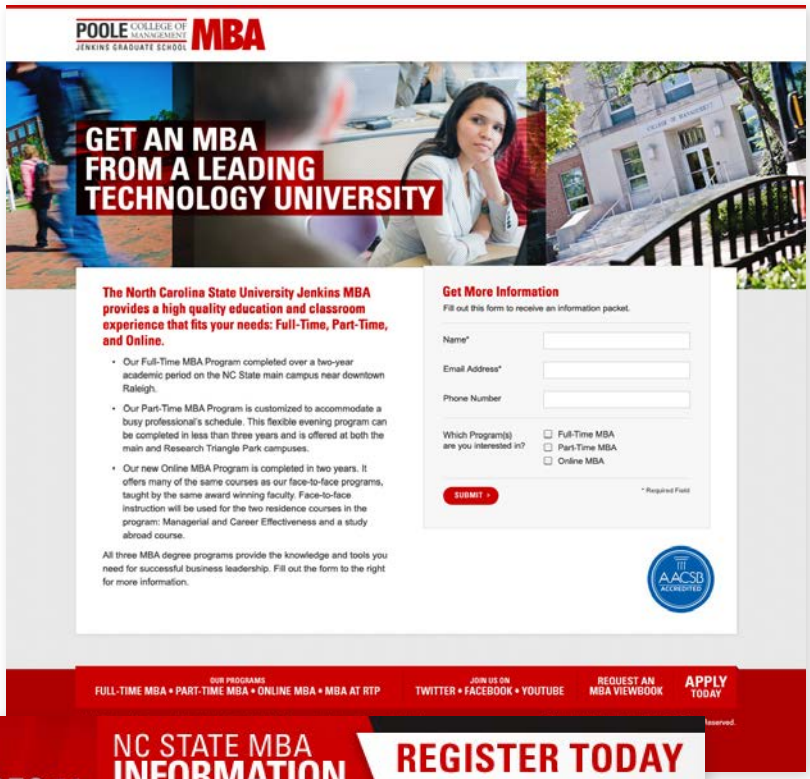
COLLEGE OF THE ALBEMARLE
Lead Nurturing Emails

