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STAMATS
Higher Ed. Smarter.

A Proposal for:

Maricopa County Community College

ONE Maricopa Marketing, Communications & Public Relations Services

2/8/2016

Presented to:
Gloria Toscano
Purchasing Buyer II

RFP# 3342-4

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Introduction

Thank you for this opportunity to present Stamats and our services to Maricopa County Community College District (MCCD). We're confident we can provide marketing, communication, and public relations counsel as requested for MCCD's "ONE Maricopa" initiative to merge 10 colleges and two skill centers into a more unified and cohesive brand.

We understand MCCD is undergoing a period of profound change, not only because of this RFP but from our current research work with one of MCCD's exceptional components, Rio Salado College.

With your vision and our experienced team of strategists, planners, and analysts, we can work together to provide exceptional counsel on your expectations to achieve not only the ultimate goal of "ONE Maricopa" but a foundation of incredible strength to accomplish goals for years to come.

Stamats is the nation's foremost thought *and* action leader in higher education integrated marketing. We recognize complicated systems like MCCD consist of brands and sub-brands, with each having specific needs and expectations. Our strategic approach in facilitating the right solutions hinges on an appreciation for smart partnerships, thinking internal before external, leveraging evolved business tools, and applying all this to your rapidly changing landscape.

The Thorburn Group, a Stamats company, is a nationally recognized brand engagement agency known for its work with such brands as Harley-Davidson, Disney, ESPN, Coca-Cola, and Target. We build brand experiences through positioning initiatives, digital and social, communications planning, print and motion, packaging and point of sale, environmental and experiential, event, and promotional expertise.

Together, Stamats and The Thorburn Group provide a powerful partnership of higher education leadership and brand development that will help MCCD successfully achieve the goals outlined in your proposal and help to fulfill the objective of "ONE Maricopa."

Stamats is licensed to do business in the state of Arizona. And, we have respectfully read the entire RPF and certify that this proposal is being made in accordance with the request.

As you review our recommendations, if you have any questions or would like to discuss our proposal further, please do not hesitate to contact me at (319) 431-0453 or sabra.fiala@stamats.com.

Sabra Fiala
Client Executive, Director of Campaign Strategy

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When a brand's story is true, and its purpose clear—it connects deeply with the audience.

When that connection happens, it creates a spark that ignites and fuels more meaningful brand engagement. On every level.

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We Help Organizations Discover, Define And Deliver Their Authentic Brand Story To The World.

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We Are In The Business Of Inspiration.

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Experience and Capabilities

Our experience, capabilities, and resources are illustrated in responses to the questions in section 7 as it relates to brand, marketing and advertising, internal and external communications, strategic communication, organizational operations, creative and media.

Our creative samples showcase our work and how we approach brand as the centering idea that drives the messaging strategy, voice, and visual design, and how all mediums and platforms work together in harmony to consistently communicate an organization's authentic story to the world. Our work samples include examples in brand and campaign development, copywriting, photography, graphic design, web design, video production, television, and print.

Additionally, our primary strengths and services are highlighted in section 7.8.3 which demonstrate our capabilities in the following areas:

- Marketing
- Print & Packaging
- Digital
- Social Media
- Video & Motion
- Marketing Research
- Media Connection Strategy
- Communication Strategy

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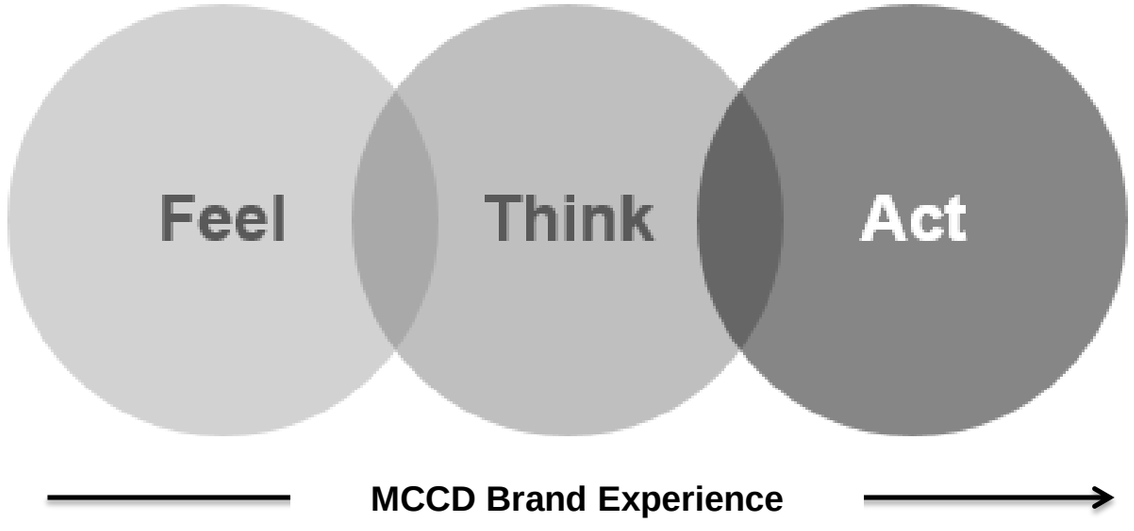
Questionnaire, Section 7.1.1: Marketing and Advertising – Marketing Strategy Experience

Stamats and The Thorburn Group know the true success of brand engagement is measured by the actions it causes among the people it touches. Together, we have helped hundreds of colleges and universities and consumer brands clarify their brand positions, create clear brand promises, and develop marketing strategies and programs that moved their organizations forward.

Successfully merging 10 disparate colleges, two skills centers, a corporate college, and a district office into a unified, cohesive brand demands an unwavering bias toward taking—and causing others to take—action.

Creating campus-wide understanding and support. Attracting a prospective student or donor. Attending an event. Accepting a faculty appointment. Visiting the campus. Applying for admission. Matriculating. Persisting to graduation. All of these are brand-influenced actions upon which your very future depends.

Our time-tested collaborative campus-engagement processes will help MCCD achieve the goal of "ONE Maricopa" by helping to define a singular, powerful MCCD promise, integrating the unified promise across the organization, and helping to ensure its expression is clear, consistent, and compelling to all.



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Questionnaire, Section 7.1.1: Marketing and Advertising – Marketing Strategy Experience

Stamats and The Thorburn Group have deep experience developing brand strategies and programs for complex organizations in a wide variety of industries. The work we do for these clients includes:

- Brand awareness and preference studies
- Brand positioning
- Brand architecture
- Identity systems
- Brand marketing plan development
- Media and contact strategy
- Creative development

We regularly work with clients who are seeking to redefine and better align their brands in the marketplace. Here are a few examples of complex/large organizations that we have partnered with for brand strategy and development work.

American Standard

American Standard is a 150-year-old manufacture of plumbing products for the home and commercial markets. They market products under several distinct brands that serve multiple audiences (contractor, plumber, designer, builder, remodeler, and consumer) and are distributed through a network of wholesale showrooms and big box retailers.

Our strategy work has included developing a master brand platform for American Standard and aligning the family of product brands, which include Fiat, Crane, Eljer, DXV, and Liberation, to support the unified American Standard promise.

In addition to strategy, our group develops and executes ongoing marketing programs to support the brand in the marketplace.

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Questionnaire, Section 7.1.1: Marketing and Advertising – Marketing Strategy Experience

Pentair is a $7 billion global water, fluid, thermal management, and equipment protection partner with industry leading products, services, and solutions. The company has hundreds of branded solutions that serve 18 vertical markets.

Our job was to develop a master brand strategy for the organization and align each of its product divisions under a singular brand promise and purpose. Our work for the company included brand strategy, master brand identity, and sub-brand identities that unified the brand and helped present Pentair as a single, strong, market-leading brand.

Ecolab is a $14 billion global leader in water, hygiene, and energy technologies and services. Around the world, businesses in the foodservice, food processing, hospitality, healthcare, industrial, and oil and gas markets choose Ecolab products and services to keep their environments clean and safe. The company has 44,000 employees and operates in 170 countries.

Our group's work for Ecolab included helping the organization more clearly define its brand and to present itself as a unified, global solutions brand. We led global brand research to determine Ecolab's core strength and attributes. Subsequently, we developed a unifying brand platform and worked to align corporate divisions, and independent product and service solutions to support a single Ecolab brand promise.

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Questionnaire, Section 7.1.1: Marketing and Advertising – Marketing Strategy Experience

Stamats and The Thorburn Group's process for creating and implementing a unified brand platform for MCCD will be directed by our tried-and-true brand development process. It is a three-phase process designed to discover the truth about your organization, define the qualities that make MCCD "special" in the marketplace, and deliver compelling and motivating messages - across all media – to elevate the MCCD's brand and distinguish each of its 10 individual colleges, skills centers, and corporate colleges.

Activities:

Primary Research
Secondary Research
Competitive Audit
Cultural Audit
Constituent Audit
Communication Audit
Additional Insight

Outcome:

Brand Insight
Strategic Focus
Target Profiles

Activities:

Brand Promise
Brand Pillars
Brand Idea
Brand Ethos
Brand Character
Brand Language

Outcome:

Brand Platform
Value Propositions

Activities:

Brand Documentation
Messaging Matrix/Sequencing
Contact Planning
Measurement/Metrics

Outcome:

Marketing Strategy
Web Strategy
Media Planning and Management
Creative Development
Communications Management
Success Meters and Measurements

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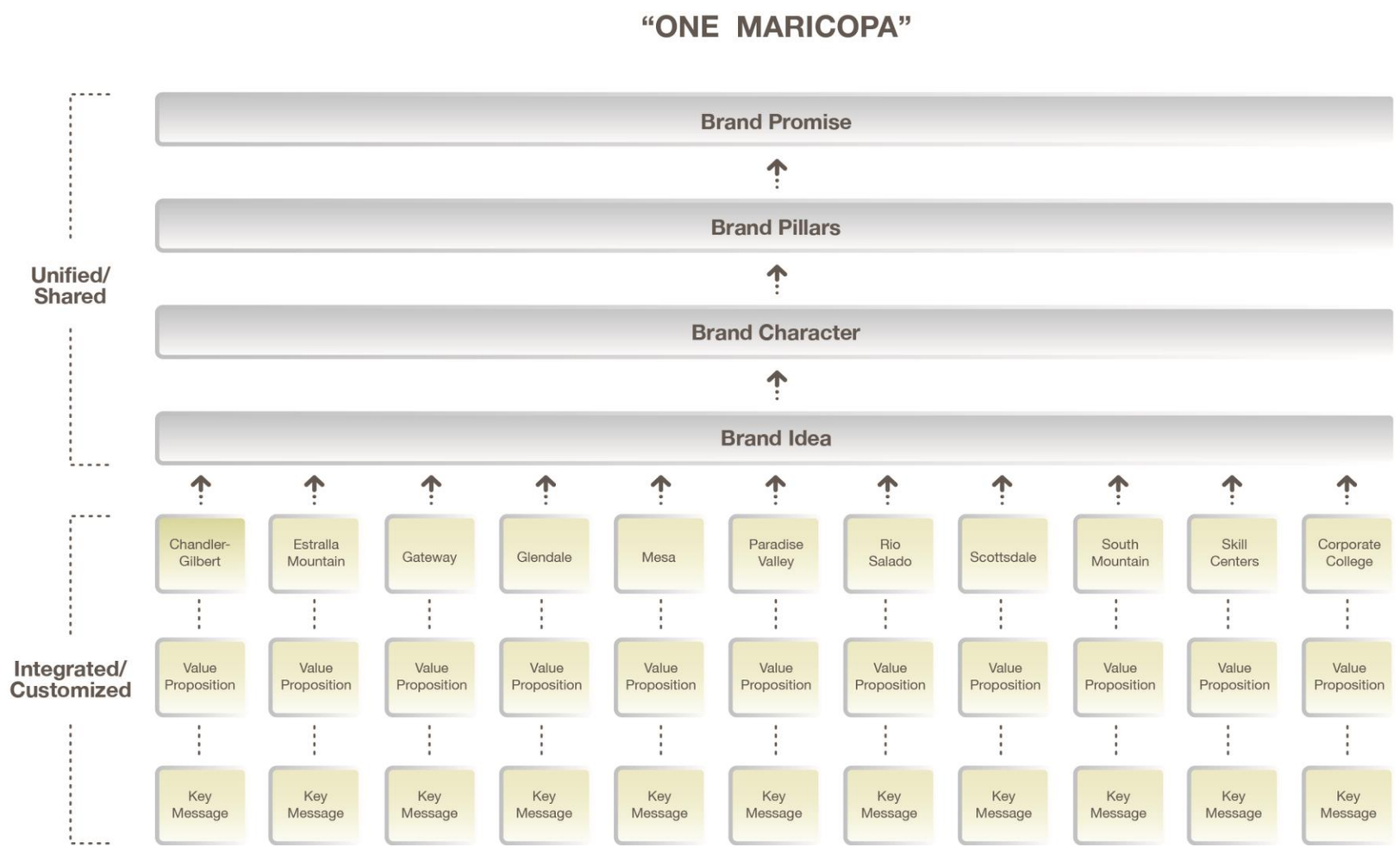
Questionnaire, Section 7.1.2: Marketing and Advertising – Strategy for Creating and Implementing a Unified Brand Platform

The diagram below illustrates a "working model" that Stamats and The Thorburn Group would use to define a singular "ONE Maricopa" brand platform and align each of the colleges and skill centers to fulfill and support the "ONE Maricopa" brand promise. This model recognizes the power of singular master brand strategy, while at the same time, acknowledges that each college and center brings a unique point of view, history, staff, faculty, students, and alumni that enhance the overall MCCD brand story and experience.

The top of this Illustration (in gray) establishes a singular master brand strategy and platform for MCCD. This platform will establish the unified voice of the brand and become the overarching guide for all brand activities.

The bottom of this Illustration (in green) aligns each of the independent colleges and centers, giving them each a unique value proposition and messaging that supports and brings dimension to the MCCD brand.



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Relevant Example

The following case study presents a relevant example of how our group approached a similar challenge to MCCD.

Overview

Digital River is the leading global provider of commerce-as-a-service solutions, supporting a best-in-class shopper experience across all devices and complete order management.

Challenge

The Digital River brand was being diluted, and solution selling efforts across divisions were difficult. Wall Street viewed Digital River as a “holding company” rather than a innovative “operating company” and devalued its stock price. Additionally, global customers were confused about the total Digital River offering. It was time to align the brand and create an architecture that leveraged the strength of the Digital River brand across all business units, markets, and countries.

Solution

Redefine the brand globally, align all products under a single Digital River promise, and create and brand architecture and platform for future success.

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Relevant Example

Beginning State

Digital Rivers customers faced a daunting array of brand and service choices. The Digital River brand was lost in the process.

Desired State

Create equity and leverage the value of a unified, singular Digital River brand to make choices easier and to enhance the brands overall perception in the marketplace.

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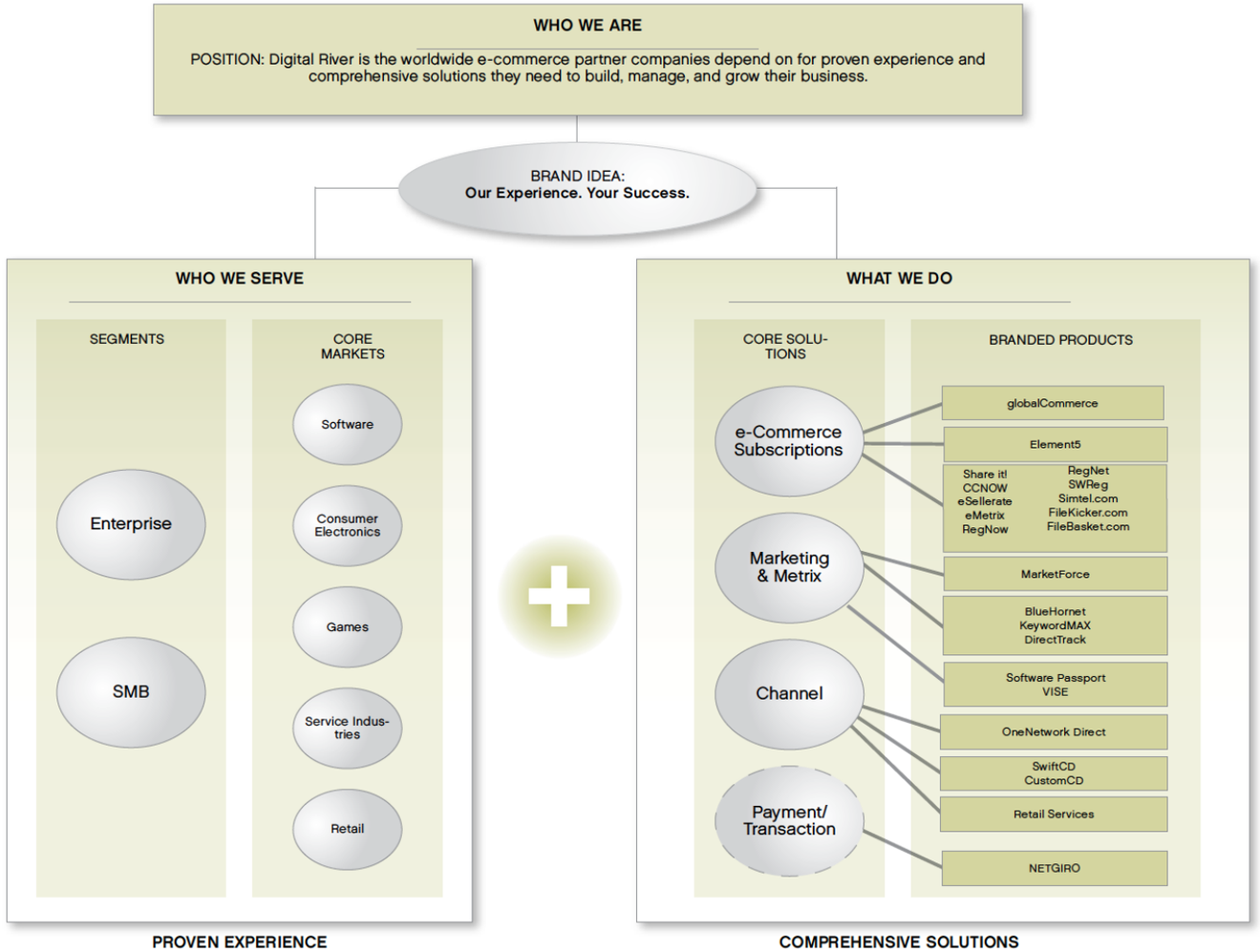
Questionnaire, Section 7.1.2: Marketing and Advertising – Strategy for Creating and Implementing a Unified Brand Platform

Through The Thorburn Group's Brand Development Process we created a compelling brand platform that included a clear and compelling brand position/promise, key messaged and brand pillars, brand character, and compelling, centering brand idea.

