

ADDENDUM I
DATE: March 2, 2021
FOR
FURNISHING AND DELIVERY
OF
BRANDING, MARKETING AND CREATIVE SERVICES
FOR
THE CURATORS OF THE UNIVERSITY OF MISSOURI
ON BEHALF OF
UNIVERSITY OF MISSOURI ST. LOUIS
PROPOSAL REQUEST 21089
DATED: March 10, 2021

The above entitled specifications are modified as follows and except as set forth herein remain unchanged and in full force and effect:

1. **Question:** Whether companies from Outside USA can apply for this? (like, from India or Canada)
Answer: Yes, companies from Outside of USA may provide a submission.
2. **Question:** Whether we need to come over there for meetings?
Answer: The awarded vendor should be prepared to attend meetings when appropriate.
3. **Question:** Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)
Answer: Respondents should provide information of how they will meet the scope of work as outlined in the RFP.
4. **Question:** Can we submit the proposals via email?
Answer: Yes, please refer to the RFP section, Instructions for Proposal Response on page 17. Proposals must be submitted electronically via email. All proposals must be plainly marked: Request for Proposal #21089 for Branding, Marketing and Creative Services, Attn: Carla Gilzow, emailed to: crgnn7@umsystem.edu
5. **Question:** What is the reason for your RFP at this time?
Answer: UMSL recently completed its first comprehensive Strategic Enrollment Plan to address the year-over-year decline in enrollment numbers. This year-long process involved more than 100 stakeholders who identified initiatives to increase enrollment, determine necessary investments and to provide a five-year plan to address enrollment. Among the initiatives

identified was the need to invest in outside counsel to develop a brand identity/architecture/campaign for the university as a whole – to reimagine and differentiate UMSL within a crowded higher education market in Missouri’s most populous region.

Enrollment Headcount by Academic Year

Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
16,738	16,989	16,715	16,441	15,988	13,874 * does not include mid-semester ACP students

6. **Question:** Has there been any quantitative audience research (i.e., surveys) done the past three years either with stakeholders or external audiences?

Answer: No, the last primary research studies were conducted in June 2016. The awarded vendor will have access to this study.

7. **Question:** When was the last time UMSL developed its brand architecture?

Answer: UMSL does not currently have a comprehensive brand architecture. Beginning in 2012, the former CFO launched a number of initiatives to better align the university. This included centralizing Marketing and Communication personnel, developing the current logo mark and standardizing it across units (prior logos were not standardized across the organization), developing a proposition statement: “Serious education. Serious value.” and launching a marketing campaign “[I Choose UMSL](#).” This campaign continues to be used to this day, but has had many variations. What began with focusing on prominent alumni stating that they chose UMSL, transitioned to current students stating why they choose UMSL, later transitioning to Choose UMSL for XYZ (where XYZ includes affordable quality, connections, flexible programs, online excellence, graduate degrees, career advancement, etc.). Ideally, the development of a comprehensive brand architecture in Phase 2 would lead to the creation of a brand identity/creative strategy to be used for marketing in Phase 3. It is of note that there is sub-brand marketing occurring within various schools and colleges, typically focused on degree-level advertising such as Teach-in-12, a one-year teacher certification program for those with a bachelor’s degree, and the Doctor of Business Administration program, which is for seasoned professionals.

8. **Question:** Who created UMSL’s current messaging?

Answer: Marketing and Communication leadership who are no longer employed developed the current messaging. MarCom leadership has had significant turnover at the top level including a former CMO, Associate Vice Chancellor for MarCom, and Assistant Vice Chancellor for MarCom. Staff in marketing strategies has also been significantly cut in addition to decreased paid advertising budgets. A new Assistant Vice Chancellor now leads the unit with a new Senior Director of Marketing Strategies. Both have been in the position for a year or more, but chose to continue with current messaging until the Strategic Enrollment Plan was completed in February 2021 – which kicked off the RFP process to establish a brand architecture/framework and brand identity/creative strategy.

9. **Question:** Is there a budget range set aside for this work?

Answer: Yes; however, it will not be shared with respondents to ensure a competitive bid process.