College of The Albemarle

COLLEGE OF THE ALBEMARLE
Billboards

COLLEGE OF THE ALBEMARLE
Print Collateral

NC State University Jenkins MBA



NC STATE MBA
Landing Pages

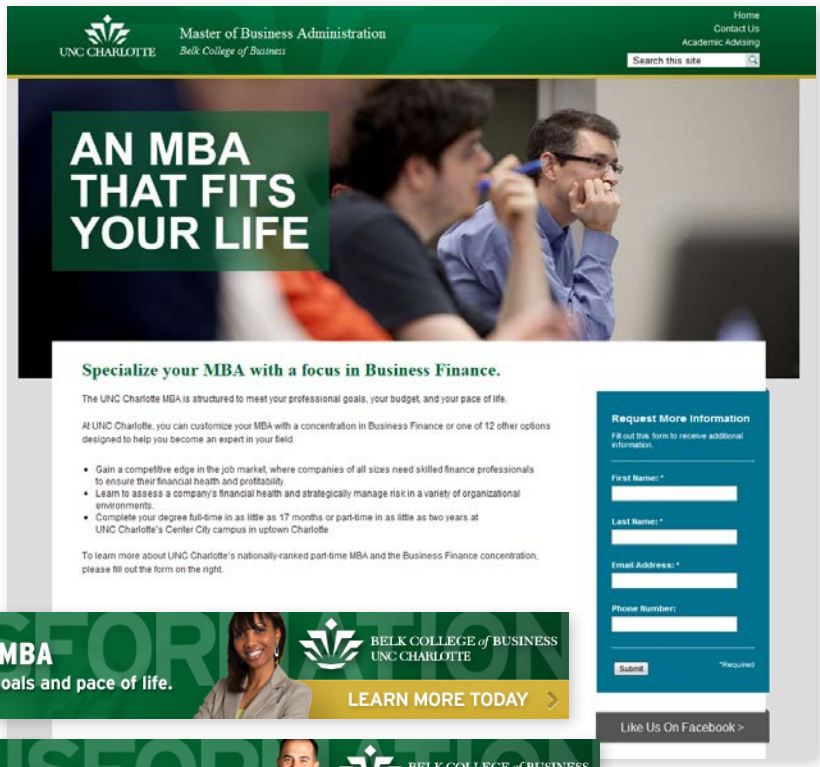
NC STATE MBA
Banner Ad Creative

NC State University Jenkins MBA

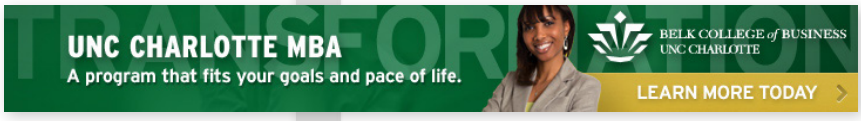
NC STATE MBA
Satallite Campus
Branding

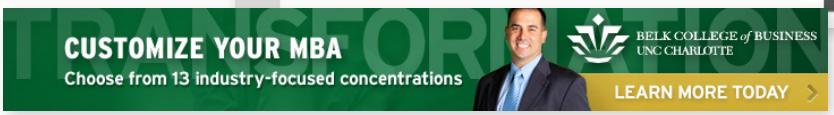
NC STATE MBA
Billboard Design

UNC Charlotte Belk College of Business



BELK COLLEGE OF BUSINESS
Landing Page



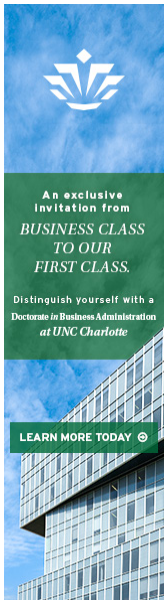


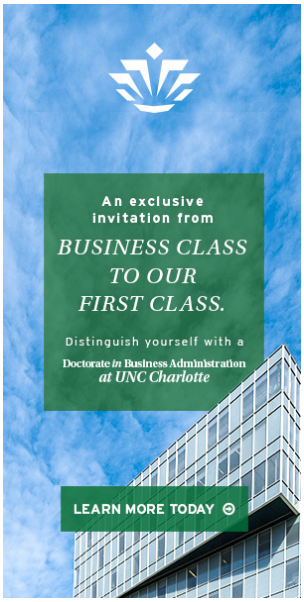
BELK COLLEGE OF BUSINESS
Remarketing Ads

UNC Charlotte Doctorate in Business Administration

UNC CHARLOTTE DOCTORATE IN BUSINESS ADMINISTRATION

Retargeting Display Ads & Landing Page





FAST TRACK TO A DOCTORATE

Work full-time and earn your Doctor of Business Administration Degree in our three-year program taught over one weekend per month.

WHY GET A DBA?

The DBA will help you take a momentous step in your career. Become a professor, boost your consulting credentials, or take your knowledge back to the C-suite.

OUTSTANDING FACULTY

You'll appreciate advantage of learning from expert faculty who combine a passion for teaching and student success with real-world expertise — many serve as consultants to top businesses around the globe.

UNC Charlotte is accredited by AACSB International, and has now held that distinction for more than 30 years.

EXPAND YOUR CAREER PATH

Our DBA will give you an advanced level of knowledge in marketing, management, operations management and information systems, which you can use to:

Become a Corporate Consultant

With a DBA, you won't just tell people how they should run their business; instead, you'll understand and execute the models, algorithms, and systems that create significant change across an organization.

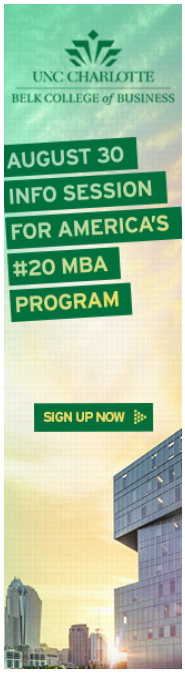
Become a Business School Professor

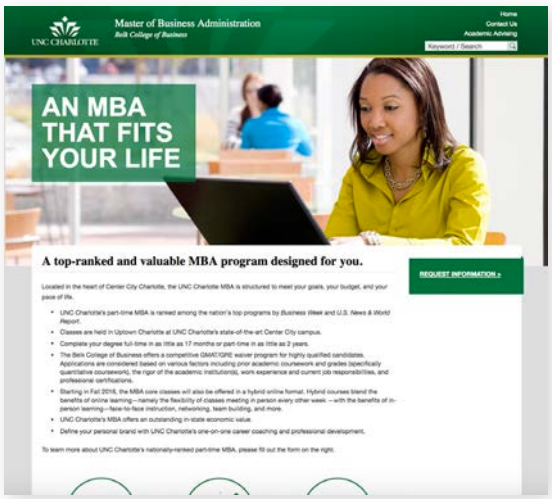
Your experience and advanced knowledge won't just educate ambitious students; you will create a managerial tree that improves the world of business with every graduating class.