The brand platform was then used to help align the organization around end-user markets, end-user solutions, and brand services and products.

This strategic platform guided the development of a unified, single brand identity and brand architecture that aligned all product, service, and sub-brands under a master brand strategy.



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Questionnaire, Section 7.1.2: Marketing and Advertising – Strategy for Creating and Implementing a Unified Brand Platform

In order to effectively create a branding system for Digital River, we modified the existing enterprise logo so it could work more consistently and naturally with business unit brands. Then, we simplified and unified all sub-brand logos and aligned them on a two-tier hierarchy.

Digital River™

Digital River™ standardLockup

interimLockup Digital River

Represents core business offerings and a unified brand architecture that all brands could align under and migrate towards as final brand state.

Digital River™ World Payments™

Digital River™ regNow.

Digital River™ oneNetworkDirect™

Represents acquired business offerings and serves as transition state toward final unified brand structure (above).

bluehornet Digital River

share*it! Digital River

inAction Digital River

SWREG Digital River

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Questionnaire, Section 7.1.2: Marketing and Advertising – Strategy for Creating and Implementing a Unified Brand Platform

Once the unified brand platform was developed and a brand-align brand architecture and identity system was created, a launch plan for the new brand was developed that included internal town hall meetings, workshops with key internal teams and vendors, and communications to Digital River's customer base.

In addition we developed marketing communications strategy and marketing and support materials that helped bring the new brand to life and communicate the breadth and depth of Digital River's industry leading e-commerce solutions.

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Questionnaire, Section 7.1.2: Marketing and Advertising – Strategy for Creating and Implementing a Unified Brand Platform

Our intention, as it was with Digital River, is to provide MCCD with the strategic framework and brand platform that builds upon and leverages the power of "ONE Maricopa" by creating a unified, compelling brand story that makes people feel, think, and act in ways that elevate the overall brand and strengthens the position of each individual college and center.

Beginning State

MCCD's prospects and community see each of the colleges and centers as distinct, unaffiliated entities.

Desired State

Create equity and leverage the value of a unified, singular MCCD brand to strengthen its position and reputation in the market and help support the continued success of each individual college and center.

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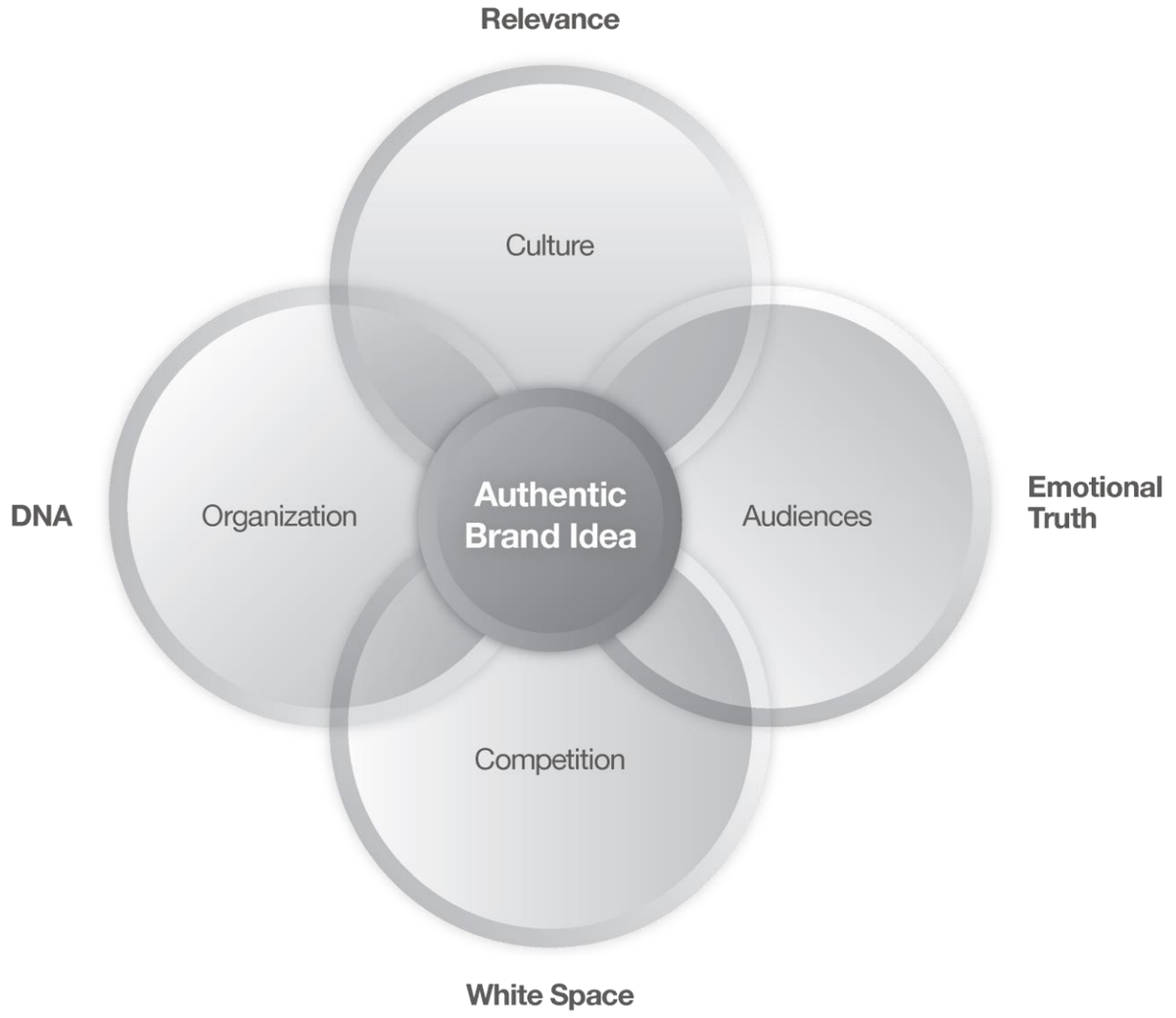
Phase I: Discover

Approach

We'll dig deep, rigorously assessing everything that currently defines the MCCD brand. We'll observe, question, discuss, and absorb. We'll simplify the complex and develop a fresh strategy and ideas that help the university achieve its brand marketing goals. We'll explore MCCD's culture and organizational vision and values in order to isolate the essential truth about the university and how to communicate your brand story to the world. Your brand story is a constantly evolving, living thing, and we will meet you where you are in the process of communicating your authentic value in new and exciting ways. Our process is responsive, not prescriptive, to meet your needs.

Discovery sets the direction for the entire project and provides a benchmark for measuring success. We'll discover who you authentically are, what you stand for, and how you are seen by others. We'll uncover your target audiences' and stakeholders' unique desires, analyze your competitors' vulnerabilities, and interpret cultural trends and influences that impact your brand's perception.



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Phase I: Discover

Activities

Competitive Assessment. Review current and aspirant competitive set to uncover opportunities for your brand's position and message to win in the marketplace.

Culture Assessment. Every brand exists in context with the world that surrounds it. We review cultural trends and influences that should be considered and/or leveraged for your success.

Constituent Assessment. On-campus one-on-one and group interviews with representatives from the key audiences that influence, impact, measure, and comprise your brand. Interview candidates include students, faculty, staff, alumni, boards, community partners, et al. We also consider your brand in action with a comprehensive campus tour.

Communication Assessment. Review current institutional (internal and external) marketing efforts to assess message, look and feel, and effectiveness.

Strategic Alignment Assessment. A careful examination of your vision, mission, values, and strategy. We'll explore how these guiding principles support your overall brand and uncover opportunities for better alignment.

Target Profiles. Our team will isolate key target audiences and develop Target Profiles (personas) that define their unique needs, behaviors, and information-gathering activities based on demographic and psychographic characteristics. The Target Profiles bring your audiences to life and create a focal point for communications planning.

Quantitative Research (Optional)

Web-based brand monitor survey

A single web-based survey of multiple audiences (current students, staff, faculty, prospective students, etc. for whom you can provide email addresses) to assess and compare MCCD's general visibility, perceived competitors, levels of accurate awareness, brand attributes, and preferred communication channels. This will give you and your leadership team a robust set of data to use as a baseline against which you can measure the effectiveness and impact of your brand marketing efforts and whether the messages you're sending to these audiences are connecting, resonating, and being remembered.

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Phase I: Discover

Deliverables for this phase include:

- A critical evaluation of MCCD's current brand platform's resonance with identified stakeholder needs and expectations
- A detailed summary report of our findings from the qualitative research, and a discussion and recommendation of strategic brand foundation elements
- An objective assessment of the university's competitive landscape and marketplace

Optional deliverables for this phase include:

- Web-based brand monitor survey
    - Comprehensive market research report outlining the colleges' current perceived positions, shared core values, attitudes, desired position, characteristics, attributes, and descriptors.

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Phase II: Define

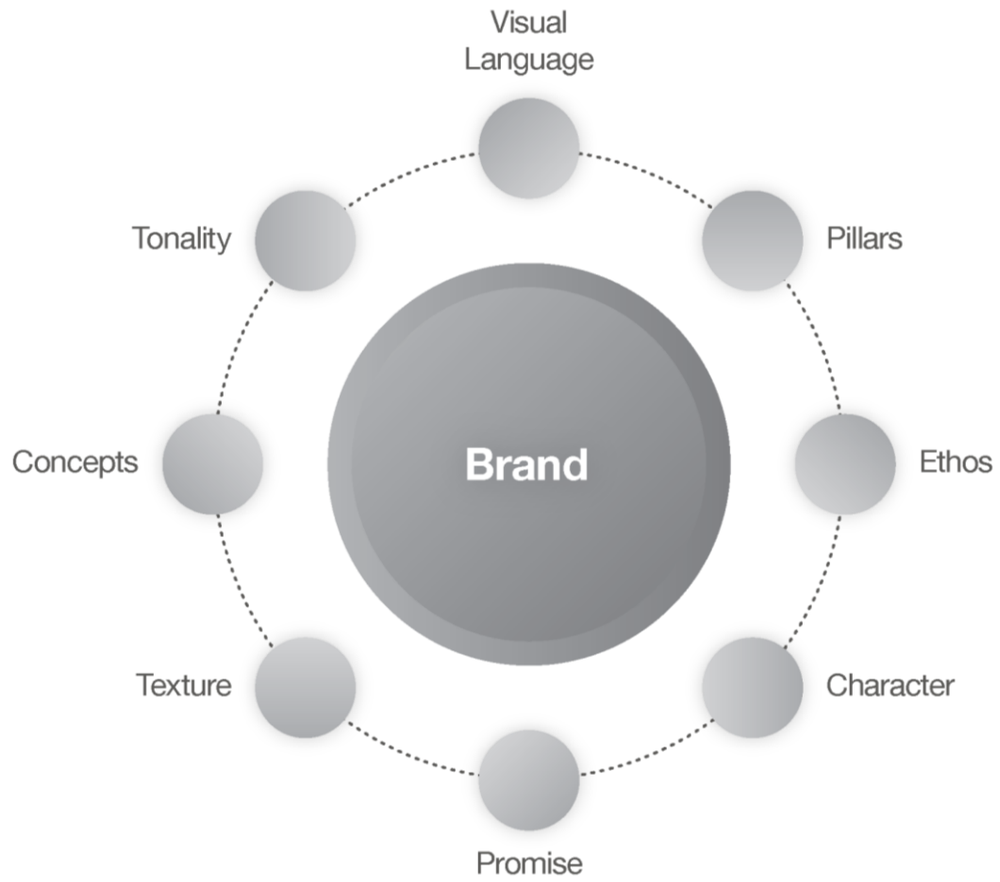
Approach

Using insight gained from the Discover phase, we will work to define a powerful, unifying idea, key messages, and the visual language that will serve as the foundation for creative development.

We believe the fruits of any great brand are in its roots. The Define phase begins by understanding, defining, and aligning the college's vision, values, and heritage as the foundation for connecting your brand's authentic value to your most important audiences. Many institutions know what they do and how they do it; but we define why they do it. In today's highly competitive and commoditized market, it's the *why* that will truly differentiate and provide MCCD with a singular distinctive, compelling, and memorable brand foundation.

The Define Phase is an inside-out approach that answers the fundamental questions about your brand:

What do you stand for? How are you different? Why should your stakeholders and target audiences care?



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Phase II: Define

Activities

Brand Promise
A statement that captures the distinctive audience benefit and clarifies what MCCD ultimately delivers to the world. The brand promise is used as a compass when developing key messages and communication materials. Note: At your discretion, and depending upon your institutional climate, we may include quantitative testing of the promise options prior to selecting a single promise.

Brand Pillars and Proof Points
The key words and phrases that provide rationale and proof points to support and bring added dimension to the brand promise. The pillars and proof points guide marketing staff and other communicators when developing and executing communication programs.

Brand Character
Every brand has a personality, a way of presenting itself to the world. Brand Character is a set of human characteristics (adjectives) that define your brand's voice, look, and actions in the world. During Define, we clarify those traits and determine how they'll be expressed and reinforced in subsequent phases.

Brand Idea
The Brand Idea captures and reflects the MCCD promise clearly. Because it's grounded in the essential truth about why the university does what it does, the Brand Idea is distinct, is believable, and has the power to move your brand forward.

Brand Ethos
Great brands connect on an emotional, intuitive level. The Brand Ethos is typically a written paragraph that brings emotional appeal and depth to the brand idea. It defines the unique character of your brand in a definitive and persuasive manner.

Brand Visual and Tonal Language (Brand Board)
The Brand Board is a visual and tonal expression of the brand strategy and platform. It brings the strategy to life in an emotional and creative way. The brand board serves as a brand compass and touch point as creative development begins on the unified brand expression.

Sub-brand (Colleges and Centers) Value Propositions
Once the unified MCCD brand platform is established, we will develop individual value propositions and key message platforms for each of the colleges and centers. The value propositions position each entity uniquely to support the overall brand, while allowing the individual character of each to be expressed.

Qualitative Testing
Our team offers qualitative testing to see if concepts or messaging has resonance and relevance with target audiences. Questions are designed to establish how well concepts define and communicate MCCD's unique and authentic experience.

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Phase II: Define

Deliverables for this phase include:

Development of a brand platform foundation including:

- Brand promise
- Brand character
- Brand pillars
- Brand idea
- Brand Language (Brand Board)
- Individual college and centers value propositions

Qualitative testing with 3-5 focus groups of key stakeholders

- Two consultants will spend one day on your campus leading a series of discussions to analyze the resonance of the brand platform among key stakeholders and audiences.

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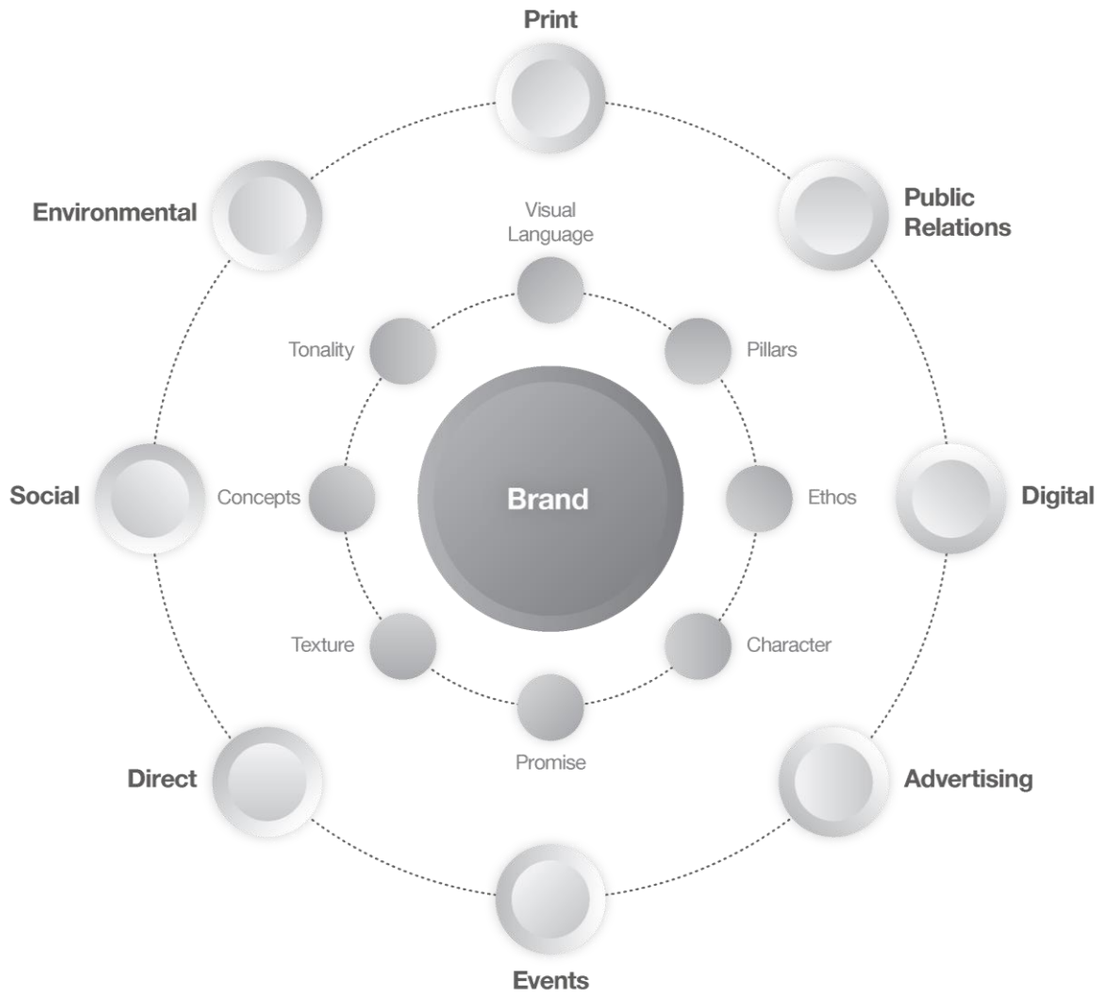
Phase III: Deliver

Approach

With a solid brand foundation developed, Stamats and The Thorburn Group will work with MCCD to create a comprehensive rollout plan and recommendations on executing the brand platform that delivers your distinctive and compelling promise to your most important audiences.