10. **Question:** What outside resources have been providing enrollment counsel and brand marketing counsel the past three years?
Answer: The Strategic Enrollment Plan was led by RNL. UMSL has not contracted for brand marketing counsel in the past three years. However, Marketing and Communications utilizes an existing contract with a media buyer for outdoor, radio and television. Digital buys are handled in-house as is paid social media.
11. **Question:** Will there be a Zoom meeting for the public opening of RFP responses? If so, can you provide a link?
Answer: No. The RFP committee will review and score responses and invite the top respondents to present in a one-hour virtual meeting with the committee.
12. **Question:** Is it OK if we submit electronic responses via email, or do you require mailed hard copies?
Answer: Please refer to the RFP section, Instructions for Proposal Response on page 17. Proposals must be submitted electronically via email. All proposals must be plainly marked: Request for Proposal #21089 for Branding, Marketing and Creative Services, Attn: Carla Gilzow, emailed to: crgnn7@umsystem.edu
13. **Question:** What does the UMSL’s “prior market research” entail? Who conducted this research, and when was it fielded?
Answer: Prior market research was fielded in June 2016 by Stakeholder Insights and consists of two parts. The first part was a Brand Perception Study which used focus groups and to determine:
- Unaided and aided perceptions of local higher educational institutions, both UMSL and competitor institutions
 - Perceptions of UMSL’s current brand positioning, “Serious education. Serious value.”
 - What evidence and arguments, if any, communicate convincingly to each group that a less expensive education can deliver an equal or even better-quality education than other options
 - How UMSL can most authentically position and sell itself as both a high quality and less expensive higher educational alternative to prospective students, parents and public high school college counselors
- The second part was a Brand Perception Survey which utilized a random sample to determine:
- Unaided and aided perceptions of UMSL and local competitor higher educational institutions, and
 - Public awareness and perceptions of UMSL’s current brand positioning “Serious Education. Serious Value.”
14. **Question:** How has COVID-19 affected admissions/recruitment over the last year?
Answer: UMSL students by-and-large constitute more non-traditional students that at traditional Tier 1, public research universities. The average age is 27, median family income is less than \$40,000, many are parents or support other family members leading to limited investment in higher education during the pandemic. From Fall 19 to Fall 20, total enrollment dropped by more than 13% at census date. This decline improved with time as Advanced Credit Placement students were added mid-year. ACP students are included in the total headcount and

account for more than 5,000 students. However, COVID affected admissions and recruitment greatly by removing the personal touch-points to reach traditional FTC/Transfer/Graduate students through recruitment fairs, open houses and high school visits, as well as being unable to host prospective students for on-campus tours.

15. **Question:** Who are the UMSL's primary competitors? Which institutions do you typically cross-app with?

Answer:

- St. Louis University
- Webster University
- Maryville University
- Lindenwood University
- Fontbonne University
- Western Governors University
- University of Missouri-Columbia
- Southern Illinois University-Edwardsville
- Missouri State University

16. **Question:** What geographic locations/markets do you primarily recruit students from?

Answer:

- 75.1% of degree-seeking, first-time freshmen come from St. Louis City, St. Louis County, St. Charles County, Franklin County, Lincoln County, Jefferson County, and Warren County
 - 8.3% come from other Missouri areas
 - 14.7% come from other states
 - 1.9% come from other countries
- 73.4% of new undergraduates enrolled at the UMSL main campus are transfers
 - Most come from a Missouri Community College, especially those in the St. Louis metro area
- Overall students from the St. Louis metro area: 79.2% (84.1% of undergraduates, 70.1% of graduate students, 24.3% of professional students)
 - Missouri residents: 84.3%
 - Missouri residents – graduate students: 77.1%
 - Missouri residents – professional students: 40.1%

17. **Question:** How will you measure the success of this initiative?

Answer: Development of a brand architecture that differentiates the university among its competitors while resonating with our prospective student base. Development of a brand architecture that will be embraced by and easily operationalized by university departments, divisions and units. Development of a brand architecture that resonates with prospective students/parents as well as broader audiences including faculty/staff, alumni, donors, legislators, etc.

Development of a brand identity/creative strategy that establishes a recruitment campaign that distills the key differentiators, reasons to inquire, apply and enroll at UMSL to prospective students and families leading to enrollment growth. Development of a brand identity/creative strategy that will be embraced and easily operationalized by university departments, divisions and units. Development of a brand identity/creative strategy that stands out among our

competitors, is true to UMSL's mission, and resonates with broader audiences than prospective students/parents including faculty/staff, alumni, donors, legislators, etc.