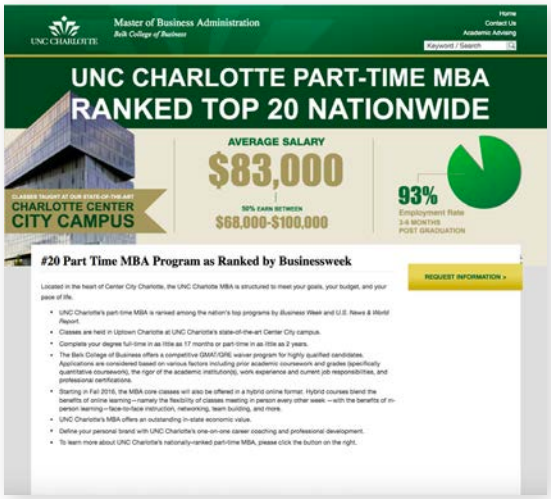
Become a Corporate Change Agent

In the DBA program you'll develop the skills to address complex and practical business challenges, so you can approach problems as an evidence-based manager — and a thought leader in your field.

UNC Charlotte Master of Business Administration

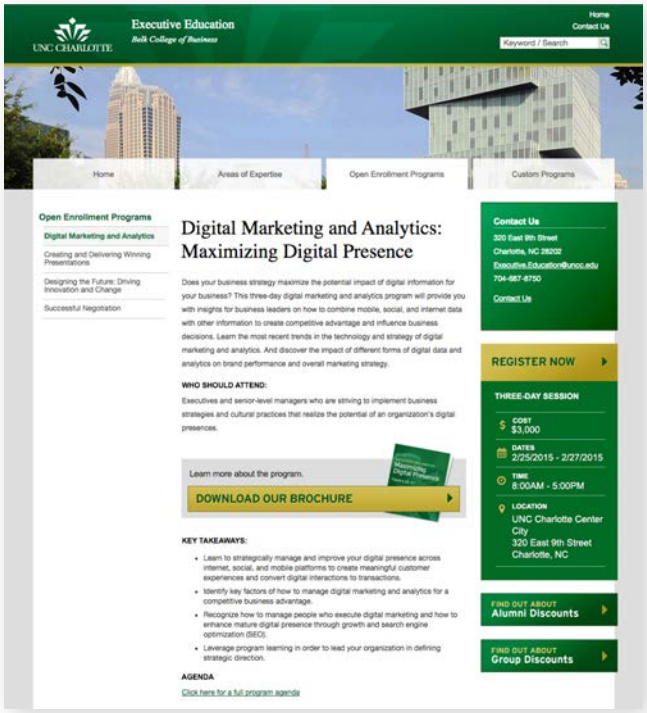






UNC CHARLOTTE MASTER OF BUSINESS ADMINISTRATION
Retargeting and Display Ads & Landing Pages