The Deliver Phase activates and aligns the Brand Idea and visual language across the entire institution and out into the world via a series of strategic communications planning activities. This phase is designed to promote understanding, adoption, and enthusiasm among all internal and external audiences (administration, staff, faculty, business partners, alumni, donors, prospective students, and parents). Here, our goal is to arm you with the motivation, tools, and expertise needed to create an organizational culture that works diligently to harness the power of its brand—at every possible touch point.

Our marketing and communications planning process is responsive, not prescriptive. Activities during this phase are designed to be flexible. Each will be guided by our learnings from Phases I and II and informed by a clear understanding of MCCD's unique needs, challenges, and opportunities. Our communications planning process begins with assigning measurable goals and objectives to each phase of your marketing funnel(s). Clear and measurable objectives direct the development of focused strategies and engaging tactics. Our team of communications specialists works with the institution's in-house team to build upon current communication program effectiveness and develop the benchmarks for ongoing program measurement.



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Phase III: Deliver

District-wide Marketing Strategy Approach

Our district-wide marketing and communications planning process will begin with measurable objectives assigned to each phase of the marketing funnel. Clear and measurable objectives direct the development of focused strategies and engaging tactics. Our team of communications specialists works with MCCD's in-house team to build upon current communication program effectiveness and bolster your CRM, web, and other tracking analytics to develop benchmarks for ongoing program measurement.

Deliver Phase Activities include:

- Journey Mapping
- Communication Mapping
- Media Planning and Management
- Creative Execution
- Communications Management
- Success Metrics and Measurement

Journey Mapping

Journey mapping documents target audiences' decision sequence—from awareness to action. It creates a map that outlines the behaviors and needs of your target audiences along their decision making path. The Journey Map details what information they need at key times and serves as a guide to message and media plan development.

Communication Mapping

Each target audience has different information needs along the journey. Communication mapping details the key messages to deliver to each target along the journey map. It ensures clear, consistent, and compelling communication that supports the target's needs and your brand's position.

Media Planning and Management

The contact plan details the specific media channels (online, social, broadcast, print, out-of-home, events, and public relations) that are needed to deliver the right messages at the right moments to move target audiences along the decision path.

Creative Execution

The development of plan-specified tangible creative assets (in all communication channels, internal- and external-audience facing) that are required to launch, execute, and manage the brand communication plan.

Communications Management

Our brand engagement director and team align activities around agreed-upon objectives, strategies, and tactics; manage timelines and budgets efficiently and effectively; and ensure all resources (internal and external) stay informed and engaged in communications activities.

Success Metrics and Measurement

Based on your objectives, our team of research and digital professionals will work with you to develop key brand measurements, performance indicators, and tracking plans to monitor and measure communication success.

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Phase III: Deliver

District Wide Web Strategy Approach

We know that in today's world, building an on-brand web presence is essential. This requires a strategic mix of highly functional and user-centric architecture, compelling design and copy, and smart features with clear navigation that delivers a successful, intuitive user experience.

We also know that achieving "ONE Maricopa" requires a web redevelopment and design strategy that simplifies MCCD's programmatic and promotional information, creates an authentic and engaging experience, and encourages action (such as inquire, visit, apply, enroll, donate). To complicate these objectives, we know that each of the colleges and centers also must have a web presence that supports their individual offerings and unique character.

Our district-wide web strategy approach would include:

Strategic Portfolio Development

Our team of digital and brand strategists will review the entire suite of MCCD's web properties including all college and center sites. We will also review all existing research and performance metrics related to your web presence. We'll host work sessions with key staff, faculty, students, alumni, and prospects. From this activity, we will develop a strategic portfolio that assesses current user experience, needs, and technical requirements.

Additionally, from the work completed in the definition phase, we will begin to develop a framework for the integration of a unified brand and web experience that promotes the development of "ONE Maricopa," while providing a platform for individual colleges and centers to create their distinctive, integrated stories.

Associated Activities:

On-campus discovery interviews to:

- Interview key stakeholders including administration, faculty, staff (in key areas such as marketing, web/technology, admissions, student services, and career services), current students, and alumni
- Conduct stakeholder interviews to establish user personas, including specific goals, behaviors, and tasks
- Establish a prioritized set of website features that will accommodate the user personas
- Discuss how brand foundation will translate to digital environments, review photo library, and acquire all necessary assets
- Discover staff and technological parameters, including CMS platform
- Examine content creation process and SEM/SEO activities and capabilities

Deliverables:

- Strategic Portfolio document that includes analysis of your needs and requirements, including:
- Website project goals and scope
- Critical features set for new site
- Determined user personas, their goals, behaviors, and tasks
- Site management technical and process review
- Competitor review of features and appeal of three competitor/aspirant sites
- Digital marketing audit and recommendations

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Phase III: Deliver

Deliverables for this phase include:

- Guided by our learnings from Phase I and II, we will evaluate and recommend strategies to generate buy-in, engagement, and adoption of the brand platform among the campus community, as well as how to bolster the reputation and awareness of MCCD among prospective students, parents, and alumni.
- District-wide marketing strategy
- District-wide web strategy
- Communications management
- Success metrics and measurements

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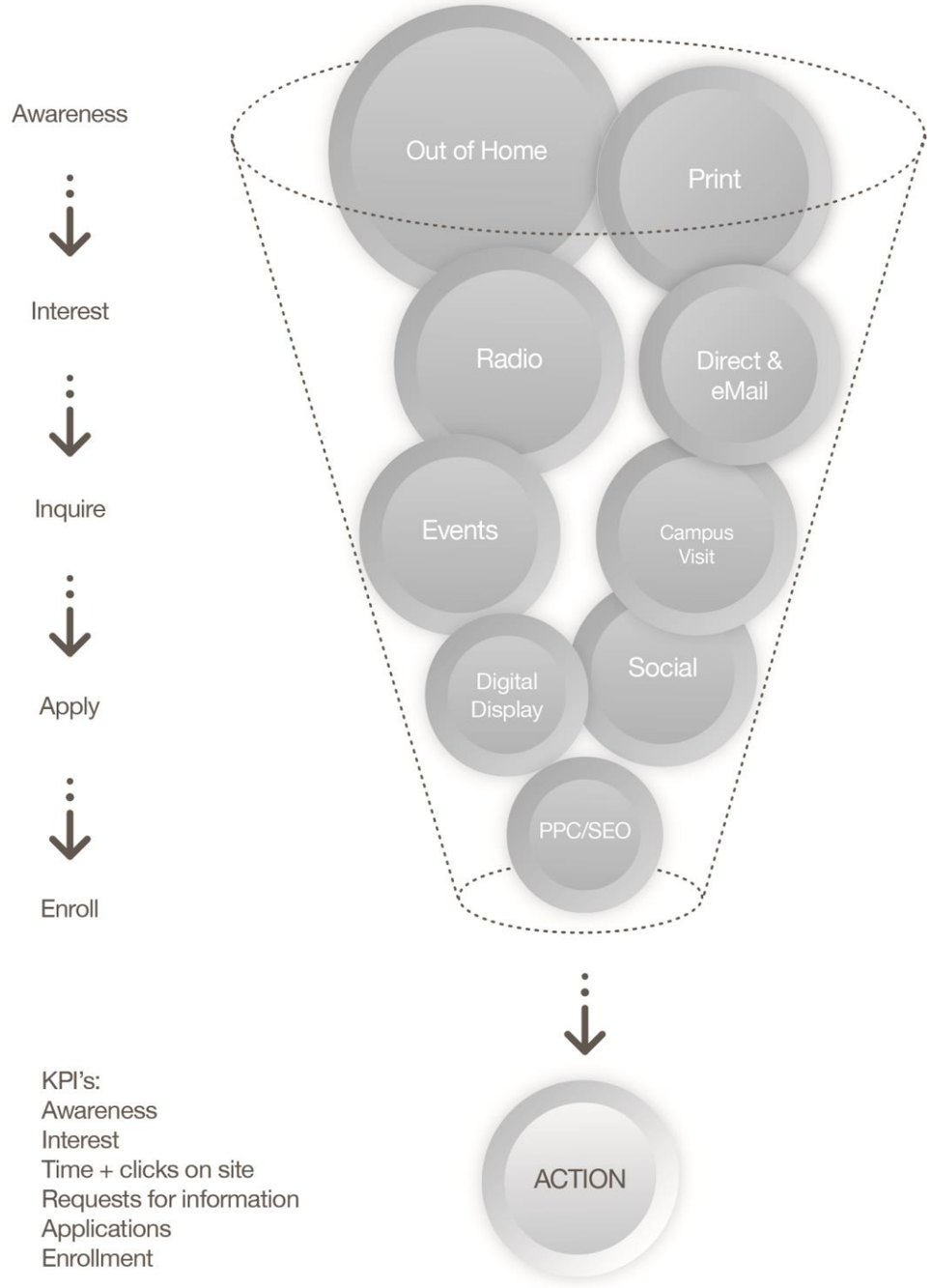
Questionnaire, Section 7.1.3: Marketing and Advertising – Approach to Representing MCCD

Media Plan Development and Management

Stamats and The Thorburn Group offers full-service media strategy, planning, buying, execution, and payment of media. Our partner, Cottage 8, focuses on media strategy, planning, buying, and implementation across all media channels, including TV, radio, digital, mobile, print, outdoor, and other traditional and nontraditional channels. Working with us, MCCD will never be presented with simply a media schedule. You will always receive a comprehensive media strategy and plan where we include the rationale for recommended media channels and tactics as well as justification for media not recommended.

Media Planning Process

- Competitive Review
- Q/A Session
- Service Area Prioritization
- Planning Parameters
- Media Objectives
- Strategic Direction
- Media Selection Recommendations and Rationale (we also talk about why we do not recommend certain types of media)
- Budget Recap (including allocation percentage breakout and rationale)
- Contingency Planning Scenarios
- Added Value/Promotional Components/Endorsements
- Media Flowchart (showing months, flights, media selection detail, cost, impressions, and costs per impression (CPM))



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Questionnaire, Section 7.1.3: Marketing and Advertising – Approach to Representing MCCD

Our team of media planners and buyers provides thoroughly integrated connection strategies through paid media. Our team will work closely with MCCD, assessing the strategic marketing needs of each college and center to ensure that the needs of the unified brand are met, as well as those of the individual entities. The result will be an integrated effort that leverages the collective resources and ensures a consistent, effective, and efficient result.

Our deep experience integrating paid media uses customized planning to employ time-tested strategies and tactics to ensure results. Our approach integrates any and all paid media resources required - offline (traditional) and online, including PPC and SEO.

Our long-standing partners are the best in class, both nationally and locally:

Sizmek is our third-party ad server to traffic and track all display ads, including paid social placement.

Rocket Fuel is our partner for programmatic display buying - the best in class at optimizing specific targeting parameters and lead gen drivers.

TopRank is our partner for PPC advertising and SEO.

Our media team has provided strategy, planning, buying and management services for a wide range of clients across multiple industries. Our expertise is to work through complexity and find media solutions that break thorough and deliver results.

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Our Partners at TVP Communications

As a boutique public relations agency founded in 2011 and solely focused on higher education, we provide something other agencies cannot—individualized attention combined with unrivaled industry expertise. We don't just create boilerplate outreach plans and churn out press releases on behalf of our clients. We design and execute comprehensive media, partnership, and thought leadership strategies based on individualized needs, goals, and opportunities.

TVP Communications has a strong record and reputation of providing public relations and communications counsel to colleges, universities, and education-related businesses—with numerous media hits secured and thought leadership citations or pieces placed through our partnerships. In our experience, we work best with client partners to develop and implement internal and external communications strategies when clear roles are set for each party. After initiating a deep dive into a client's institutional ethos, we then identify what we believe to be the outreach focus areas where our clients can best speak to provide a national, local, and niche perspective—all with the goal to expand recognition of our client's individual strengths.

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Our Partners at TVP Communications

As MCCD moves forward with its efforts to restructure within its “ONE Maricopa” framework, including a consolidation of marketing and communications at the system level, it is imperative that a strong foundation is built to support ongoing external communications and public relations. Focus should be placed on strategic planning for system-wide communications, consisting of the following efforts.

Successful communications planning at the system level will aid in positioning MCCD in the national, state, and district-wide higher education landscape. During the Discover phase, TVP Communications will assess how other similar community college systems have positioned themselves from a centralized perspective across all key audiences. Results will also identify the most promising opportunities to distinguish MCCD nationally and share its unique offerings and new “ONE Maricopa” structure.

Focus areas for the assessment might include:

- What are best practices in communicating with and marketing to priority audiences?
- What methods are used to increase awareness of and promote enrollment and participation in community activities? What similar methods can MCCD adopt?
- How are others balancing outreach from both a central-office and individual campus perspective? How can the different efforts effectively complement one another?
- What themes and messages are being used to demonstrate educational importance?
- What is the ideal mix of institution-based stories and leadership voices to promote a system?
- How do community college systems and their accompanying individual members communicate a unified brand identity across different initiatives?

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Our Partners at TVP Communications

Along with Stamats and The Thorburn Group, TVP Communications will present research highlights and facilitate brainstorming with MCCD staff about the direction of and content for all external, and internal, communications.

It is imperative that concise and clear messaging is developed and used throughout all official communications that speaks to the brand foundation and main goals of MCCD. TVP Communications will develop a final set of key talking points and messaging that aligns with the MCCD brand. Strategic message development will further position MCCD, and delineate its system-wide assets and the unique benefits of the education and skills provided through the "ONE Maricopa" initiative as well as community colleges as a whole.

Topics for discussion may include:

- Who are priority audiences for outreach based on experience and previous research?
- What do MCCD leadership and staff view as the most important information to communicate to audiences that may be unfamiliar with your school's successes?
- What concerns or criticisms of MCCD do you need to be prepared to address as you undertake future outreach efforts?
- With specific regard to the restructuring, what pushback is anticipated from member campuses and public constituents, including policymakers?

Key messages and talking points can be used in a wide range of communications—from "elevator speeches" to press releases—to ensure consistency, regardless of who is delivering the message or how it is being delivered, which will be necessary as individuals from member institutions and centers individually speak to the benefits of a centralized MCCD.

It will also be important to develop an initial inventory of "Stories to Tell" for MCCD from which we can easily and regularly pull topics for proactive and reactive media outreach. The basis for these stories will focus on national appeal, expressed leadership, unique student life experience, and other areas in which we believe MCCD can lead conversations and provide expertise on industry trends.

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Our Partners at TVP Communications

TVP Communications is available on standby to assist MCCD with any crisis situations that may arise. For all instances where our counsel is requested, we will liaise with our system contact to discuss our preferred role. Our responsibilities may include: serving as a sounding board for efforts already underway; strategy development; recommendations for audience-specific spokespeople; guidance on best utilization of communications staff; and outlining and drafting communications elements including messaging, internal and external statements, talking points, media strategy, media outreach, social media monitoring and response, internal and external announcement timelines, and more.

Recent articles featuring our crisis communication expertise are available on our website (http://bit.ly/tvpcrisiscomms), as is information about our relationship with United Educators, for whom we are a preferred provider of crisis communication services.

Our crisis communications credentials within the higher education space are unrivaled. TVP Communications has partnered with United Educators (UE), the leading provider of risk management and liability insurance to educational institutions, to provide crisis communications coverage to eligible UE members. We are a pre-approved crisis communications service provider for UE's member schools, colleges, and universities that may require specialized planning and communications services for a covered crisis event. We have also partnered with AIG and regional insurance providers to support the crisis communications needs of our client campuses.

- Presidential and senior administrator hiring's, firings, and departures
- Litigation initiated by the institution or filed against the institution
- Supreme Court rulings
- Transgendered student policy implementation and/or integration
- Accreditation reviews, probation, and revocation
- On-campus shootings, administrator, faculty and student deaths, murders, and suicides
- Data breaches
- Embezzlements or misappropriation of funds by cabinet members
- Campus security lapses
- Financial exigency
- Sexual assaults, sexual misconduct, and OCR, DOJ, and Title IX investigations
- Unionization of faculty
- Misreported admissions data
- Intercollegiate athletics scandals
- Investigations by NCAA, Department of Justice, and Department of Education
- Votes of no confidence
- De-naming of buildings
- Presidents, administrators, athletic directors, and coaches charged with felonies
- Hazing
- Binge drinking deaths
- Larceny
- Merging of institutions
- Name changes

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Our Partners at TVP Communications

TVP Communications can perform a complete social media audit, compiling a database of all official profiles for system schools as well as identifying opportunities where MCCD can operate networks that will broadcast a system-wide voice. We will assist in developing plans to ensure content is populated with regularity to networks already in place, and those to be developed to reflect the centralized structure.

TVP Communications will work with communications staff to monitor social media networks and online platforms for references to MCCD, its transition to the consolidated ONE Maricopa structure, and its programs. Our goal is to ensure positive news is widely distributed and any potential negative news is mitigated. As needed, we will provide counsel on how best to respond to and engage people in response to posts about the district and its campuses. We will also develop a plan to connect MCCD with thought leaders at institutions, associations, media outlets, organizations, innovation labs, and more via social media that will be key partners in growing the district's reputation among target audiences. Part of this strategy will include the development of a strong third-party and partner network that can organically build the district's reputation and share positive stories through social media channels. We will create an inventory of alumni, bloggers, influential social media personalities, select reporters, and more that we can rely on to disseminate positive stories about MCCD and assist with repurposing media placements.

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TVP Case Study

The following case study is a high-level overview of our work with Frostburg State University, which included expanding awareness of institutional programs with intent to increase enrollment, crisis communications support, executive leadership communications, and more.

Overview

Originally founded in 1898, Frostburg State University is a four-year public university located in Western Maryland and part of the University of Maryland System. The University values its status as a member of the Association of American State and College Universities, including the association's "promise of access, affordability and educational opportunity." Frostburg's strategic plan and mission are focused on obtaining a predominantly underrepresented student body (ethnically, socioeconomically, and average age) enrolled in college and supported through graduation.

Challenge

In 2011, Frostburg State University was besieged by a series of tragic and unrelated student deaths. During the media barrage it became apparent the university's value to the region was unknown, their mission as an access-based institution was viewed negatively, and the institution's national reputation was shallow. Frostburg, although having a great story to tell of student success, lives under the shadows of its peer institution, The University of Maryland College Park, and the leader of an in-state peer, Dr. Freeman Hrabowski. TVP Communications was initially engaged to lead crisis communications and was then tasked with advancing the image and reputation of the university and its president nationally as a completion-focused institution. Under the president's leadership, the campus utilized its support from the Bill & Melinda Gates Foundation to become a model in effective course redesign and student retention.