18. **Question:** Who are the key decision makers managing this RFP process?

Answer: Members of the RFP review committee include leaders in Marketing and Communications, Enrollment Management as well as faculty.

19. **Question:** Please define "brand identity" in the context of this RFP. Are you looking to redesign the UMSL logo/wordmarks, color palettes, fonts, etc.? Or are you seeking to solely reimagine the UMSL narrative, story, messaging, visual expression, creative look/feel, etc.?

Answer: As defined in the RFP, Brand Architecture/Framework would include the narrative and messaging including: brand promise, brand rationale, brand attributes including brand personality, essence, voice, style notes, brand position statements, and any other accompanying characteristics. As defined in the RFP, Brand Identity/Creative Strategy would include a review and potential update to all areas of identity including logo, color palettes, fonts, etc. that feed into a new UMSL identity to feed into a new marketing campaign.

20. **Question:** How should, if at all, the new UMSL brand identity incorporate with the overall University of Missouri System branding?

Answer: The brand identity should not include any University of Missouri System branding.

21. **Question:** Should we consider adding a marketing plan/media strategy to this scope of work to ultimately "launch" the new UMSL brand in the market?

Answer: No. This RFP is strictly related to the scope of work outlined in the RFP. UMSL staff will take the outcome of the scope of work and utilize internal talent to launch the brand.

22. **Question:** What capabilities does the UMSL's marketing and communications team possess internally? (e.g., graphic designers, copywriters, web developers, social media managers, video production, etc.). What is the ideal division of labor between the selected partner and your internal team?

Answer: UMSL's Marketing and Communications team includes Public Relations, Content, Creative Services, Web/Digital Communications, Marketing/Paid Advertising, and Print Shop. There is no expected division of labor with an internal team. Respondents will establish the architecture/framework/brand identity/creative strategy that will be implemented by internal staff following the end of the work. Admissions has a Social Media Community Manager. We have the ability to produce animated videos.

23. **Question:** What is the anticipated all-in budget for this RFP? If a budget hasn't been determined, can you provide a do-not exceed budget threshold?

Answer: Financial information will not be shared with respondents to ensure a competitive bid process.

24. **Question:** Are you seeking a final PDF of documented guidelines, or should we assume developing tangible design templates for your internal team to implement moving forward? If so, can you provide specs and file formats to consider?

Answer: Phase 1 – expectation is to provide a report with insights uncovered during the discovery phase and how it informs future phases.

Phase 2 – expectation is to provide written documentation that clearly outlines the university's brand architecture/framework for each area addressed in the scope of work.

Phase 3 – expectation is to provide a report with insights uncovered during the review of existing UMSL creative to inform establishing a new/revised brand identity/creative strategy. The presentation of 2-3 concepts can be non-functional mockups, designs, wireframes or what works best to creatively share the vision for the identity and strategy. After a single concept is agreed upon, the expectation is that tangible, functional files would be delivered, which would differ based on outcomes. Could be a PowerPoint, a logo redesign or additional spirit marks, brochure layout, photography examples, font types, etc. Marketing and Communications works primarily in InDesign, PhotoShop, Indesign for digital/print as well as HTML/CSS for website use.

25. **Question:** Following virtual presentations the week of March 22, 2021, when does the UMSL anticipate selecting a partner for this RFP?

Answer: The RFP review committee will review the submissions and presentations and award to a vendor without delay.

26. **Question:** Following award of the RFP, when are you seeking to launch the new UMSL brand identity in market?

Answer: The RFP review committee has asked respondents to provide an estimated timeline to complete the work outlined in the RFP. The launch date would depend on the timeline of the vendor, though Marketing and Communications could quickly work to transition current creative and messaging. Ideally, the transition would begin in late summer to mid-fall 2021.

27. **Question:** Can the proposal be delivered via email?

