

**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 and Vice 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 Agricultural and Mechanical University Foundation, Inc. (the “Foundation”) is supported primarily through donor contributions and grants.

The Foundation’s endowment consists of approximately 400 funds (projects) established for a variety of purposes. There are currently 31 members of the Board not including emeritus members and 6 standing committees including the Executive Committee.

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; 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 primary responsibilities of FAMU Board of Directors are as follows:

- To receive, hold, invest and administer donation and to make expenditures to and for the benefit of FAMU
- To operate in the best interest of the University consistent with the University's goals and mission
- To advocate for the mission and purposes of the organization
- To prudently manage and control Foundation assets and gifts in accordance with applicable law and the donor's intent
- To participate in the selection of an executive director as provided by the University President
- To support and provide the University President with input on the performance of the executive director
- To ensure effective Foundation planning
- To monitor and strengthen Foundation programs and services
- To ensure the availability of adequate financial resources for the Foundation
- To protect Foundation assets and provide financial oversight
- To build and sustain a competent Foundation Board
- To ensure legal and ethical integrity
- To enhance the Foundation's public standing

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 university foundations, 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. Provide best strategies used by other state of Florida University Foundations
 2. The need for formal board training
 3. Better understanding of CASE and reporting of numbers
 4. Best practices around state of Florida DSO's working with Universities
 5. How to pivot through a crisis
- b. Board Development evaluation of the following criteria, review and proposing a Foundation board policy where there has not be one formally adopted.
 1. Board orientation & education

- i. Does the board conduct a formal orientation for new board members and require all board members to sign a written agreement regarding their roles, responsibilities, and expectations?
 2. Ethics & transparency: Have the board and senior staff reviewed the conflict-of-interest policy and completed and signed disclosure statements in the past year?
 3. Board composition: Does the board ensure an inclusive board member recruitment process that results in diversity of thought and leadership?
 4. Board performance: Has the board conducted a formal, written self-assessment of its performance within the past three years?
- 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 state of Florida universities.
 2. Board oversight: Has the board conducted a formal, written assessment of the chief executive within the past 3 year?
 3. Purpose and use for separate Legal Counsel as seen from other universities
 4. Increase trust, transparency, and reputation.
 5. Evaluation of board policies to determine the ability to prepare and carry out the future advancement model
 6. 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;
- 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 gifts and endowments.
 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.

Proposals should address all of the following:

Evaluation Criteria

1. Proposals shall be evaluated against the following criteria:
 - a. Demonstrated proven results/credentials
 - b. A proposed model that is a “fit” for the FAMU Foundation and embodies a complete proposed plan to ensure the attainment of Boards goals
 - c. Extensive experience working with public and private foundations.
 - d. Responsiveness to the Response Questionnaire
2. Bidder(s) may be required to provide an oral presentation and demonstration of capabilities.
3. The consultant selected will be required to provide an oral presentation of their recommendations to the FAMU Foundation Board.

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RESPONSE QUESTIONNAIRE

Agency Overview

- Please provide your firm's name, address, telephone and fax numbers. Please include the name of the contact responsible for this questionnaire within your firm and his or her e-mail address and direct phone number.
- Please describe your firm's background and history. Please include principals of the firm and their backgrounds. Describe ownership structure and provide relevant information.
- Please provide a brief overview of your agency history.
- Please provide a brief overview of your agency philosophy.
- Please provide an overview of your agency capabilities.
- Describe how your agency differentiates itself from its competitors.

Diversity & Inclusion

- Can you share data on the agency's diversity?
- How diverse is the executive team?
- Is the leadership team committed to diversity?
- Are the agency's recruiting efforts supporting a diverse culture?
- What diversity, inclusion, and cultural competence training does your team complete?
- Does the agency have any other diversity programs in place?

Client Related Questions

- Please provide a list of current and former educational institutional clients for whom you have done similar work, including partnering with independent contractors. Include background on size and scope of task, board structure, and total amount of managed funds.
- Please list some clients you've had long-term relationships with and why the relationship has been successful.
- Please provide projects similar in nature that you have successfully completed and implemented

Account Team Related Questions

- Describe the team structure and how resources would be allocated.
- List proposed team members, including biographies, billing rates and level of participation in the account.
- Please provide client references.
- Who would be responsible for managing timelines and budgets?

Industry Experience Related Questions

- Describe your experience with the higher education market and provide 2 relevant case studies.

Budget Related Questions

- How do you bill for your services?

- Please suggest a budget that would encompass the program components listed above and describe how you would allocate resources in accordance with that budget.
 - What is your mark-up for project managing other service vendors and/or for out-of-pocket expenses?
 - What is your fee schedule? Will these fees be constant? If not, please describe.
- Please include a detailed description of all services included in the above fees. List all services not included and the fees you would charge for each service.
- Do the fees described above differ from fees charged to other clients? If yes, please explain

Financial Information and Legal

- Do you have any clients that could pose a conflict of interest?
- Does your firm have a written Code of Conduct, Ethics Policy or Conflict of Interest Policy? Please include copies of each.
- Describe any legal issues or constraints that could affect a relationship with The FAMU Foundation.

Miscellaneous Questions

- Describe how the consultant engages with a client on a new account.
- What do you believe makes for a successful client/consultant relationship? Add any additional information you believe is relevant to the management and execution of this program.

Contact Person: Chair of the Development Committee