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TVP Case Study

Strategy and Tactics

- Strategic counsel to bring a season of negative media coverage to an end and reposition the institution's diversity as a benefit to the region and state.
- Develop thought leadership platform for President Gibralter and positioning language for the institution.
- Pitch Frostburg aggressively for presentation, invitation, and media opportunities.
- Secure desk side visits in Washington, D.C., with ACE, AASCU, *The Chronicle of Higher Education*, Inside Higher Ed, AGB, AAC&U, and other higher education influencers.

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Brief Sampling of Media Successes

- ACE *The Presidency* magazine
- AGB *Trusteeship*
- AASCU *Public Purpose* magazine
- *The Chronicle of Higher Education*
- Inside Higher Ed op-ed and articles
- AAC&U *Liberal Education* magazine
- CASE *CURRENTS*
- Huffington Post (including dedicated blog)
- CASE (dedicated blogger)
- *The New York Times*
- *The Washington Post*
- *Baltimore Sun*
- *The Journal Gazette*
- *U.S. News & World Report*
- PBS NewsHour
- NPR's All Things Considered
- Maryland Public Radio
- Associated Press

Sampling of Speaking Engagements

- CASE Summit
- CASE national and regional conferences
- AASCU
- AGB annual meeting
- The White House/Department of Education
- Congressional testimony on an Executive Order

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Our Partners at TVP Communications

Positioning institutional presidents, chancellors, and senior leadership teams as thought leaders through public appearances requires insight into recent trends, the ability to identify unique angles on those trends, and the instincts to surface untold stories and important conversations yet to be had. It also requires the ability to assess the strengths, weaknesses, and interests of each leader to determine how best to utilize them and how comfortable they are with engaging in this way. TVP Communications believes that before any speech, script, or presentation is drafted, a deep understanding of each institutional leader's individual strengths as a speaker has to be had. From this understanding, we work to craft language that showcases each representative's passions and expertise.

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The Company We Keep (Partial List)

Every college, university, and consumer brand with whom we work represents a distinct relationship. A special partnership. A challenge to overcome. And a promise kept. In the higher education category, we work with liberal arts colleges that have just over 1,000 students, regional public universities, medical schools, law schools, community colleges, elite graduate schools, chiropractic colleges, art schools, aeronautics colleges, and national universities with enrollments of more than 50,000.

And the best part is, they usually come back. Many of our clients have been with Stamats for 10, 15, and even 20 years—a track record most agencies cannot match. From Alaska to Hawai`i to Canada, and throughout all regions of the continental U.S., they entrust us with their brands and rely on us to guide them through the complex challenges they face.

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Questionnaire, Section 7.3: Creative Examples

Depth

U.S. Air Force
Harvard
University of Michigan
FIU Florida International University
UK University of Kentucky
VaughnCollege of aeronautics and technology
Wagner College
Cranbrook Schools
Dominican University
Franklin & Marshall
ASU Arizona State University
Grinnell College
Brescia University College
Cal Poly San Luis Obispo
Truman State University
KCTCS
Hawai'i Pacific University
University of South Carolina Beaufort
Drake
Palm Beach Atlantic University
Columbus College of Art & Design

Breadth

Polaroid
Harley-Davidson Motor Cycles
Nike
Coca-Cola
Neiman Marcus
Hallmark
Aveda
Target
Microsoft
Benjamin Moore Paints
Salomon
Disney
Porsche
Formica
Vera Wang
Fox Cable Networks
Capitol Records
National Geographic
Ecolab
American Standard

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Success Stories

Everyone loves a good story, especially when it's a story of success. We have a lot of them…stories of challenges being overcome, of great opportunities being seized, of institutional goals and aspirations being exceeded, and, quite simply, of breathtaking creativity.

The following success stories illustrate our work in graphic design, video production, photography, and copywriting, but also our integrated approach to brand engagement and how the brand story comes to life in all mediums. Each example demonstrates how both the visual and verbal represent the character of the brand and how all of the elements work together as a campaign.

We have also identified for each example all of the services The Thorburn Group was responsible for, therefore each example represents our experience in creative, copywriting, photography, video, digital, social, and overall marketing planning.

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Brand Idea:

Polaroid: “Share Life in an Instant”

Background:

Polaroid has a long legacy of innovation and invention. In fact, it is one of the most iconic brands alive. Unfortunately, over time, Polaroid had lost its luster and relevance in today’s digitally skewed world.

Graphic Design Work: Designing for Polaroid first and foremost considered every aspect of the brand's values and how to consistently convey them to the world. Every element of the brand, no matter how small, was an integral part of accurately communicating Polaroid as fun, creative, imaginative and authentic. From how we used the logo, to color palette, typography, or illustration, our goal was larger than defining any one design specification. Our work would always strive to clearly communicate a simple but powerful idea: Polaroid always delivers on the promise of simplicity and instant gratification for all.

Services:

- Brand
- Marketing Planning
- Photography
- Copywriting
- Web Design
- Email Marketing
- Packaging
- Social Media Management
- Digital Strategy

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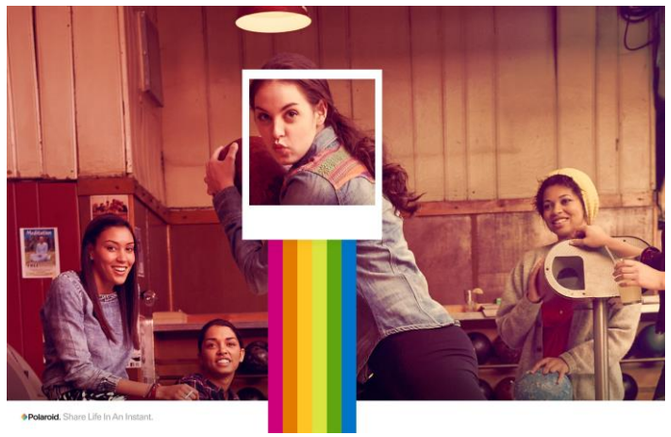
Polaroid



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Polaroid

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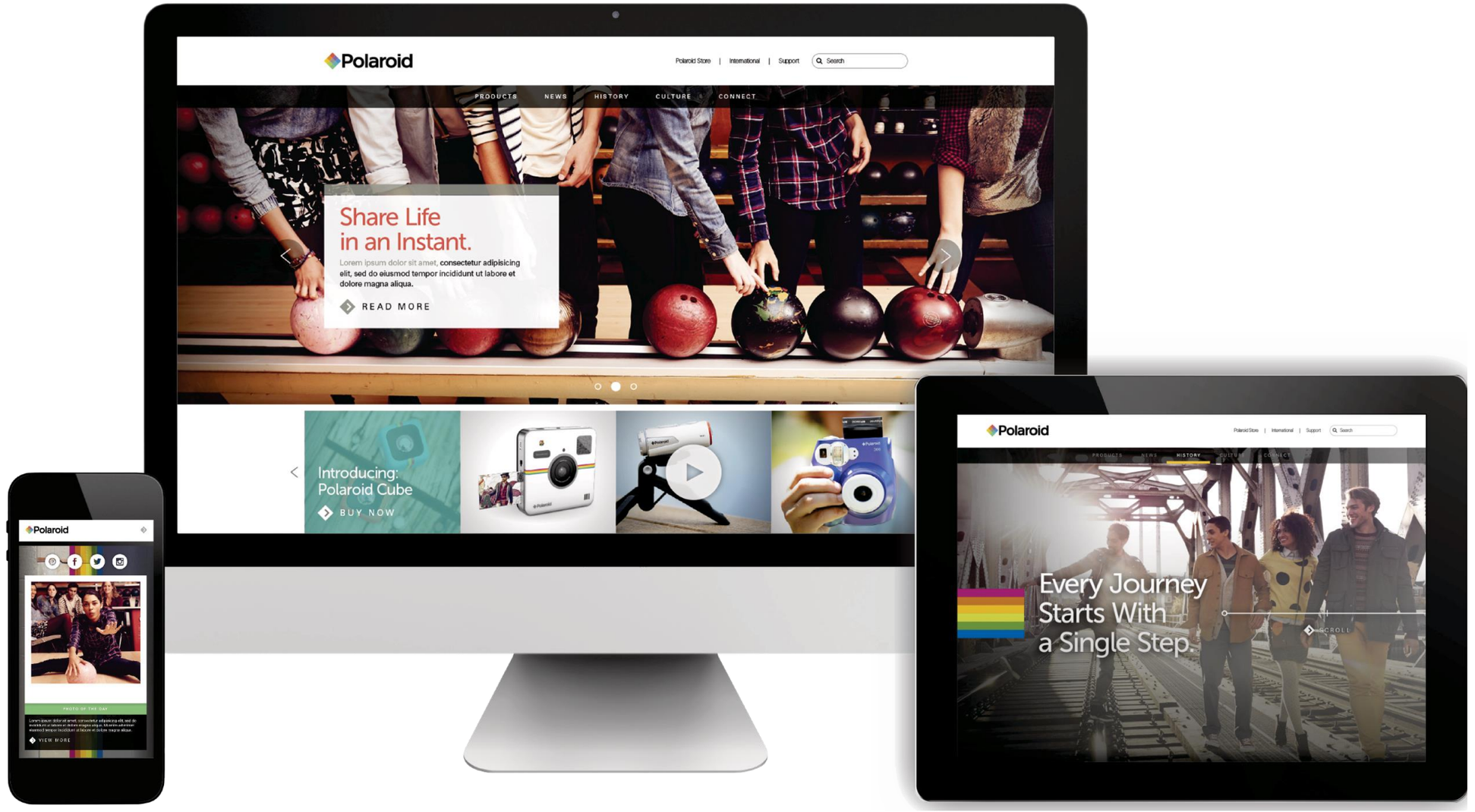
Polaroid



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Brand Idea:

University of Texas Rio Grande Valley: "A New University for the 21st Century"

Background:

The University of Texas Rio Grande Valley (UTRGV) is a new institution offering world-class academic programs and research opportunities. UTRGV is the combination of two schools, UT Brownsville and UT Pan American, and the challenge was to be seen as a new university with new opportunities versus the merging of two existing entities. The "We Will" brand idea elevates a strong promise to bring communities together and to be seen as a place of potential that benefits students, but also the community and the state of Texas. The campaign elevated UTRGV's message through inspirational opportunities and accomplishments that the institution aspires to achieve in the 21st century.

Video Production Work: The focus of the campaign centered around new opportunities and research in medical, interstellar, engineering, and coastal studies programs as a cornerstone for success and potential to enhance life in the state of Texas. The television spot reinforced this message and the "We Will" promise to see new possibilities and be the Valley's catalyst for change. The television spot ran in conjunction with out-of-home, radio, digital and print advertising.

Services:

- Brand
- Marketing Planning
- Photography
- Copywriting
- Media Buying
- Web Design
- Television
- Radio
- Print
- Social Media Strategy
- Digital Strategy

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University of Texas Rio Grande Valley, “We Will”

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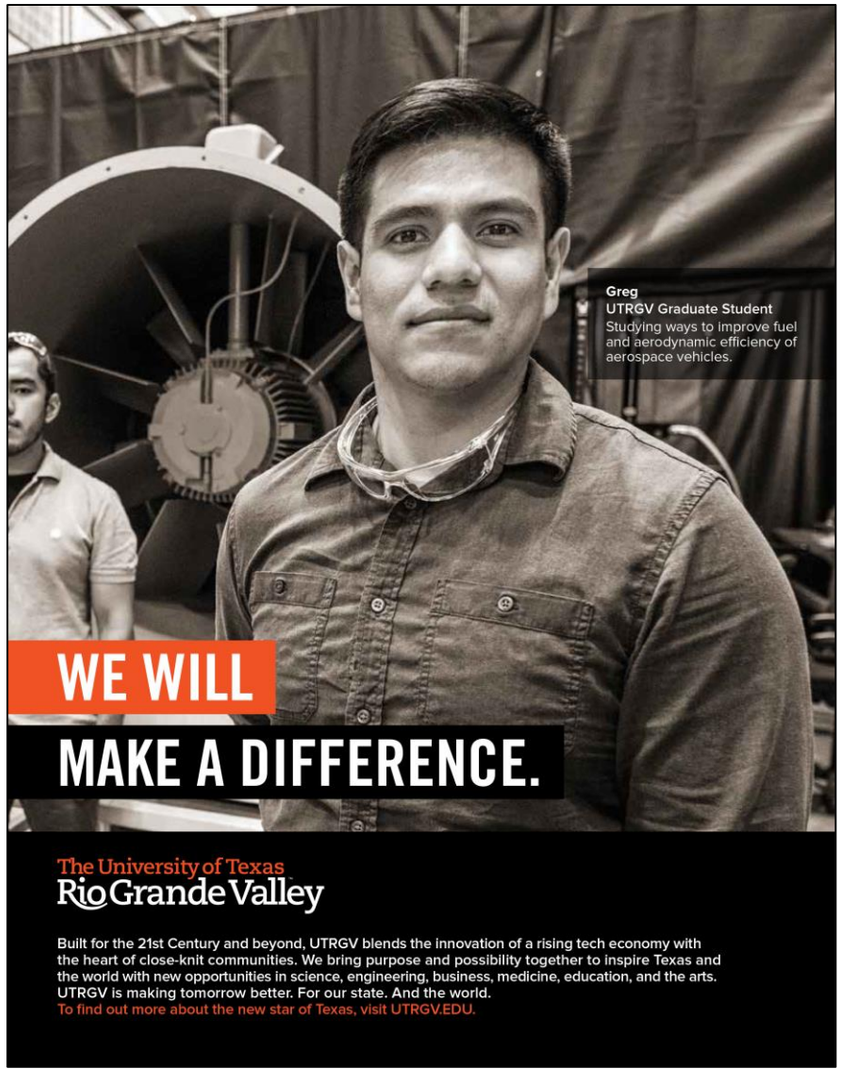
University of Texas Rio Grande Valley



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Brand Idea:

St. Olaf College: “Uncommon Journey”

Background:

St. Olaf College was suffering from an outdated perception. Its Lutheran tradition, conservative Norwegian heritage, and small-town location was obscuring its academic excellence, global perspective, and diverse religious and cultural student population.

Video Production Work: The St. Olaf ethos video gave the college’s brand voice new life. The “uncommon journey” means “thinking differently” and the video captured the invitational, real, welcoming and thoughtful elements of the tone. The college sits on a hill overlooking the community and countryside which symbolized looking out and seeing the world differently with new possibilities more clearly than ever before. The first sight is the beginning of a journey of the heart and mind that leads to lives of personal fulfillment and professional accomplishment.

Services:

- Brand
- Photography
- Copywriting
- Print
- Video Production

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St. Olaf College

St Olaf College, “From Where I Stand”

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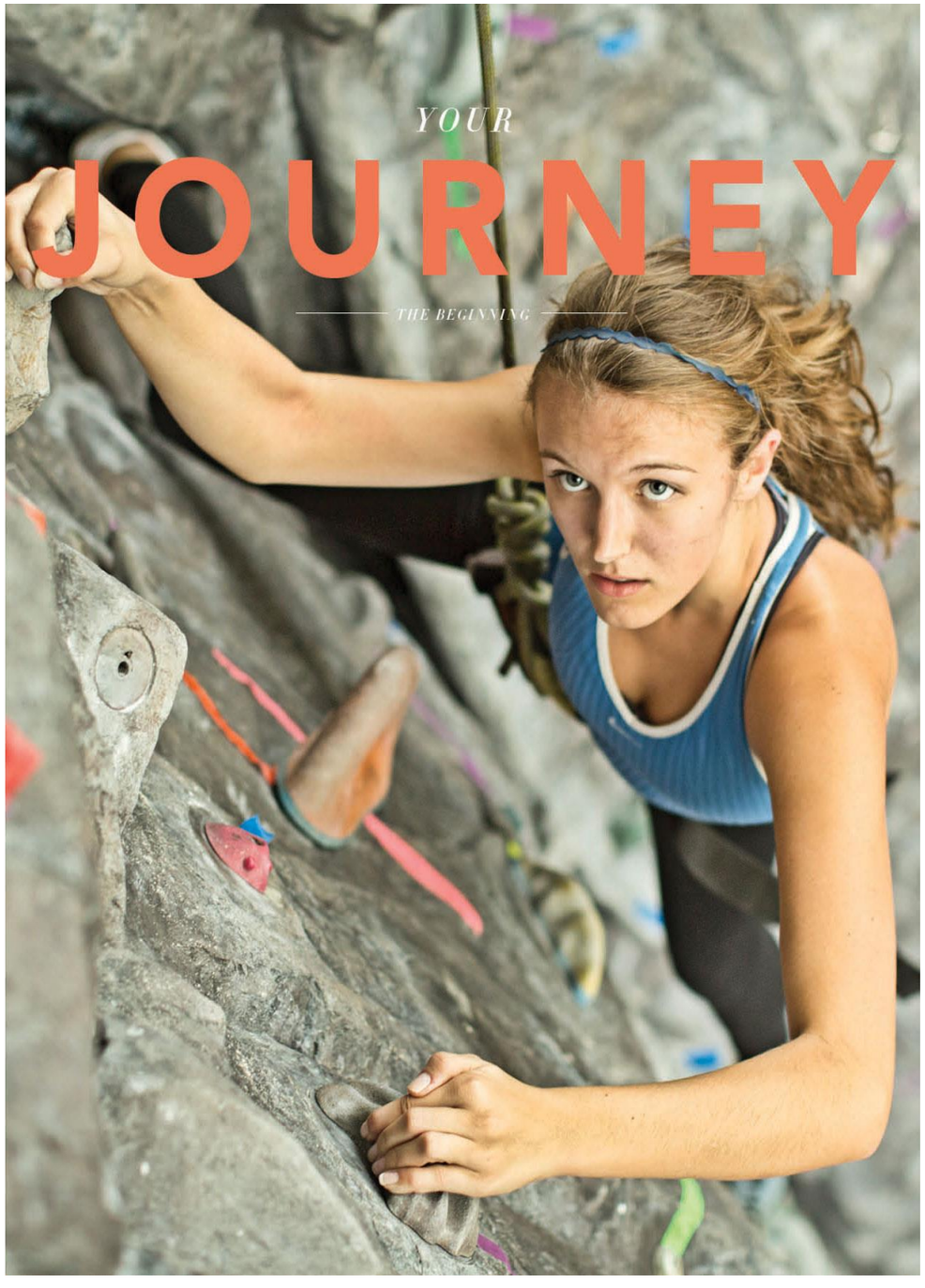
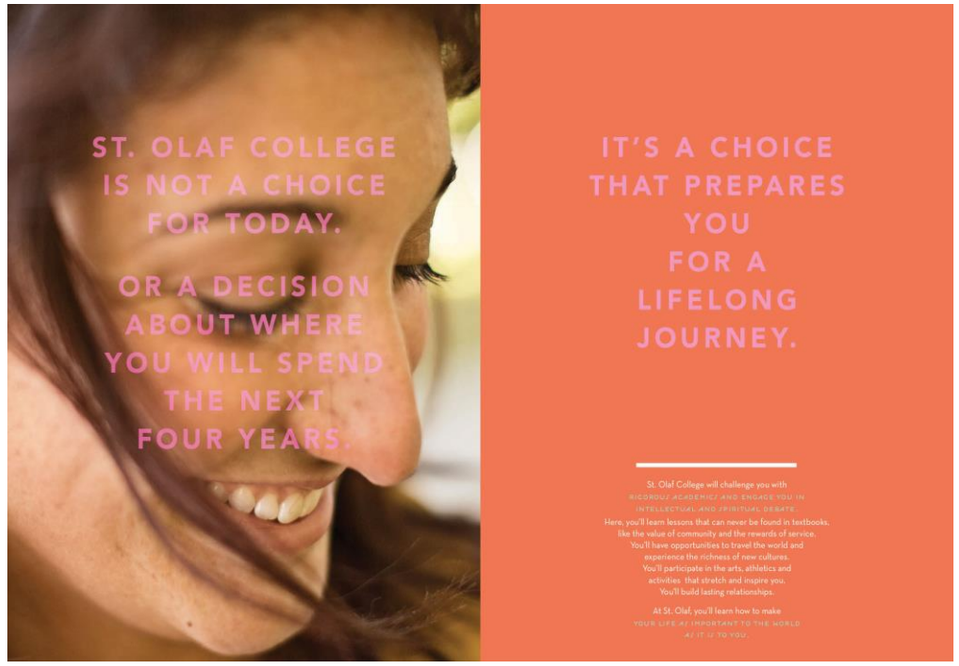
St. Olaf College





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Brand Idea:

Saint Mary's College: "Spirit of Action"

Background:

When passion ignites action. The active educational experience at Saint Mary's College challenges, encourages, and empowers students to discover and reach their full potential as compassionate and confident leaders prepared and motivated to act with purpose and cause. Our job, as Saint Mary's branding partner, was to identify and define the enduring truth about Saint Mary's College and reanimate it in rich and relevant ways to help Saint Mary's stand out and courageously stand up as it moves forward as one of the premier Catholic institutions of higher education in the nation.