Answer: Yes, please refer to the RFP section, Instructions for Proposal Response on page 17. Proposals must be submitted electronically via email. All proposals must be plainly marked: Request for Proposal #21089 for Branding, Marketing and Creative Services, Attn: Carla Gilzow, emailed to: crgnn7@umssystem.edu

28. **Question:** Is there a desired format in which you'd like to see our response? (i.e. can we include the Word docs specified in the RFP attached to a PPT of our project approach?)

Answer: Please refer to the RFP section, Instructions for Proposal Response on page 17 as both Volume I and Volume II must be presented in a pdf format. Respondents may use PowerPoint when necessary.

29. **Question:** For each of the target audiences listed in Phase 1: Discovery (prospective/current students (first-time-college, transfer, adult, online and graduate, and parents of prospective students), faculty/staff, alumni, administrators, community leaders, those who hire UMSL graduates and others), do you have a sample size in mind or are you open to our recommendation?

Answer: We are open to recommendations for sample sizes, but want the results to be statistically significant, if doing a quantitative study, to make informed decisions. UMSL will provide contact information for each of the audiences in order to streamline participation which can be engaged through qualitative and/or quantitative methods.

30. Question: Who do you consider community leaders? Do they have to be alumni or have a tie to UMSL?

Answer: Community leaders do not have to be alumni or have a tie to UMSL. We consider community leaders to include business people, government officials and non-profit leaders that make an impact in the community. The university has a list that will be made available of such leaders who may be engaged through qualitative and/or quantitative methods.

31. Question: For the student audience, will UMSL provide us with a list from which we can recruit for primary market research?

Answer: UMSL can provide help with recruiting students for primary market research.

32. Question: Generally, for primary market research, each audience is incentivized to participate. If we conducted stakeholder interviews with UMSL faculty/staff and admin, should we still plan on incentivizing them or waiving the incentive? (Some organizations have policies regarding this.)

Answer: There is no need to incentivize current UMSL faculty/staff and administration.

33. Question: For the target messaging work in Phase 2: Brand Architecture and Framework, should we assume an overarching/universal messaging concept? Or does the team desire separate messaging for each audience?

Answer: We are looking for your recommendations, but assume that given the diverse target audiences messaging may need to be modified for each group but feed into a larger architecture/framework.

34. Question: If we are not a diverse supplier, are we automatically disqualified?

Answer: No, vendors are not automatically disqualified if they are not a diverse supplier.

35. Question: What is the desired timeline for this work to take place and/or be completed?

Answer: The RFP review committee has asked respondents to provide an estimated timeline to complete the work outlined in the RFP. The launch date would depend on the timeline of the vendor, though Marketing and Communications could quickly work to transition current creative and messaging. Ideally, the transition would begin in late summer to mid-fall 2021.

36. Question: Is there a budget range we should stay within?

Answer: Yes; however, it will not be shared with respondents to ensure a competitive bid process.

37. Question: What is the anticipated budget for this comprehensive initiative? Alternatively, what is the not-to-exceed amount and/or budget range? If you have figures in mind for each of the three identified phases, that would be helpful as well.

Answer: Budget information will not be shared to ensure a competitive bid process.

38. Question: Per **A. General Terms and Conditions item 5. Preference for Missouri Firms:** How should a firm located outside Missouri estimate the weight of this preference in their chances for consideration? Is it 10%, 20%, or more of a decision factor? Please provide additional insight into this term/condition.

Answer: Please refer to the RFP section, Evaluation and Award. The University reserves the right to make an award to the responsive and responsible Respondent whose product or service meets the terms, conditions, and specifications of the RFP and whose proposal is considered to best serve the University's interest. As part of the evaluation process, consideration will be given to the extent to which proximity or Missouri preference of the supplier provides potential advantages or reduction of risks.

39. Question: How will the preference for Missouri firms be applied to this RFP?

Answer: Please refer to RFP section, Preference for Missouri Firms. In accordance with University policy, preference shall be given to Missouri products, materials, services, and firms when the goods or services to be provided are equally or better suited for the intended purpose.

40. Question: Do you anticipate awarding this contract to multiple suppliers?

Answer: We do not anticipate awarding this contract to multiple suppliers and intend to work with one supplier to conduct the full scope of work. However, the RFP does allow the university to utilize multiple suppliers based on responses in which the university might benefit from doing so.

41. Question: Who did you work with to complete the Strategic Enrollment Plan? Will that partner be participating in this RFP process?