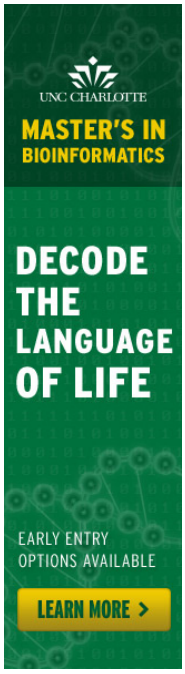
UNC-Charlotte Executive Education

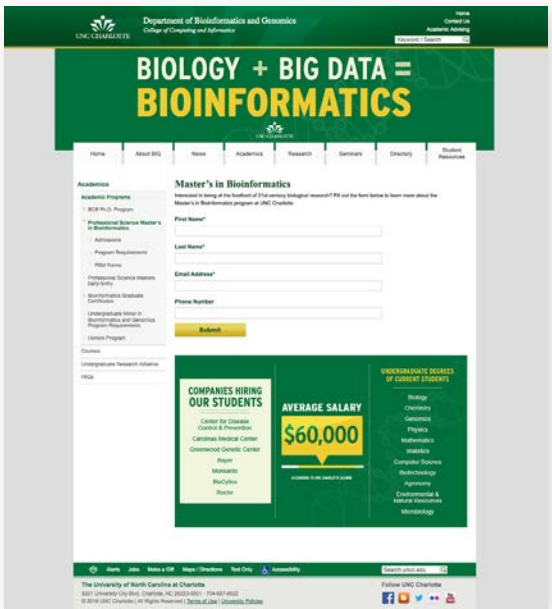


UNC-CHARLOTTE EXECUTIVE EDUCATION
Brand and Retargeting Ads and Landing Page

Retargeting Ads

UNC-Charlotte Professional Science Masters in Bioinformatics

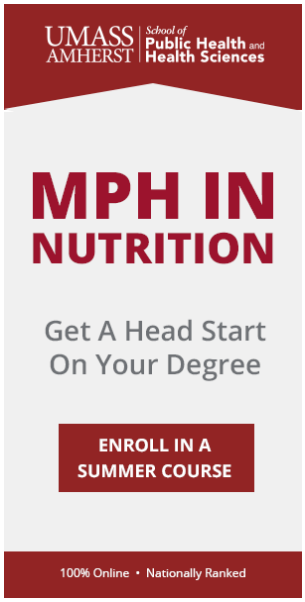


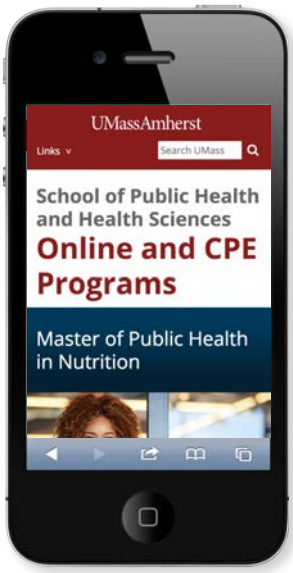


UNC-CHARLOTTE PROFESSIONAL SCIENCE MASTERS IN BIOINFORMATICS
Brand, Retargeting, and Digital Monitor Ads & Landing Page