Photographic Work: As was the tone and character of the Saint Mary's brand, the photography captured the college's spirit of action and compassion with bold, colorful, energetic, vibrant, and bright images in a clean modern feel. This reflects the authentic and confident nature of the Saint Mary's community. The photography showcases students as confident and unique individuals that contribute to their sisterhood and the world, and captured the magnitude of the mission in a way that is concise, powerful, and moving.

Services:

- Brand
- Photography
- Copywriting
- Print
- Website Design

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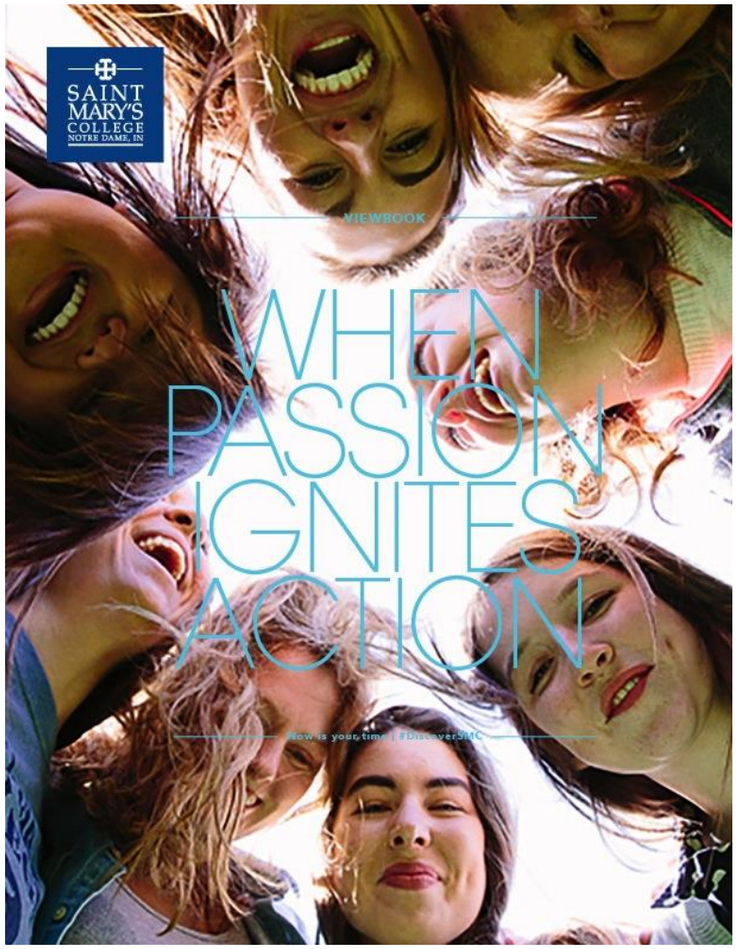
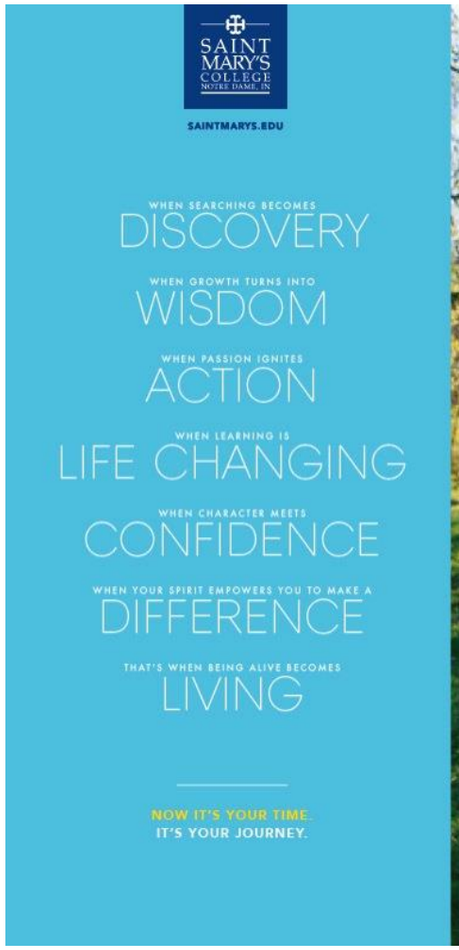
Saint Mary's College





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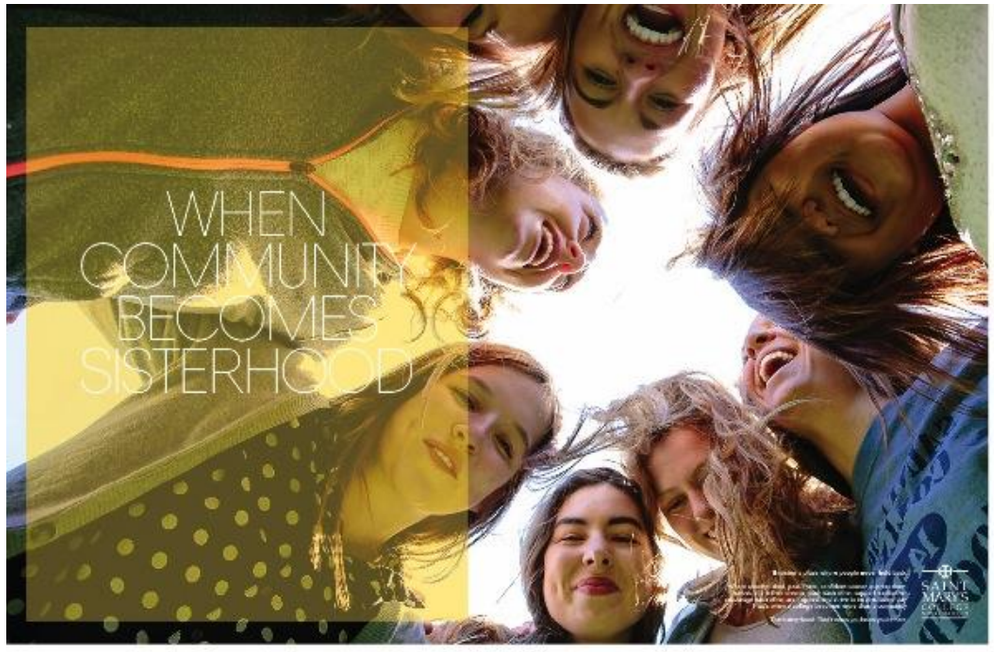
Saint Mary's College



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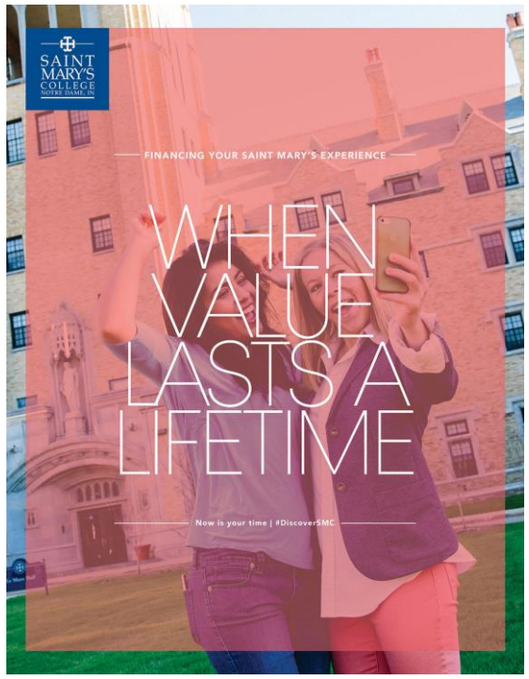
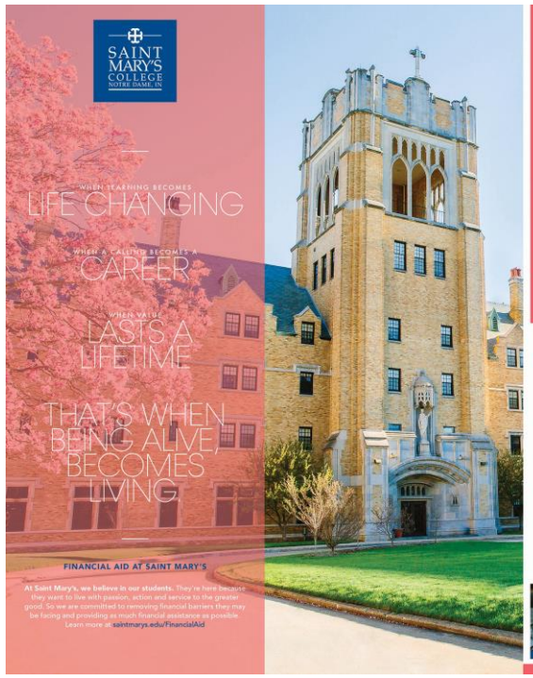
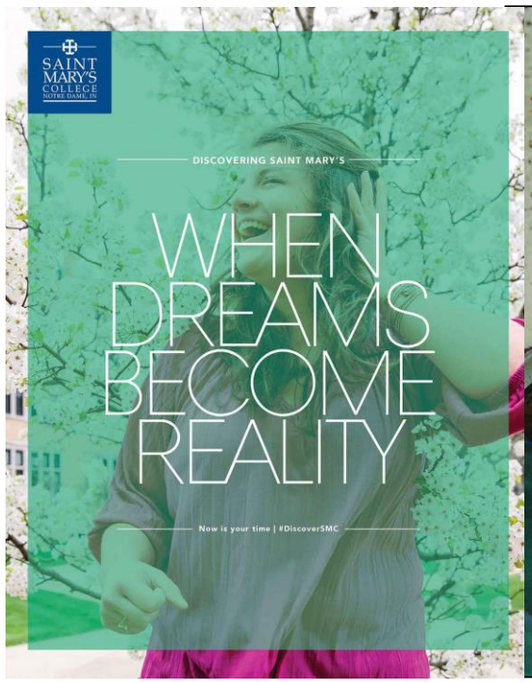
Saint Mary's College







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Saint Mary’s College

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Brand Idea:

Drake University: “Bulldog Strong”

Background:

The Bulldog is that rare breed that exemplifies determination, loyalty, and keen intellect. At Drake University, these are the characteristics that embody the campus spirit—where the Bulldog walks proudly, stands firm, and never backs down from a challenge. Our charge for Drake was to develop brand language that would capture the Drake values and character while also blending current initiatives into one seamless brand campaign. The Pedigree campaign does this by portraying the Bulldog pride and channeling Drake University’s defining characteristics of passion, determination, and leadership, which says, “We are groomed to lead.”

Copywriting Work: In all communications, the tone of the copy appeared confident and intellectual, while at the same time being fun and friendly. These characteristics define the Drake Bulldog and reflect the personality of the campus community, while elevating the academic rigor, professional determination, and fun-loving spirit. The copy is expressed emotionally first to capture the reader while the brand voice is carried through the informational level to illustrate our brand pillars and proof points. The examples shown include the ethos, captions, and headlines which captures the character of the brand in an emotional, persuasive, and definitive manner.

Services:

- Brand
- Photography
- Copywriting
- Media Buying
- Print

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Ethos:

Do you have to be born with a pedigree? Or can you earn it? Does passion and pride live in the bloodline? Or in the heart? A Drake Bulldog's traits are those of leadership, courage and determination. Bulldogs walk proudly, stand firm, and never back down from a challenge. Their pedigree isn't simply passed down. You have to want it. Reach for it. Be willing to meet the toughest academic standards. Then, and only then, the Drake Bulldog pedigree is achieved, bestowed and widely respected. It doesn't come easy. But it is within the grasp of anyone who is willing to work hard for it and become one of the pack. And anyone who becomes part of our pack, remains part of our pack. FOREVER. No matter where they go or what they do, this place will always be a Bulldog's home turf. Welcoming them home from their journeys. Theirs to love. Theirs to protect. **Drake Bulldogs**

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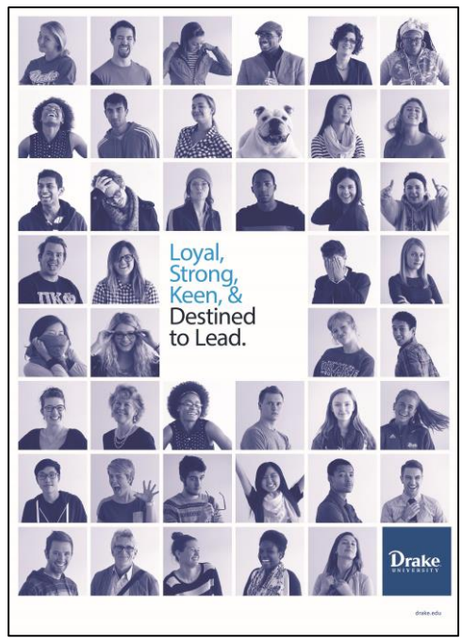

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Drake University

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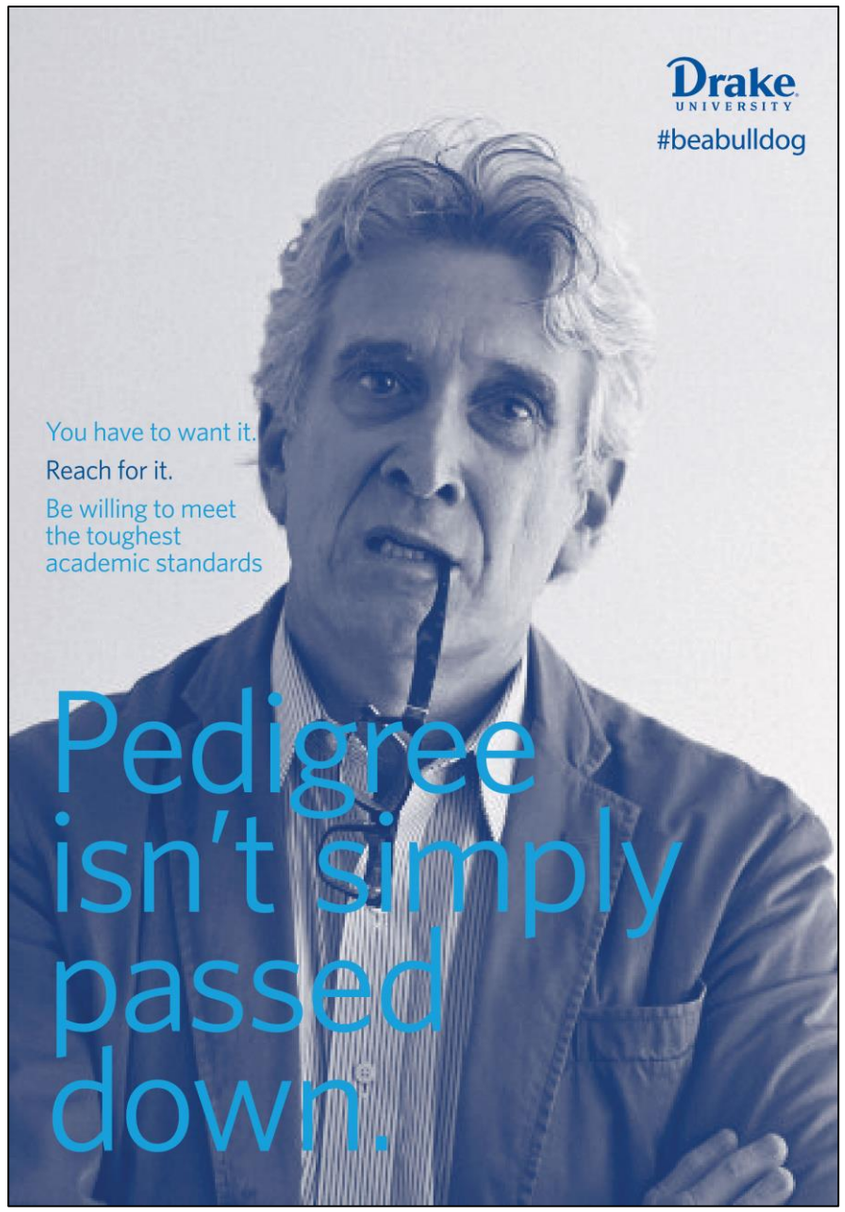
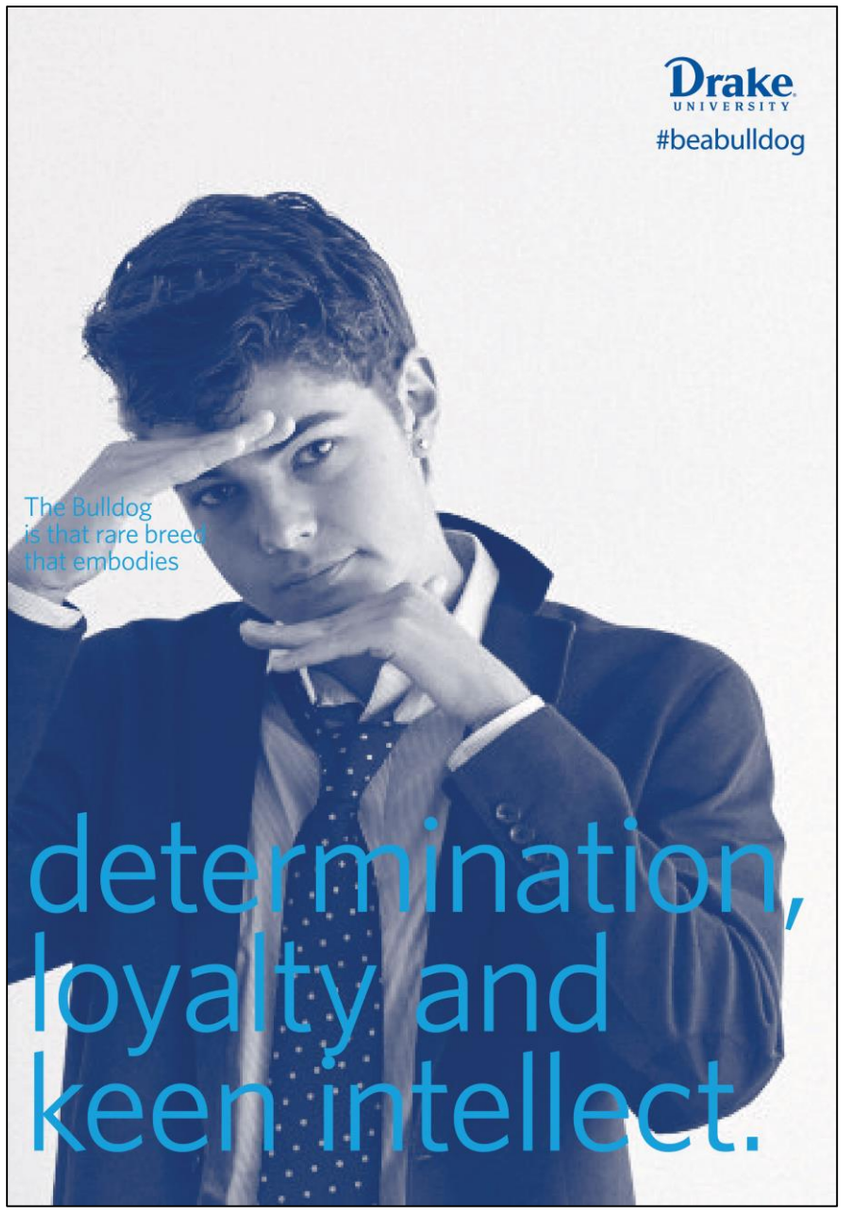
Drake University