Answer: RNL led the Strategic Enrollment Plan process.

42. Question: What contacts do you have available for fielding the research study? What additional audience lists will need to be purchased?

Answer: This university has a wealth of lists to gain participation from each target audience, including paid lists of prospective students based on a number of factors. It is not envisioned that the selected firm would need to invest in additional audience lists for any given audience.

43. Question: When was the last time a research study like this was conducted?

Answer: Prior market research (not necessarily "like this") was fielded in June 2016 by Stakeholder Insights and consists of two parts. The first part was a Brand Perception Study which used focus groups and to determine:

- Unaided and aided perceptions of local higher educational institutions, both UMSL and competitor institutions
- Perceptions of UMSL's current brand positioning, "Serious education. Serious value."
- What evidence and arguments, if any, communicate convincingly to each group that a less expensive education can deliver an equal or even better quality education than other options
- How UMSL can most authentically position and sell itself as both a high quality and less expensive higher educational alternative to prospective students, parents and public high school college counselors

The second part was a Brand Perception Survey which utilized a random sample to determine:

- Unaided and aided perceptions of UMSL and local competitor higher educational institutions, and
- Public awareness and perceptions of UMSL's current brand positioning "Serious Education. Serious Value."

44. Question: What existing research exists to support this initiative?

Answer: UMSL recently completed its first comprehensive Strategic Enrollment Plan to address the year-over-year decline in enrollment numbers. This year-long process involved more than 100 stakeholders who identified initiatives to increase enrollment, determine necessary investments and to provide a five-year plan to address enrollment. Among the initiatives identified was the need to invest in outside counsel to develop a brand identity/architecture/campaign for the university as a whole – to reimagine and differentiate UMSL within a crowded higher education market in Missouri's most populous region. Alternatively, if you're asking about prior research that has been completed, see above.

45. Question: Who will be the core decision-makers for this project?

Answer: Members of the RFP review committee include leaders in Marketing and Communications, Enrollment Management as well as faculty.

46. Question: Are you looking for a new logomark as part of this scope of work? Are there logos and lockups that will need to be redesigned as part of Phase2/3?

Answer: Phase 2 – expectation is to provide written documentation that clearly outlines the university's brand architecture/framework for each area addressed in the scope of work.

Phase 3 – expectation is to provide a report with insights uncovered during the review of existing UMSL creative to inform establishing a new/revised brand identity/creative strategy. The presentation of 2-3 concepts can be non-functional mockups, designs, wireframes or what works best to creatively share the vision for the identity and strategy. After a single concept is agreed upon, the expectation is that tangible, functional files would be delivered, which would differ based on outcomes. Could be a PowerPoint, a logo redesign or additional spirit marks, brochure layout, photography examples, font types, etc. Marketing and Communications works primarily in InDesign, PhotoShop, Indesign for digital/print as well as HTML/CSS for website use.

47. Question: When do you hope to kickoff this project?

Answer: The RFP review committee has asked respondents to provide an estimated timeline to complete the work outlined in the RFP. The launch date would depend on the timeline of the vendor, though Marketing and Communications could quickly work to transition current creative and messaging. Ideally, the transition would begin in late summer to mid-fall 2021.

48. Question: Are there key dates or milestones should we consider when building the project timeline?

Answer: The RFP review committee has asked respondents to provide an estimated timeline to complete the work outlined in the RFP. The launch date would depend on the timeline of the vendor, though Marketing and Communications could quickly work to transition current creative and messaging. Ideally, the transition would begin in late summer to mid-fall 2021.

49. Question: Are you looking for creative testing as part of this scope?

Answer: No. It is envisioned that the selected firm will provide 2 to 3 creative concepts in which university personnel will share with decision makers who understand the target audiences and the university's mission in order to determine the most effective creative strategy/identity. If the creative resonates and reflects the brand, there should be no need to further invest in market testing.

50. Question: What budget (or budget range) has been allocated for this project?

Answer: Budget information will not be shared to ensure a competitive bid process.

51. Question: Can you confirm that "brand architecture" refers to the messaging and value proposition for the brand, not a visual identity hierarchy?