University of Massachusetts Amherst

UNIVERSITY OF MASSACHUSETTS AMHERST
Brand Awareness Ads & Landing Page



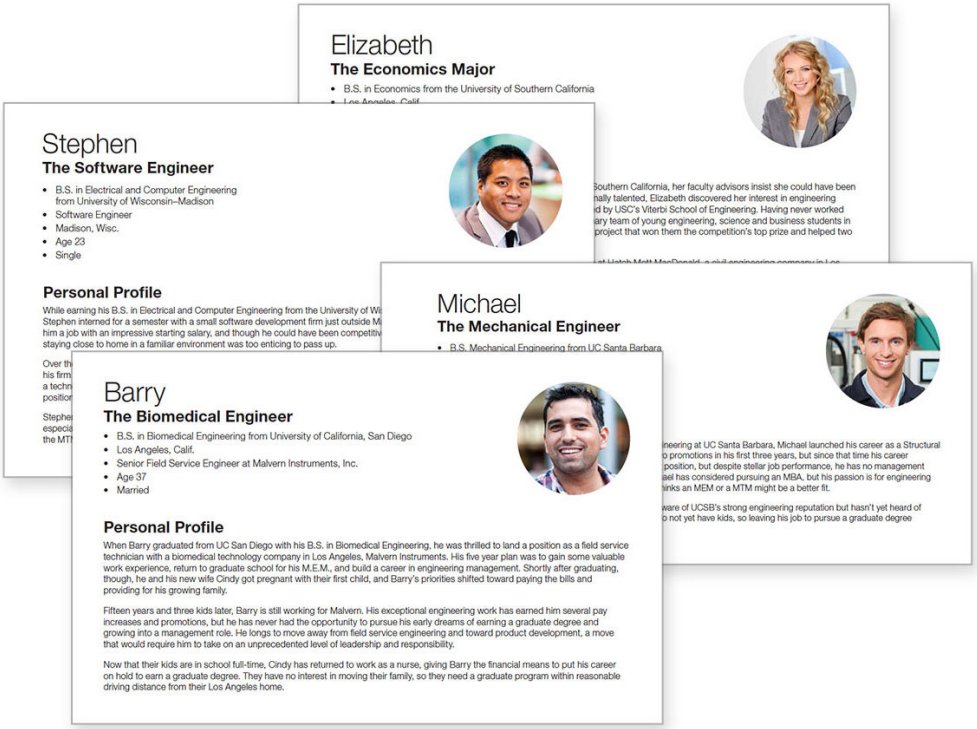


University of California Santa Barbara Master of Technology Management

UCSB MASTER OF TECHNOLOGY MANAGEMENT
Brochure

UCSB MASTER OF TECHNOLOGY MANAGEMENT
Animated Display Ads

University of California Santa Barbara Master of Technology Management



Elizabeth
The Economics Major

- B.S. in Economics from the University of Southern California
- Los Angeles, Calif.

Stephen
The Software Engineer

- B.S. in Electrical and Computer Engineering from University of Wisconsin–Madison
- Software Engineer
- Madison, Wisc.
- Age 23
- Single

Personal Profile

While earning his B.S. in Electrical and Computer Engineering from the University of Wi
Stephen interned for a semester with a small software development firm just outside M
him a job with an impressive starting salary, and though he could have been competiti
staying close to home in a familiar environment was too enticing to pass up.

Michael
The Mechanical Engineer

- B.S. Mechanical Engineering from UC Santa Barbara

Barry
The Biomedical Engineer

- B.S. in Biomedical Engineering from University of California, San Diego
- Los Angeles, Calif.
- Senior Field Service Engineer at Malvern Instruments, Inc.
- Age 37
- Married

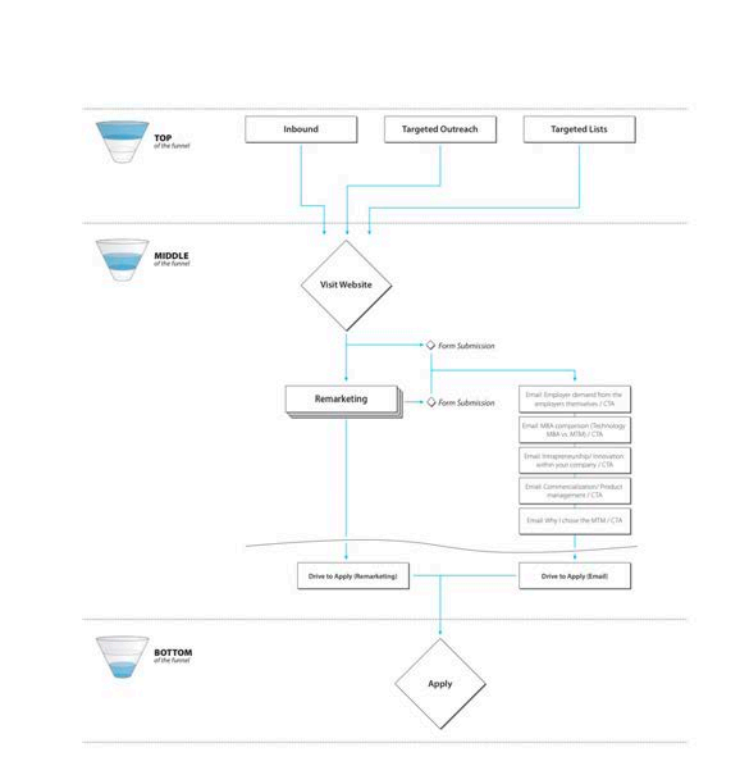
Personal Profile

When Barry graduated from UC San Diego with his B.S. in Biomedical Engineering, he was thrilled to land a position as a field service technician with a biomedical technology company in Los Angeles, Malvern Instruments. His five year plan was to gain some valuable work experience, return to graduate school for his M.E.M., and build a career in engineering management. Shortly after graduating, though, he and his new wife Cindy got pregnant with their first child, and Barry's priorities shifted toward paying the bills and providing for his growing family.

