

**FAMU FOUNDATION BOARD
DEVELOPMENT REQUEST FOR PROPOSAL
SCOPE OF WORK**

The Florida A&M University Foundation, Inc. (the “Foundation”) invites well-qualified development professionals (also referred to as “Consultant” herein) to submit proposals for providing development and development-related services. Proposals will be accepted from both individuals and firms, although in the latter case it is expected that the proposal will identify an initial period of 3-6 months (with the potential for renewal). The Consultant will report directly to the Chair of the Board of Directors of the Foundation.

PROJECT OBJECTIVE

The purpose of this Request for Proposal (“RFP”) is to retain a Consultant who will (1) assist the Foundation in achieving its vision, mission and goals; (2) assess the Foundation’s current operations and functions; and (3) devise a comprehensive development plan, including clear objectives and benchmarks, based on this assessment. The Consultant will be expected to possess a full range of professional services, preferably with experience in the state of Florida higher education market to support these objectives, preferably working with Foundations having assets of more than one hundred million dollars (\$100,000,000).

FAMU FOUNDATION, INC.

Vision To be a global leader in the transformation of lives, one scholar at a time.

Mission We will assist Florida A&M University (the “University”) in achieving its mission by raising and stewarding contributions through exceptional management, investment, and administration of assets received.

ORGANIZATION BACKGROUND

The Florida A&M University Foundation, Inc. was established in 1966 with the specific mandate to:

- (a) serve as custodian of contributions from the private sector, alumni, friends, industry and foundations;
- (b) receive, invest and administer funds;
- (c) act as trustee [to whom?]; and
- (d) exercise, in general, the powers of a non-profit organization under the laws of Florida.

Recognized as the fundraising arm of the University, the Foundation is a non-profit organization dedicated to promoting the educational goals of Florida A&M University. The Foundation operates under the auspices of a Board of Directors. The members of the Board:

- Solicit support from the private sector;
- Encourage, solicit, receive and administer gifts and bequests of property and funds for scientific, educational and charitable purposes, all for the advancement of the University;
- Take and hold, either absolutely or in trust, funds and property of all kinds, subject to any limitations or conditions imposed by law or the instrument under which received;

- Sell, lease, convey, manage or dispose of any such property and invest or reinvest proceeds from other funds and expend the income for authorized purposes; and
- Act as trustee and, in general, exercise any and all powers, including trust powers, which a non-profit corporation organized under the laws of Florida for the foregoing purposes can be authorized to exercise.

The Foundation promotes and supports the educational programs at the University in the following ways:

- Uses private funds to further the education and welfare of the University, its faculty and students; to attract experienced and scholarly instructors, educators and scientists; to improve the educational facilities, including housing and instructional aids; and to provide scholarships for needy students;
- Performs any acts and expends its funds in any manner the Board of Directors determines to be beneficial to education and to the University; sets high standards of operation and accountability; establishes sound investment policies;
- Provides timely audit reports to the Florida A&M University Board of Trustees, as required of non-profit organizations;
- Responds to the specific funding needs of the University whenever possible by seeking in-kind gifts as well as contributions;
- Seeks to enhance the image of the University in the public and private sectors;
- Approves disbursement requests;
- Solicits and accepts private gifts, including in-kind gifts, to the University; and
- Maintains donor records, manages the assets under its control and disburses monies to support University programs.

SCOPE OF WORK

The Foundation is soliciting proposals from consultants to work with the Foundation in developing a strategy to implement a successful Foundation model and achieve the Foundation's purposes as outlined above. With a primary focus on implementing best practice strategies used by other Florida universities, implementing annual reporting to endowment holders, evaluating service levels and increasing trust, transparency and the reputation of the Foundation. The plan must define the best organizational structure and operations, including essential University talent and external linkages, to deliver the plan most cost effective and with the greatest results. The Consultant must assess the University's branding, marketing and communications structures, and define a plan to best utilize those structures to achieve the greatest results.

Incorporating an understanding of existing assessments of the institution's branding elements, the goal is a plan that will provide the Foundation with strategic direction and suggestions for its structures that would allow for integrated communications/branding/public relations/marketing efforts and alumni engagements that will undergird and translate into successful fundraising. The plan will identify the Foundation's current capacity to undertake the proposed advancement model. It should evaluate equity elements and determine how the Foundation can most effectively and efficiently leverage those elements to increase awareness among critical stakeholders.

In order to form those recommendations, Consultants will:

- 1) Identify the best models in the state of Florida higher education market for marketing, messaging, and Foundation work and how the Foundation can model itself best; and
- 2) Help the Foundation determine the necessary talent and interrelationships for key Advancement roles.

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

- a. **Board Development and Education:** Work with the Foundation to assess the Foundation's fundraising readiness related to organizational capacity to support and sustain fundraising activities. Its ability to work with staff and the Board to assess the strengths and weaknesses of the existing development program and infrastructure and determine ways to pursue a more robust development program. Its ability to work with the Executive Director to determine staffing needs and identify appropriate staff training.
 1. The need for formal board training
 2. Provide best strategies used by other universities and foundations
 3. Better understanding of CASE and reporting of numbers
- b. **Board Staff Solutions:** Clarify Focus Vision and Goals. Work with staff and the Board to complete efforts to more clearly define the Foundation's vision and goals and assess its accomplishments.
 1. Provide best practice strategies used by other universities.
 2. Increase trust, transparency and reputation.
 3. [something missing] Ability to prepare and carry out the future advancement model
 4. Propose and use for separate Legal Counsel as seen from other universities
 5. Increase engagement among Board members
- c. **Communications/Branding/Public Relations/Marketing:** Conduct an internal assessment of the Foundation's marketing and communications structure, and determine the strategy that will:
 1. Identify Advancement goals with the highest productivity and identify the necessary elements to establish the Foundation's brand and establish key communication points;
 2. Develop a strategy for how the Foundation's brand-name equity should be leveraged across all communications, while allowing appropriate flexibility within individual University units to target and message key stakeholders, i.e. increase the effectiveness of University and College-based communications;
 3. Identify ways the University increases the effectiveness of the Foundation's direct messaging/branding; and identify organizations that define best-in-class public relations capability and results, and how the University can achieve it.
- d. **Fundraising:** Determine how the Foundation can most effectively market and achieve the desired results using the strategies adopted for its fundraising campaign.

1. Increase leadership gifts and endowments. [are leadership gifts and endowments different from any other kind?]
2. Cultivate a strong annual giving culture.

Finally, the Consultant should create a Foundation Plan based on achieving the outcomes set forth above, work with the Board and staff to create a comprehensive Foundation plan for annual and targeted campaigns. This will include specific monetary benchmarks and overall objectives for donations from individuals, corporations, and foundations. Develop, with the assistance of staff and the Board, appropriate CASE statements and other fundraising resources to be used in implementing the plan's initiatives.

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