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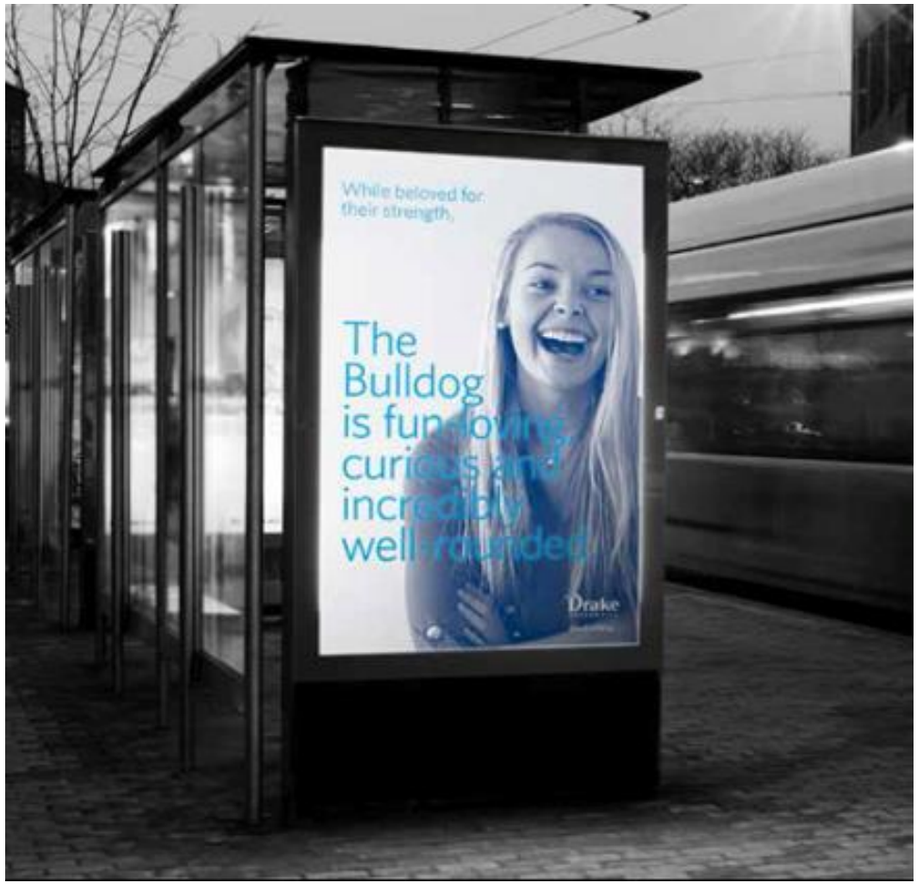

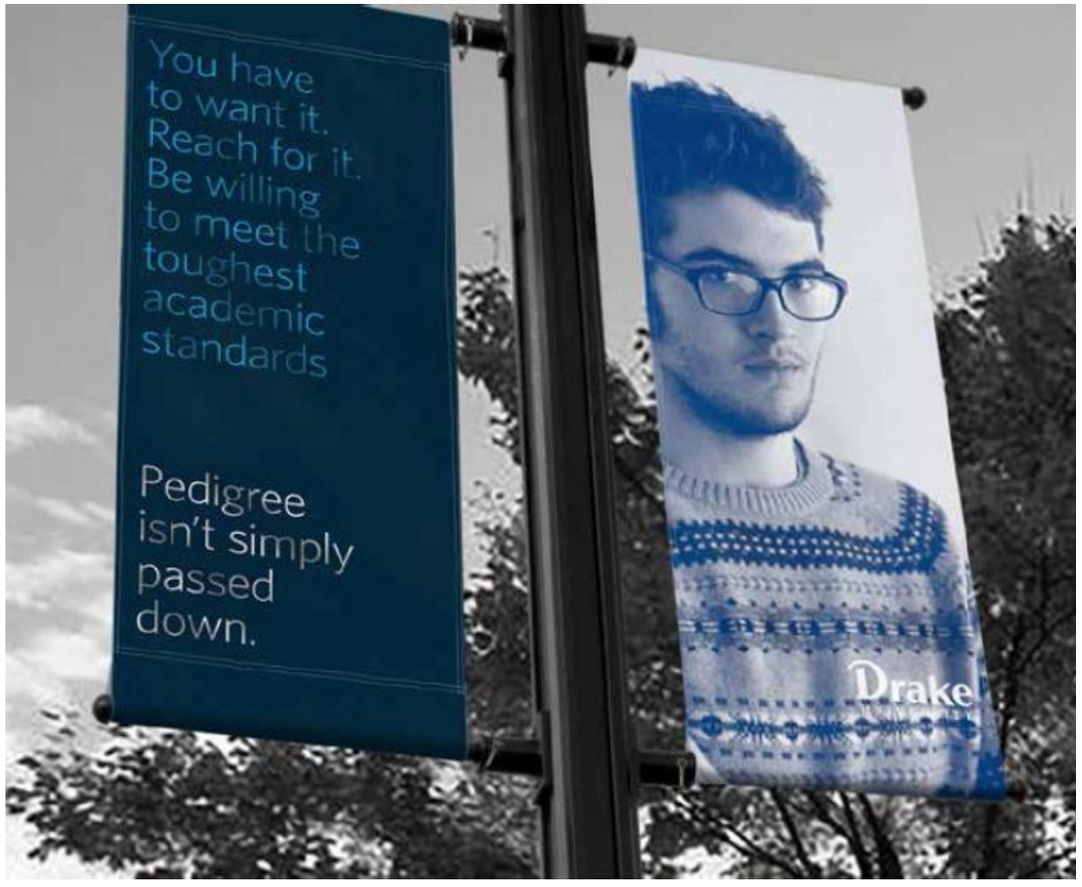

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Questionnaire, Section 7.4.1: Organizational Operations – Project Management Approach

Because Stamats and The Thorburn Group are full-service firms, we take responsibility for all work. We manage the project throughout all phases, and quality control remains in our hands.

Quality is reflected in everything we do, from our preliminary project planning through delivery. How do we accomplish this?

- **We assign team members who offer you experience and expertise**. Our team has decades of collective strategy, planning, interactive media, design, and implementation experience developing engaging, effective brand engagement strategies for higher education institutions. You can be confident that your project will be staffed by professionals who are experts in the field.

- **We maintain a collaborative partnership with your team.** We rely on a proven, multistep process that includes continual communication between our team and yours. During each step, you'll have the opportunity to review and discuss the work, provide feedback, ask questions, and together, we make decisions about the best way to move forward.

- **We understand that success is built upon research and strategy.** Your success is our success. The core of our work is built on qualitative and quantitative research—research that clarifies your position in the marketplace, identifies competitive opportunities, provides insights on how your target audiences will respond, and drives an informed strategy.

- **We continually monitor the status of the project.** Our team provides detailed timelines that accurately represent each task in the project, responsible parties, deliverables required, and key dates and milestones. Throughout the process, we conduct internal status meetings and share regular project status updates with your team.

In addition, we also use workflow and project management solutions, such as Basecamp. Basecamp software allows us to stay in touch with each other and with our clients throughout each project phase. We rely on Basecamp for day-to-day status updates and for collaboration and document sharing.

The entire Stamats and Thorburn Group team is dedicated to providing the highest quality services. Because we value each client relationship, at the close of every project we administer a client satisfaction survey to help us answer a very simple but fundamental question: Did we keep our promises? We also have follow-up conversations to be sure we performed and delivered to your satisfaction.
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Our Commitment to You

As outlined throughout this proposal, our commitment to you is *customized* counsel appropriate per project, each engagement built to meet you on the goals, strategy, and MCCD resources available to us. We will meet you where you are on any project, and shape the team and talents to meet your needs. In addition, our collective experience allows us to provide appropriate counsel on seeking and maintaining leadership buy-in throughout the engagement.

It is important to know that Stamats has the ability to align *any* resource for *any* project. In addition to the deep resources and connections with our partner, TVP Communications, and the in-house engagement team of The Thorburn Group, this stated philosophy can be brought to action with others we know in the category and/or the nation.

Finally, we respect that a culture of collaboration is essential in any project. How we can best help amplify MCCD team talents, extend your staff's reach and capacity, and accomplish tasks in tandem with you is all at the heart of each and every undertaking.

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Our Commitment to You

The central purpose of our collaboration at this level is not full consensus on all projects—that would be unreasonable to expect. However, we believe agreement on *any* project is needed via a process based on adhering to a clear, understood, common set of MCCD expectations.

We assume that the MCCD marketing staff and your system leadership will already have established clarity on ONE Maricopa brand, individual college identities, and the current working relationships within the enterprise. Typically we would collaborate with the internal staff to "explain" the brand/procedures of each entity so there is understanding.

If done, individual campus asks of any kind should come to us only if they apply to the articulated MCCD standards.

There are two keys to success: communication and earned trust.

Our experience in such situations has shown that we see a need for *extraordinary* communication before, during, and immediately following each project with three different purposes:

- Before—Establish goals for the individual unit needs and be certain they respect, complement, or extend similar goals of the MCCD District. Establish clear expectations that respect MCCD District and campus needs and goals.
- During—Constant assessment of project milestones throughout to be sure of scope and purpose. Clarity on shared work tasks.
- Immediately following—Be clear of what was achieved to all of those involved at the institutional and/or MCCD District level. Shared learning can only make the organization and its units more effective and efficient.

In the end, shared purpose, shared action, and shared closure project-by-project will build earned trust, with us and with the MCCD District. And trust will be *the* major driver in internal MCCD relationships.

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There's a Seat at the Table

We'll take time to get to know you.

Our process is a collaborative one, and we approach every assignment from the inside out. Understanding your needs and goals and the successes you want to build upon is part of our foundational work. During discovery, we'll review any existing research and planning documents, gauge the marketplace, moderate focus groups, conduct interviews, and ask the right questions. And we"ll listen.

Our role as your partner will be to explore how we effectively capture the values of the institution and translating those values into a coherent brand foundation that can extend and expand your reach. Your brand story needs to be authentic, purposeful, and, perhaps, heard in new ways.

We have more higher education marketing experience.

Stamats has been working with colleges and universities—and individual colleges, schools, and departments within those institutions—since 1952.

Our team is experienced in working with a broad range of college and university clients across the nation, and with the numerous constituents with whom our clients serve. Members of our team have served within large public institutions and small private institutions, and have experience working with community colleges.

We have more brand engagement experience.

The Thorburn Group has helped some of the world's most iconic brands express their true identity since 1994. We can do the same for MCCD. We have served in the public space, helping for-profit clients understand their brand position and attributes. Thus, we are able to bring together the experience, knowledge, and best practices of serving clients who have diverse needs and expectations – among stakeholders and shareholders across the organization.

We're guided by research.

Our process is a collaborative one, and we approach every assignment from the inside out. Every question we ask and every study we develop has one simple goal: to let the data speak. Properly used, information is insight. It provides clarity, direction, and a clear course of action. For this project, we will work with you to gather data, interpret it, and use it to inform all of our recommendations.

We know that results matter.

The development of an authentic brand platform is designed to unify, resonate, and motivate both internal and external audiences. Just like a winning strategy is built on solid research, great work should produce measureable results. Few people have the time or budget for a trial-and-error marketing approach. Our recommendations, custom strategies, and creative concepts are designed to honor your resources by getting results.

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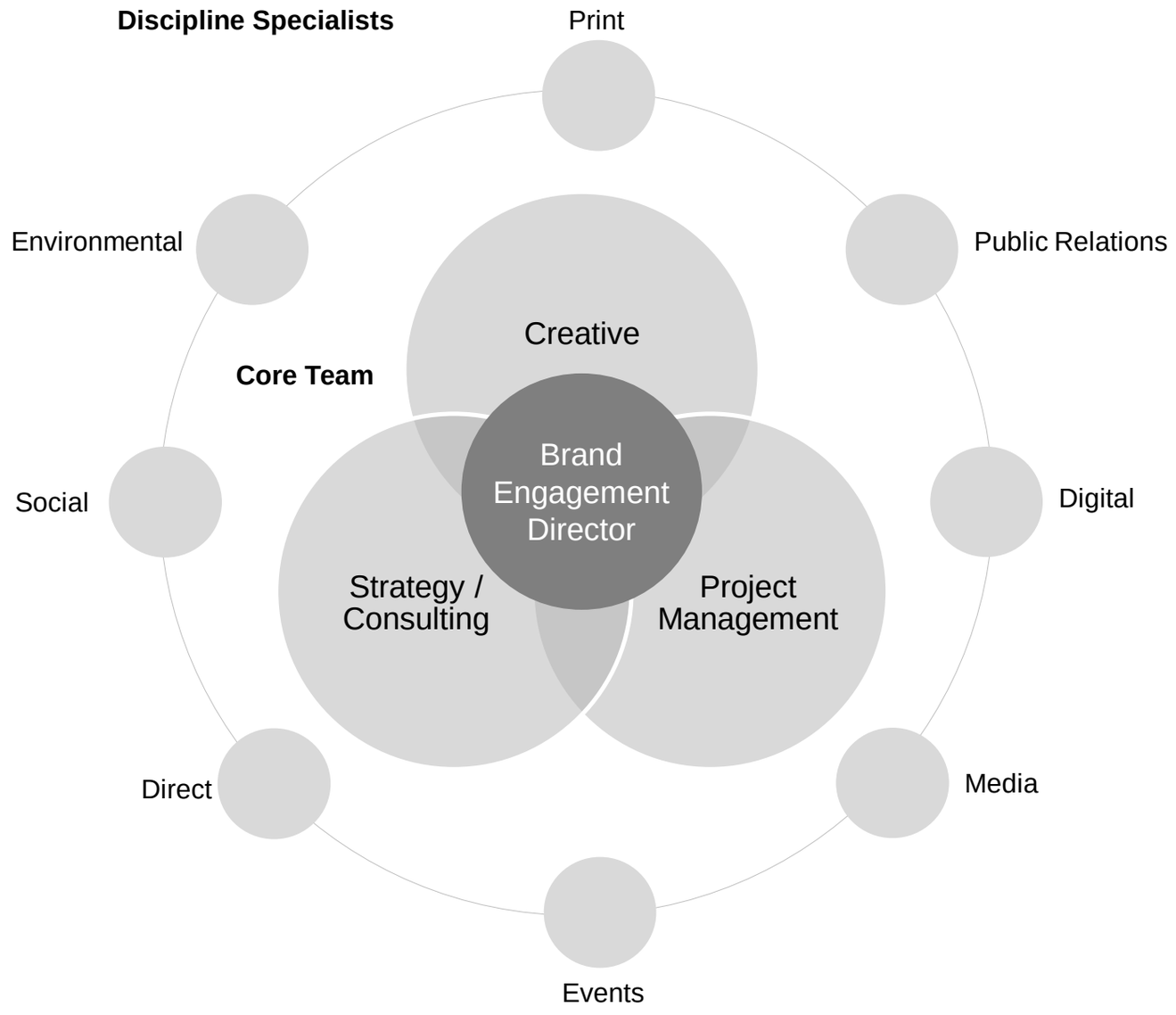
Team Approach

Stamats and The Thorburn Group operate on a core team model. At the center of every assignment there is a brand engagement director who serves as the orchestrator of our integrated teams. Included in the core team is a senior creative representative, a senior strategy/consultant, and a lead project management. These individuals are responsible for understanding the client business needs and developing strategies and plans to meet the objectives outlined.