Fifteen years and three kids later, Barry is still working for Malvern. His exceptional engineering work has earned him several pay increases and promotions, but he has never had the opportunity to pursue his early dreams of earning a graduate degree and growing into a management role. He longs to move away from field service engineering and toward product development, a move that would require him to take on an unprecedented level of leadership and responsibility.

Now that their kids are in school full-time, Cindy has returned to work as a nurse, giving Barry the financial means to put his career on hold to earn a graduate degree. They have no interest in moving their family, so they need a graduate program within reasonable driving distance from their Los Angeles home.

UCSB MASTER OF TECHNOLOGY MANAGEMENT
Target Audience Personas



UCSB MASTER OF TECHNOLOGY MANAGEMENT
Lead flow Visual

4. CONTRACTOR SHALL HAVE PROVEN CLIENT RELATIONSHIP SKILLS AND REFERENCES.

One of the benefits of working with VisionPoint is our approach to account management and communication which involves not one, but two dedicated account services personnel for each engagement: an Account Director (strategic lead and consultant) and an Account Manager (tactical lead and primary point of contact).

If given the opportunity to work with VCU, one of VisionPoint's senior strategists would serve as Account Director and lead consultant. In our process, the Account Director 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 assists the Account Director 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 School of Business's day-to-day point of contact and he/she will lead each bi-weekly progress call (and bring the Account Director into those calls when appropriate, especially if we need to discuss major decisions).

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 mutual agreement on Project Plan details and assignments, project goals, scope of work and next steps.
- Progress Reports
  - » VisionPoint 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.

For more information about what it's like to work with VisionPoint, we encourage you to contact the references included in this proposal.

5. CONTACTOR SHOULD HAVE EXPERIENCE IN THE HIGHER EDUCATION MARKET AND TARGET MARKET AREAS, PARTICULARLY FOR GRADUATE PROGRAMS AND GRADUATE BUSINESS PROGRAMS.

In a world where many marketing agencies tout their agility across multiple industries, our commitment 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.

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
- An inherent proficiency - and a proven process - for building consensus
- Our integrated approach

Today, we're thrilled to say that over 98% 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.

To demonstrate our unique experience with graduate programs and graduate business programs, the following is a subset of the clients we serve:

To view our full client list, visit https://www.visionpointmarketing.com/about-us/client-partners.

6. CONTACTOR SHOULD HAVE AN UNDERSTANDING OF SPECIFIC PROGRAM RECRUITMENT CYCLES, ACCOUNTING FOR MULTIPLE PROGRAM APPLICATION DEADLINES AND ANY EXTENDED DEADLINES.

Through our years of experience serving higher education, all of our media plans consider each program's unique recruiting cycle. Beyond the obvious milestones such as application due dates, VisionPoint tailors our media plans, creative and media investments to maximize results by considering specific engagement and admissions milestones such as application reviews, financial aid preference deadlines, info session dates and more.

In addition to working specifically with graduate schools, VisionPoint has experience with university-wide engagements that include multiple schools and programs, both graduate, undergraduate, online and on campus. We pride ourselves on our ability to manage the varying needs of each unique program and leveraging every opportunities for our clients to maximize results.

References

University of Massachusetts Amherst School of Public Health & Health Sciences

Lori Peterson, Academic Director for Continuing Education Programs

lorijean@schoolph.umass.edu

(413) 545-4530

Gardner-Webb University

Richard McDevitt, Vice President for Marketing

rmcdevitt@gardner-webb.edu

(704) 406-2564

College of The Albemarle

Lisa Johnson, Executive Director, Foundation and Development

lisa_johnson@albemarle.edu

(252) 335-0821 x 2263

VisionPoint partnered with College of The Albemarle to create a compelling brand promise powerful enough to become the cornerstone of the college's first ever brand-driven integrated marketing strategy and plan. Contact Lisa to learn how our strategic approach to marketing turned a 3% yearly enrollment decline into a 5% increase.

Pricing Schedule

Hourly Rates

VisionPoint Marketing's hourly rates are as follows:

President & CEO: $200

VP, Creative Director & Senior Strategist: $175

VP, Director of Account Services: $175

Account Director: $175

Account Manager: $125

Information Architect: $150

Content Strategis: $150

Senior UX Visual Designer: $150

Interactive Graphic Designer: $150

Web Engineer: $175

Web Developer: $175

Production Assistant: $100

Travel: $85

Media Buying Pricing Structure

Fees associated with this Scope of Work are as follows:

Research & Discovery: $21,800.00

Marketing Strategy Brief: $20,750.00

9-Month Media Plan: $26,250.00

Campaign Creative Kit & Media Plan Creative: $43,000.00

Total Project Cost..... $111,800.00

Agency Fees

The fixed costs included in this proposal represent all of the services listed above to develop the Media Plan and develop the creative that will be used across the digital and traditional media channels included in this Scope of Work. The total cost does not include the services required to execute the Media Plan. Rest assured that we understand your total budget, and therefore execution of the plan will be built on hours spent in actual media placement by VisionPoint, so that it will fit within your stated budget.

SWaM Documentation

VisionPoint Marketing is a DSBSD certified small business. Our DSBSD number is included on the signed cover page of this response.

Appendix II

APPENDIX II
INVOICING AND PAYMENT

Invoicing:

The Contractor shall submit a fully itemized invoice to Virginia Commonwealth University, Accounts Payable and Support Services, Box 980327, Richmond, VA 23298-0327, that, at minimum, includes the following information: the Virginia Commonwealth University purchase order number; a description of the goods or services provided; quantities; unit prices; extended prices; and total prices. Payment will be issued in accordance with the payment method selected below and with the Commonwealth of Virginia Prompt Payment Legislation.

Upon request by VCU, the Contractor shall submit invoices electronically using the Ariba Network or other e-commerce channel utilized by VCU; and agrees to comply, within reason, with any future e-commerce initiatives including, but not limited to: procurement, procurement content, sourcing or any other electronic procurement and sourcing solutions.

Questions regarding this method of invoicing should be sent to: ecommerce@vcu.edu.

Payment:

VCU Procurement Services is automating the payment process to the greatest extent possible. Contractors are encouraged to accept payment electronically through the commercial card program. Please review the payment methods described below and select one for your firm. By selecting the payment method below, Contractor acknowledges that the selected payment method is **not specific to the contract resulting from this solicitation and will apply to all payments made to the Contractor** by Virginia Commonwealth University. For example, if the Contractor has an existing contract(s) and is currently receiving payment by paper check, and the Contractor is now electing to receive payment by the commercial card, **all payments** will be made using the commercial card once the commercial card payment process is implemented for the firm.

Payment Methods

1. **Electronically through a Wells Fargo Visa commercial card:** Payment will be made ten days (10) after receipt of a proper invoice for the amount of payment due, or ten (10) days after receipt of the goods or services, whichever is later.

   It is the Contractor's responsibility to contact its banking institutions to determine any credit limit that may restrict the payment of invoices. It is the Contractor's responsibility to have its credit limit raised as necessary to facilitate the timely payment of all invoices. Invoices exceeding the Contractor's credit limit will be returned unpaid.

   Failure to accept the commercial card after award of contract will be considered a contract compliance issue and will be addressed accordingly. In addition, invoices will be returned without payment until the Contractor can accept the payment through the commercial card.

Questions regarding this method of payment should be sent to commcard@vcu.edu.

2. **ACH:** Electronic payment via automated clearing house (ACH) to the vendor provided bank account of record. Payment is processed thirty (30) days after receipt of a proper invoice for the amount of payment due, or thirty (30) days after receipt of the goods or services, whichever is later. Additional information about ACH payments is available at: http://treasury.vcu.edu/banking/vendor-ach/.

Contractor must indicate the method of payment selected:

_____ Commercial Card Payment (Wells Fargo VISA)

X Automated Clearing House (ACH)

Invoicing and Payment Method Acknowledgement:

Signature: [signature]
Name Printed: Diane Kuehn
Title: CEO + President
Name of Firm: VisionPoint Media Inc.
Date: 8/22/2017

Please identify the following contact information for the individual who will serve as the appropriate point of contact within your company to be contacted by VCU Accounts Payable to implement the electronic invoicing and payment processes:

Name of the individual: Diane Kuehn
Title: CEO + President
Mailing address: 3210 Fairhill Dr. Suite 150
Raleigh, NC 27612
Email address: dKuehn@visionpointmarketing.com
Phone number: 919-848-2018
Fax number: 919-322-4439