Once the problem/need is defined, these individuals call upon and manage discipline experts (e.g., digital, public relations, media) to help execute and deliver the assignment.

Your core team remains consistent from project to project and becomes your main contacts and experts throughout the project/engagement.

This approach ensures that there is consistency among your team and that we can bring the best disciplined talent to every assignment.



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Key Personnel

Stamats is a privately held family company. Our executive team is composed of leaders in higher education marketing and brand engagement, two of whom are third-generation descendants of the company's founder, Herbert Stamats. Members of our senior team include:

Guy Wendler, President and CEO
Guy joined Stamats in 1983, and has held the presidential and CEO reins since 1995. Guy has a business and a Juris Doctor degree from the University of Iowa. He is a proud receiver of the John Phillip Sousa Award; an essay about beautifying the rural countryside won him a Rural Electric Cooperative Award; and he is a member of Beta Alpha Psi.

Bill Stamats, VP, Business Development
Associated with the company his entire life, Bill has served in several capacities at Stamats. As vice president for business development, he works closely with key clients and guides internal resources as new projects and programs are planned, organized, and executed.

Peter Stamats, Executive VP and Chief Operating Officer
In addition to serving as Stamats' executive vice president and COO, Peter leads Stamats' business to business (B2B) operations, serving the commercial real estate and hospitality markets with the Buildings, Interiors & Sources, and MeetingsFocus brands.

Bob Sevier, Senior VP, Strategy
Bob's innovative work has been featured at hundreds of professional conferences as well as in higher education's major publications, including *Currents*, *Journal of College Admissions*, *Admissions Strategist*, *University Business*, and *College & University*. He holds a Ph.D. in policy analysis and higher education administration from Ohio State University, and he has authored seven books on strategic planning, marketing, and brand strategy.

Bill Thorburn, Chief Creative Officer
Bill has been leading The Thorburn Group for the past 20 years. His work has been exhibited in one-man shows in Osaka, Tokyo, and Frankfurt, along with group shows in London and New York. He also has work in the permanent collections of the Victoria and Albert Museum, the Smithsonian Institution, and the Library of Congress. Currently, Bill also serves on the Board of Trustees for the Minneapolis College of Art and Design.

Pat Weas, Chief Operating Officer
Pat Weas has over 25 years of experience defining, developing, and directing great brands. Pat has held management positions within nationally recognized advertising agencies as an account director, general manager, and partner at Carmichael Lynch Advertising, vice president at Campbell-Mithun Advertising, and currently serves as chief operating officer and executive strategy director at The Thorburn Group.

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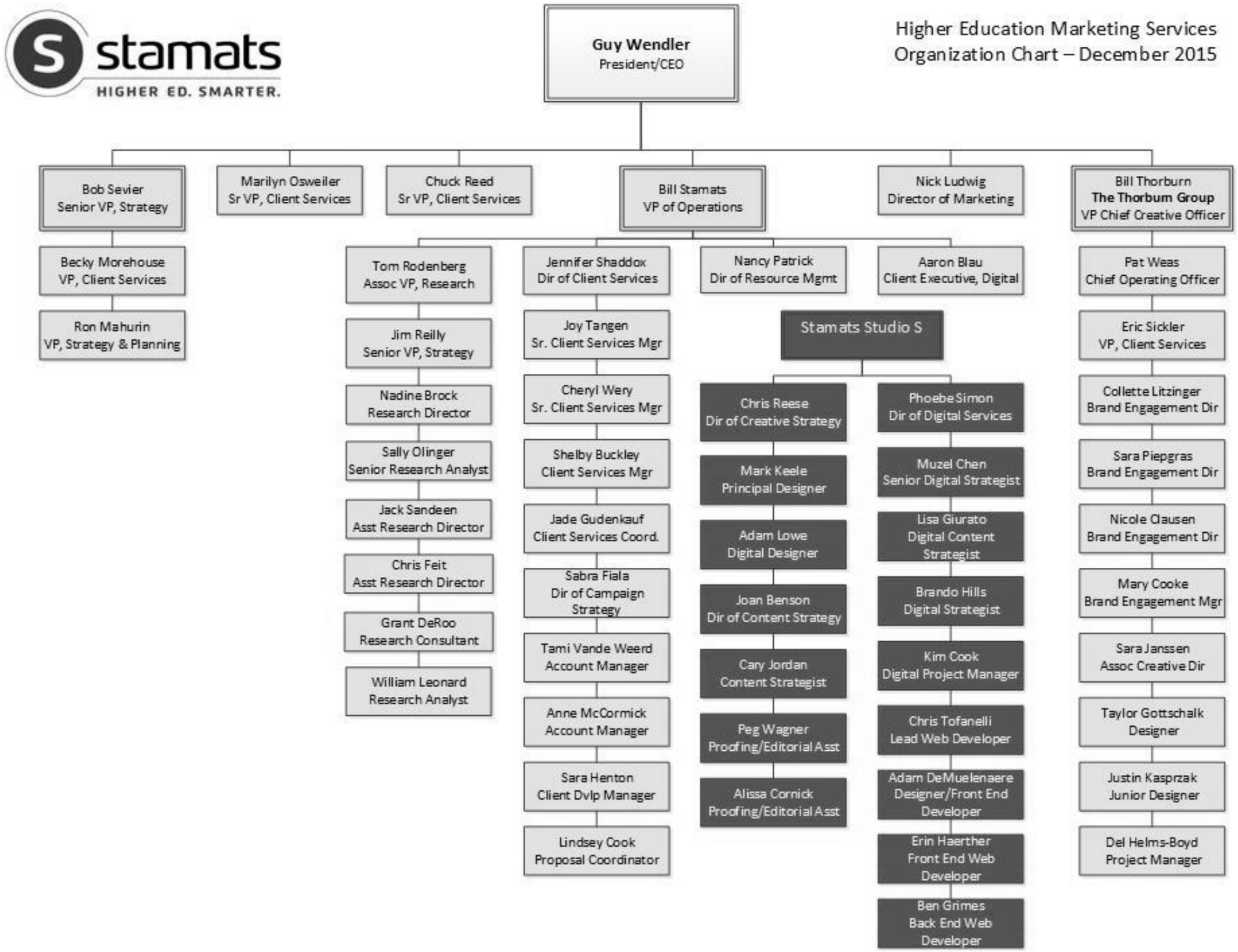
Questionnaire, Section 7.5.2: MCCD Provider Relationship – Organizational Structure



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Our Relationship with You

Each of our client engagements is a team approach and a partnership. We work with institutions both large and small, and each relationship is unique based on the project and the needs of the institution. It begins by putting the right team and resources in place and understanding our client needs and objectives. Our relationship with MCCD would be approached as a collaborative effort, and we would meet you wherever you are at in the process of developing and executing the ONE Maricopa brand identity.

We understand the needs and deep hierarchical systems a large institution like MCCD brings to the table and have experience working with large, complex organizations to navigate political structures and generate internal buy-in changes like the one MCCD is facing often brings.

Our approach is simple. We'll get to know you and dive deep into understanding your institution, the ONE Maricopa brand story, and the strengths, opportunities, and challenges to address.

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Average Project Turn-around Time

The following timeline should be considered a preliminary attempt to lay out the framework for the project examples shown. These examples are approximate estimates for project turn-around time including establishing goals for the project, creative writing and design time, and client revisions and feedback. Production time would be additional for any print production, development, mailing services, etc. All times are estimated, and represent a realistic sequence of events. However, we realize quick-turn projects may arise and we are willing to work with MCCD to determine a timeline that is appropriate for the situation.

12-Page Viewbook

Phase 1 **1 week**
Determine SOW
(scope of work documents or contracts, if needed)

Project Kick-Off
(determine project goals, objectives, audience, distribution, etc.)

Phase 2 **2-3 weeks**
Creative Concepts
-develop 2-3 concepts if needed

Creative Expression
-writing, layout, design

Phase 3 **2 weeks**
Client Feedback and Edits
-assumes two rounds of revisions

Total turn-around time: 4-6 weeks

Single Postcard

Phase 1 **1 week**
Determine SOW
(scope of work documents or contracts, if needed)

Project Kick-Off
(determine project goals, objectives, audience, distribution, etc.)

Phase 2 **1-2 weeks**
Creative Concepts
-develop 2-3 concepts if needed

Creative Expression
-writing, layout, design

Phase 3 **1 week**
Client Feedback and Edits
-assumes two rounds of revisions

Total turn-around time: 2-4 weeks

Email Template

Phase 1 **1 week**
Determine SOW
(scope of work documents or contracts, if needed)

Project Kick-Off
(determine project goals, objectives, audience, development, etc.)

Phase 2 **1-2 weeks**
Creative Concepts
-develop 2-3 concepts if needed

Creative Expression
-writing, layout, design

Phase 3 **1 week**
Client Feedback and Edits
-assumes two rounds of revisions

Total turn-around time: 2-4 weeks

Presidential Speech

Phase 1 **1 week**
Determine SOW
(scope of work documents or contracts, if needed)

Project Kick-Off
(determine project goals, objectives, audience, development, etc.)

Phase 2 **1-2 weeks**
Develop Talking Points

Concept Speech
-writing, brand messaging, talking points

Phase 3 **1 week**
Client Feedback and Edits
-assumes two rounds of revisions

Total turn-around time: 2-4 weeks

Note: *Typically, the approval process is the largest variable in the timeline depending upon MCCD's number of stakeholders and approval protocols.*

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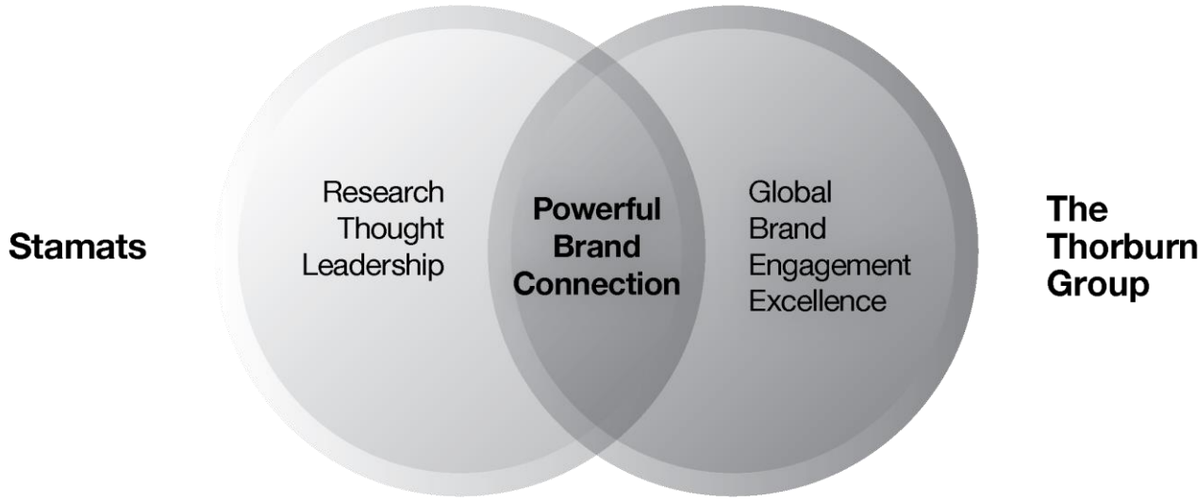
The Power of Together: Our History

Together, Stamats and the Thorburn Group have done enough market research and created enough brand foundations over the years to know those audiences cherish the same core values and visions your campus community holds dear. More importantly, we believe they're eager to hear MCCD's story so they can align themselves with the special kind of experience you can deliver.



Strategically Driven. Emotionally Rich. Personally Relevant.

Elevated Results

Stamats: Higher Education Experience

Stamats is higher education marketing. They've been working with colleges and universities since 1952 and they've built a client roster that reads like a Higher Education Publication directory. That experience translates into insight—not just at the tactical level, but at the cultural level too. But more than anything, we're a family. We were founded as a family company in 1923 (93 years ago), stayed that way throughout our history, and to this day are led by the grandsons of our cofounder.

The Thorburn Group: Brand Building Expertise

Founded in 1994, The Thorburn Group is a Minneapolis based creative powerhouse, delivering award-winning brand engagement and elevation solutions to some of the most influential brands in the world—Nike, Coke, Polaroid, Porsche, Formica, Hallmark, and Disney to name a few. Winning every award from a Cannes Lion to the prestigious Gold Pencil, The Thorburn Group was recently honored as one of the most influential brand firms in both North and South America over the past decade by the international publication Graphis.

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The Power of Together: Corporate Structure

Legal entity
Stamats is a Legal entity.

State of registration or incorporation
Stamats was incorporated in the state of Iowa.

Public company – listing symbol
Stamats is a Private Company.

Majority ownership
Stamats, Inc. is owned and operated by Stamats Communications, Inc.

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The Power of Together: Operating History

Years in Business
We have been in business for 93 years.

Growth Rate
Stamats is a 93-year-old company and has had a growth rate of 3% over the past four years.

Hours of Operation
Stamats Communications, Inc.
8:00am – 4:30pm Monday thru Friday

The Thorburn Group
8:30am – 5:00pm Monday thru Friday

Financial Condition
Stamats, Inc., and its parent Stamats Communications, Inc., are financially sound and robust. There are no financial issues existing or expected that would impair our ability to successfully complete the requirements of this RFP. In fact, Stamats has the financial resources in place to offer tailored project payment plans to our clients. We would be happy to provide further detail and/or audited financial statements if requested by MCCD.

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Primary Strengths and Services

We build brand experiences that are activated across touch points. Our goal is to arm your organization with the motivation, tools, and expertise needed to create an organizational culture that works diligently to harness the power of your brand—everywhere.

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Primary Strengths and Services: Marketing

Brand is so much more than a logo or a tagline. It's the experience people have when they interact with your product, and it's the benefit they gain from that interaction. It is the glue between you and your audiences. A strong brand seems simple, yet delivering it is complex.

Our discovery process assesses your organization's equities and market position, uncovers your customers' unique desires, analyzes your competitions' vulnerabilities, and interprets cultural trends and influences that impact your brand's perception. From there, we define your brand foundation and promise, then ultimately the Authentic Brand Idea.

We help activate and align the Authentic Brand Idea and visual language across your entire organization to create understanding, adoption, and enthusiasm among your employees. We provide energy to the process by connecting your story to suppliers, partners, distribution, specifiers, and consumers to move your brand to a higher level.

Our goal is to arm your organization with the motivation, tools, and expertise needed to create an organizational culture that works diligently to harness the power of your brand – everywhere.

How We Can Help:

- Naming & Identity
- Logo Creation
- Brand Style Guide
- Journey Mapping
- Communication Mapping
- Communication Planning
- Creative Development and Execution

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Primary Strengths and Services: Print & Packaging

For distinctive, award-winning work, you've come to the right place. Over the past 10 years, our creative work for clients has won more CASE Awards, ADDY Awards, Telly Awards, Admissions Marketing Report Awards, and UCDA Awards than anyone in the business.

Our process starts with a strong partnership. Since no two brands are the same, no two projects are the same, we deliver creative solutions customized to your individual identity. Our team gets to know your brand, people, programs, audiences, language, and vision. We then develop—with your vital input—a creative communications package that sends strong visual and emotional appeals to your intended audience and gets them to react, remember, and respond to your message.

How We Can Help:

- Catalogs & Magazines
- Collateral Material Development
- Environment & Retail Display
- Press Kits
- Product Packaging
- Viewbooks & Direct Mail
- Trade Show Design

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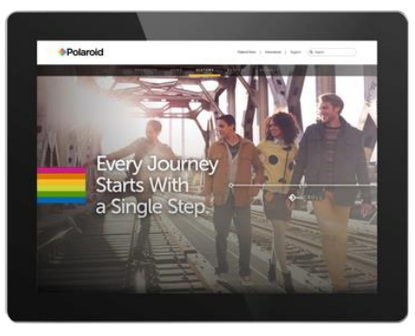
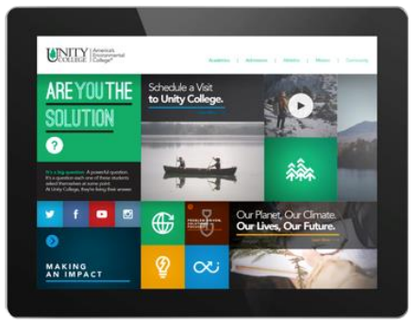
Primary Strengths and Services: Digital

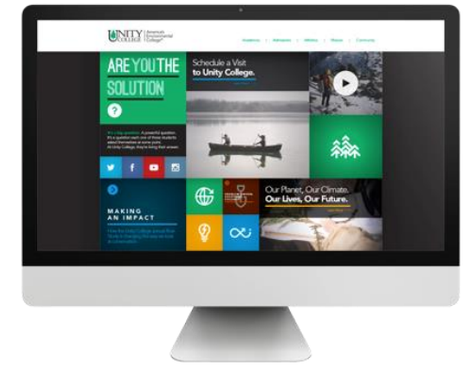
New media, new channels, new challenges—and new opportunities. Your audiences shift how and when they connect with you. Your processes, plans, and even goals need to keep pace. Your people have a chance to grow into new skills, a new understanding, and a renewed connection with your audiences.

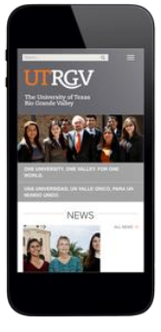
How We Can Help:

- Digital Audit
- Responsive Website Design
- Search Engine Marketing
- Search Engine Optimization
- Website Usability Testing
- Digital Analytics
- Digital Content Creation & Management
- E-mail Marketing









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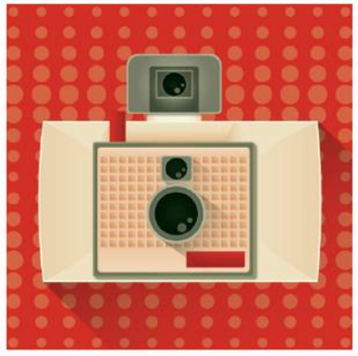
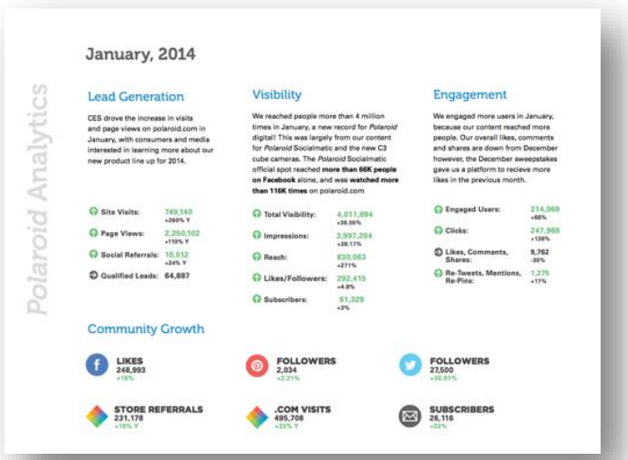
Primary Strengths and Services: Social Media

Whether your brand is an old-hat with Tweeting and Instagramming, or you need to get your brand established on social media, we're here to help. Our offerings include everything from social media assessment and optimization to content creation and editorial management. No matter were you are (or aren't) with social media, we will work with you to integrate social media into your marketing ecosystem—tailored to meet your goals and drive your results while you have doing it.

How We Can Help:

- Social Media Planning & Strategy
- Content Creation & Curation
- Campaign Management
- Editorial Development
- Community Management
- Measurement & Analytics





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Primary Strengths and Services: Video & Motion

Site, sound, feeling, and motion. To go beyond simple video and get to the heart of how emotion can motivate its intended audience to do something. We understand how to channel the power of your brand and bring it to life through meaningful motion.

We offer a complete range of highly creative video expertise, from art direction and storyboarding to animation and editing.

How We Can Help:

- Ethos Films
- Product Launches
- Demonstrations and How-To
- Sales Support
- Animation
- Social Video

American Standard, “DXV Movements”

Harley Davidson, “Creed”

St Olaf College, “From Where I Stand”

University of Texas Rio Grande Valley, “We Will”

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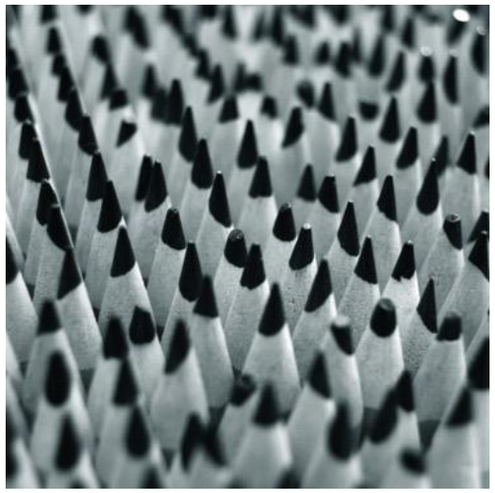
Primary Strengths and Services: Marketing Research

We believe that sound decisions are built on a foundation of solid research. In today's marketplace, the economic and political cost of bad or delayed decisions is high. That's why brands turn to Stamats for help. Stamats, one of the nation's most experienced research companies, specializes in helping brands understand the perceptions, motivations, and behaviors of their key audiences.

Stamats offers a complete range of quantitative and qualitative marketing research services, including:

- Audience Persona Development
- Brand Awareness, Image, and Perception Studies
- Brand Marketing Studies
- Audience Segmentation
- Market Analysis
- Competitive Landscape Audits and Positioning Studies
- Brand Audits
- Communication Audits
- Media Benchmarking and Metrics



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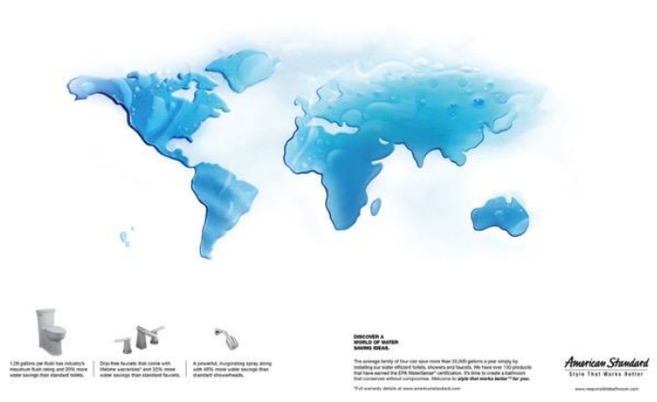
Primary Strengths and Services: Media Connection Strategy

The goal of our media and engagement specialists is to help deliver the right message to the right people at the right time. We are cross-media professionals who have traditional print and broadcast experience as well as SEO, SEM, and online expertise.

How We Can Help

- Strategic Connection Plan Development
- Media Campaign Management
- Secondary Research Access (e.g., MRI, Scarborough, Kantar, Arbitron, ComScore)
- Effective Media Negotiation
- Digital Tracking
- Reporting and Analysis



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Primary Strengths and Services: Internal and External Communication Strategies

Whether it's connecting with new audiences, managing a crisis situation, building thought leadership awareness, or communicating what makes your institution or organization unique, the ways in which your audiences are seeking information are constantly changing.

With all of the conflicting messages the general public hears each day, it can be challenging to break through the noise.

Our partners at TVP Communications bring unmatched higher education industry expertise to identifying distinct narratives and connecting with audiences through traditional and new methods to ensure that our clients truly stand out from their peers.

How We Can Help

- Create individualized thought leadership platforms
    - Build relevant industry and association partnerships
    - Draft and place op-eds, letters to the editor, and thought pieces
    - Conduct communications analyses and web/social media audits
- Develop comprehensive media relations and communications plans
    - Lead onsite media training sessions
    - Perform local, regional, national, and trade media outreach
    - Mentor and build capacity of campus communications staff
- Plan for major announcements and events
    - Serve as education industry-specific communications counsel
    - Create messaging and announcement strategies that will ensure you connect with your audience
    - Organize and support special events and press conferences
- Assist with crisis communications
    - Understand a unique situation and develop customized message platforms and communications plans
    - Work with internal staff to build capacity
    - Provide ongoing media monitoring and counsel, including social media

TVP COMMUNICATIONS

United Educators

TVP Communications has partnered with United Educators, the leading provider of risk management and liability insurance to educational institutions, to provide crisis communications coverage to eligible UE members. We are a pre-approved crisis communications service provider for UE's member schools, colleges and universities that may require specialized planning and communications services for a covered crisis event.

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We Believe

At The Thorburn Group (a Stamats company), we believe the most profound charge of higher education marketing is to constantly kindle passion for institutional brands in new and innovative ways.

Winning brands inspire; they stir emotion, fuel passion, and build lifelong allegiances. In higher education, great brands shape ideas and help our better selves build our brightest futures. For colleges and universities, we know that distilling a school's brand promise and communicating it effectively is as challenging as it is essential. Getting it right takes—in equal measure—science and art, research and revelation, discipline and play.

Our job as MCCD's branding partner will be to identify the enduring truth about the institution and animate it in rich and relevant ways—to help it authentically stand out and move forward as one of the preeminent systems of higher education community colleges in the world.

At the center of every great brand is the pulse of a promise. It's a promise that a brand—the MCCD brand—has the power to reshape us—to fit who we are today and form who we'll become tomorrow.

And at few points in life do we seek out this promise so earnestly as when we're choosing a college or university to attend, to support, and to make part of our lives.

Orbiting this single decision is an entire constellation of questions: What's my purpose and my passion? Where should the next phase of my life unfold? Which personal experiences and professional opportunities matter most to me? Who am I right now and who do I want to be? What sort of legacy do I want to leave?

To answer these questions, MCCD must communicate its promise through the language of emotion. Your audiences are hungry for authentic connection, for inspiration—for nothing short of wild revelation. They are ready to act. They want to hear the truth of your story. They need to feel the power of your promise. Together, we'll discover the authentic truth about your brand, define an emotional and compelling brand story, and help deliver your distinct message to the people who matter to MCCD's success.

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Our Culture and Philosophy

We approach each project not simply as vendors for, but as active partners with, our clients. This means listening carefully, providing thoughtful counsel, and generating ideas and solutions that meet their exact needs.

Our philosophy is best captured by outlining what we believe and how we work. At The Thorburn Group, we're in the business of inspiration. We help organizations like yours succeed by cultivating rich emotional connections between people and brands. We do it by embracing a few guided principles:

- **Brands are alive.** Managed well, they are agents of profound transformation. The great ones change the world.

- **Brands are built on emotion.** In a cluttered communication landscape, emotion clarifies. It can spark imaginations, touch hearts, and spur action.

- **Brands are currency.** In shifting economies and highly competitive markets, it's crucial to build them on the shoulders of sound strategy, guard them fiercely, invest in them consistently, and leverage them to ensure more sustainable futures.

- **Brands take stewardship.** Successful brands aren't imposed upon you; they're infused by you. Every person affiliated with your school is a member of your branding department.

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Meet Your Core Team

Sabra Fiala
Integrated Marketing Director
Stamats

Role: Sabra will be the primary contact for MCCD and will apply the research findings to your marketing and recruitment communication strategies. Sabra earned her Bachelor of Liberal Studies and MBA from the University of Iowa. She was a member of the United States Army for 10 years and has been part of our team for 12 years. Sabra's client list includes Grinnell College, the University of Michigan, the University of New Mexico, the University of Texas Rio Grande Valley, and Dominican University.

Eric Sickler
Vice President for Client Services
The Thorburn Group

Role: In addition to helping to drive the strategy, research, and planning, Eric will serve as strategic consultant on the project and higher education expert.

Eric has been a member of Stamats senior consulting staff since 1999, following a vice presidency at Central College and a stint in agency work serving such clients as Sears, Prudential Insurance, Pella Corporation, and Subaru of America.

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Meet Your Core Team

Chuck Reed
Senior Vice President for
Client Services
Stamats

Role: Chuck will be involved with strategy, planning, and executions throughout this project. Chuck has spent his career in higher education in a broad range of roles—from his early days as a student admissions ambassador, to positions in media relations for public and private universities, to his current position as one of Stamats' most senior consultants. Of interest to MCCD, know that he has worked in and with several college systems, including the University of Texas and the Vermont State Colleges. No one else at Stamats has done more public college and brand/sub-brand work.

Chuck earned his bachelor's degree in journalism from the University of Nebraska–Kearney, where he worked as an admission ambassador during his undergraduate years. Some of Chuck's recent and current clients include: Minnesota State University-Moorhead, University of Texas Rio Grande Valley, University of New Mexico, Rutgers University, Texas Tech University, University of California-Merced, University of Kentucky, Georgia Institute of Technology, University of Kentucky College of Health Sciences, University of Mississippi, University of North Dakota, University of Pacific, and University of Wisconsin, Milwaukee.

Pat Weas
Chief Operating Officer
The Thorburn Group

Role: Pat will lead the investigation and foundation phases of the MCCD engagement. Pat has held management positions within nationally recognized advertising agencies including Carmichael Lynch Advertising and Campbell-Mithun Advertising. His leadership has produced six EFFIE Awards, two Stephen Kelly Awards, a Gold International ECHO Award,
and many others.

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Meet Your Core Team

Bill Thorburn
Chief Creative Officer
The Thorburn Group

Role: Bill will provide creative and strategic oversight to the MCCD project. As founder and CEO of the Thorburn Group, Bill serves as our chief creative officer. For the past two decades, he and his team have been honored in every industry publication—from Communication Arts to ID Magazine. The Thorburn Group's current roster of clients includes Polaroid, American Standard, Haggar, National Geographic, PureForce-Ecolab, and St. Olaf College.

Collette Litzinger
Brand Engagement Director
The Thorburn Group

Role: Collette will direct the MCCD project, connecting research, strategy, creative execution, and printing functions. Collette is passionate about branding strategy and committed to data-driven decision making.

Collette has 15 years of director-level higher education marketing experience and a client roster that includes the University of Georgia, Drake University, Unity College, Grinnell College, The University of Texas Rio Grande Valley, and Saint Mary's College.

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Meet Your Core Team

Del Helms-Boyd
Project Manager
The Thorburn Group

Role: Del will assist with project management functions to ensure all logistics run smoothly. Del has over 26 years of experience as a project manager/traffic manager in the areas of advertising, branding, design, marketing, and printing fields. A few of her past clients include Time Warner Cable, Pfizer, 3M, General Mills, Cargill, LaCrosse Footwear, Target, Hills Pet, Ameriprise Financial, and Columbia Management.

Sara Janssen
Associate Creative Director
The Thorburn Group

Role: Sara will supervise all designers and writers assigned to this project. Sara"s work spans multiple disciplines—including advertising, brand development, design, and digital—for national clients equally as diverse, including American Standard, Appleton Coated, Halo Innovations, National Geographic, Porsche, and Target. Prior to joining The Thorburn Group, Sara has hung her hat at leading Minneapolis agencies, including BBDO, Martin|Williams, and Carmichael Lynch. Her work has received top industry awards, including AIGA, The One Show, NAMA, ARC, and The Show. Outside of work, she is a proud mother to two girls who threaten to rob her of sanity on a daily basis. She loves every minute of it. Sara graduated from Drake in 1996 with a BA in graphic design and a minor in art history.

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Meet Your Core Team

Teresa Valerio Parrot
Executive Public Relations
Consulting Associate
TVP Communications

Role: Teresa will direct the public relations element of the MCCD engagement. Her background in higher education media, crisis communications, marketing, and administration provides data-driven strategy and counsel to higher education clients. Teresa draws on extensive experience implementing strategic media and marketing efforts aimed at enhancing institutions' image, reputation, and brand.

Teresa served almost a decade with the University of Colorado System, where she assisted the board on policy and media/PR issues during two years filled with athletic and academic controversy that drew national and international headlines. She served the Boulder campus chancellor as director of donor relations during the University's successful $1 billion fundraising campaign and was special assistant to the System president with responsibility for speech writing and talking point development.

Teresa is a prolific speaker and writer in the higher education realm. She earned a bachelor's degree in communications and a master's degree in public administration with emphases in state and local government and nonprofit management—both from the University of Colorado.

Cary Jordan
Principal Content Strategist
Stamats

Role: An award-winning writer, Cary brings more than 15 years of writing, marketing, and higher education experience to the team. He's served as a senior-level writer and editorial director at Stamats for more than 12 years, and his work has earned numerous regional and national awards.

Cary's clients include McHenry County College, University of Michigan, University of North Carolina at Chapel Hill, Kansas City Art Institute, St. John's University School of Law, University of South Carolina Upstate, Furman University, Unity College, the Loomis Chaffe School, University of Texas Rio Grande Valley, and Franklin & Marshall College. He earned his B.A. in journalism from the University of Iowa.

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Meet Your Core Team

Tom Rodenburg
Associate Vice President for
Research Strategy
Stamats

Role: Tom will provide information about national and regional trends and apply relevant data as needed to ensure our creative recommendations are data-driven and segment-specific. Tom oversees Stamats' quantitative and qualitative research services, including survey instrument design, sampling strategies, data analysis, and report development. With more than 15 years of experience in custom market, research based consulting, Tom knows that each creative engagement requires a unique approach, best informed by market research, to meet unique institutional needs.

Tom earned a B.S. in biology from Iowa State University, and he's currently completing an MBA from the University of Iowa. He's managed projects for Harvard University, University of Pennsylvania, Arizona State University, Babson College, Temple University, Emory University, and California Polytechnic State University.

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Questionnaire, Section 8: Pricing Schedule

We are committed to helping MCCD achieve its brand clarification and elevation goals in the most efficient, cost effective way possible. In the following pages, you will find fee estimates for Phases I, II, and III described in this proposal. Final project fees will be determined prior to contract signing, but only after we have worked together to fully understand the detailed specifications for each deliverable.

Terms and Conditions

This price quote includes the costs for consulting time at MCCD, phone calls, and postage. Travel for TTG staff and consultants, as well as costs for FedEx and other package delivery services, will be billed in addition to the estimates.

Finance Options

Stamats, Inc. has the financial resources in place to offer tailored project payment plans to our clients. Client payment schedules may involve prepayment, deferred payment, and/or progress billing components. Our objective is to assemble a plan that meets your specific budgetary needs across a multiyear time frame.

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Questionnaire, Section 8: Pricing Schedule

8.1 Monthly rate for services (include any additional fees if applicable for certain services and explain those services).

Section 7.1 Marketing and Advertising	**$20,392 per month (not inclusive of travel costs)**

Phase I: Discover

Phase II: Define

Phase III: Deliver

For services outlined in section 7.1, we propose a monthly retainer fee, optional activities will incur additional costs. Please note, any creative or project based work would be billed on an hourly rate. See section 8.2.

Section 7.2 Communication	**$10,500 per month (not inclusive of travel costs)**

External Communication

Internal Marketing/Communication

Media Relations

Social Media

Schedule Communication

Scripts and Speeches

For services outlined in section 7.2, we propose a monthly retainer fee. Please note, Crisis Communications and Internal Training would be billed on an hourly rate. See section 8.2.

Section 7.4 Organizational Operations	**$3,965 per month (not inclusive of travel costs)**

Consulting and Providing Support to New Marketing and Communication Agency

Consulting Services Working with Senior Leadership and Presidents

For services outlined in section 7.4, we propose a monthly retainer fee.

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8.2 Other required services/fees, if any, not specifically requested in the RFP (list below)

Project Based Hourly Fees

Consulting Services	
Executive Strategy Director	$300 per hour
Stamats Consulting	$190 per hour
Brand Engagement Director	$185 per hour
Project Management	$130 per hour
Content Manager	$130 per hour
Creative Services	
Executive Creative Officer	$360 per hour
Associate Creative Director	$190 per hour
Senior Designer	$180 per hour
Designer	$165 per hour
Junior Designer	$144 per hour
Production Designer	$125 per hour
Writer	$165 per hour
Proofreader	$92 per hour

Media Services	
Media Strategy and Planning	$290 per hour
Media Buying Management	$170 per hour
TVP Communications	
Teresa Valerio Parrot, Principal	$325 per hour
Erin Hennessy, Vice President	$325 per hour
Kristine Maloney, Assistant Vice President	$275 per hour
Kyle Gunnels, Assistant Vice President	$275 per hour
Bobby Mathews, Strategist	$250 per hour
Ali Lincoln, Project Director	$225 per hour
Internal Training Day	$4,000*

*day rate includes two TVP Communications staff representatives, all materials preparation, execution of training and tabletop exercises, and follow-up memos. Daily rate is not inclusive of travel costs.

RENEWAL RATES: Using the rates specified for the initial term of the Contract, specify below the percentage above those initial rates that rates may increase for each renewal term. The percentages below will allow for evaluation of renewal year pricing; Proposer is not guaranteed or entitled to the full percentage in each renewal year if it receives a contract. Renewal rates will be negotiated based on these percentages.

1st Option Period (July 1, 2019 – June 30, 2020) _____3__% increase

2nd Option Period (July 1, 2020 – June 30, 2021) ____ 3__% increase

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Thank You

Sabra Fiala
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