Answer: Confirmed. As defined in the RFP, Brand Architecture/Framework would include the narrative and messaging including: brand promise, brand rationale, brand attributes including brand personality, essence, voice, style notes, brand position statements, and any other accompanying characteristics. As defined in the RFP, Brand Identity/Creative Strategy would include a review and potential update to all areas of identity including logo, color palettes, fonts, audio, paid advertising mock-ups, etc. that feed into a new UMSL identity to feed into a new marketing campaign.

52. Question: Is there an opportunity for the selected partner to launch a brand campaign with the university after the initial scope of work?

Answer: No. UMSL staff will take the outcome of the scope of work and utilize internal talent to launch the brand.

53. Question: Has UMSL determined a budget for the work listed in phases 1-3 of Section 2 (SCOPE) of the RFP?

Answer: Budget information will not be shared to ensure a competitive bid process.

54. Question: Is there an incumbent agency?

Answer: No, there is not an incumbent agency.

55. Question: You noted that there is a preference for Missouri Firms. How many firms from Missouri were invited to participate in this RFP? Does the University ever partner with firms outside of Missouri for branding, marketing, or creative services?

Answer: Yes, the University partners with firms outside of Missouri for branding, marketing, or creative services. RFP is posted on the University of Missouri System Supply Chain Bid website for review.

56. Question: As we think about the primary research plan, can you please expand on prior research that is available? Which audiences were covered, was the focus on brand and marketing, when it was conducted, etc?

Answer: Prior market research was fielded in June 2016 by Stakeholder Insights and consists of two parts. The first part was a Brand Perception Study which used focus groups and to determine:

- Unaided and aided perceptions of local higher educational institutions, both UMSL and competitor institutions
- Perceptions of UMSL's current brand positioning, "Serious education. Serious value."
- What evidence and arguments, if any, communicate convincingly to each group that a less expensive education can deliver an equal or even better quality education than other options
- How UMSL can most authentically position and sell itself as both a high quality and less expensive higher educational alternative to prospective students, parents and public high school college counselors

The second part was a Brand Perception Survey which utilized a random sample to determine:

- Unaided and aided perceptions of UMSL and local competitor higher educational institutions, and
- Public awareness and perceptions of UMSL's current brand positioning "Serious Education. Serious Value."

57. Question: Under scope you indicate that you are "seeking an agency develop the UMSL brand and creative strategy to enhance the university's profile and reputation through owned, earned and paid media". The scope outlined in the RFP covers the brand and creative strategy development. Will the selected agency partner with the inhouse marketing team to implement the brand strategy (beyond concepts and guideless) for actual collateral?

Answer: This RFP is strictly related to the scope of work outlined in the RFP. UMSL staff will take the outcome of the scope of work and utilize internal talent to launch the brand.

58. Question: Our agency has a proprietary brand platform that covers much of what the RFP outlines in the brand framework. Do you have a preferred format you want the architecture and framework to mirror (like the examples you shared in the RFP)? Or are you open to working with other platforms?

Answer: As long as what is submitted accomplishes the desired scope of work, we are open to working with other platforms, methodologies or processes to best accomplish a successful outcome.

59. Question: Regarding new identity guidelines, would this be designed as a pdf (or other format) or is the documentation/assets intended to be uploaded into your current brand identity website in which case, a fully designed standards document would not be necessary. Will the agency help with the brand guidelines website or will your team handle this?

Answer: Brand identity guidelines may encompass a number of different formats to meet the needs of the university. This could include eps, font, png, pdf, powerpoint or other files that can be translated into use across university platforms including web, digital, paid advertising, print, audio, etc. It is envisioned that the selected firm would define the brand framework/architecture that informs the brand identity with standards that would be consistent

for use across the university's outreach efforts. The agency may provide a framework for identity guidelines that can be further developed once launched, or may create clear, standard guidelines for use across platforms.

- 60. Question:** Under phase 3 you've indicated the need to inform "updates to a new brand identity/creative strategy moving forward". We equated brand identity in this statement as brand architecture and not as logo. Please confirm if you would like to revisit your logo, and if so, are you open to an update/refresh or a full overhaul?

Answer: Phase 3 – expectation is to provide a report with insights uncovered during the review of existing UMSL creative to inform establishing a new/revised brand identity/creative strategy. The presentation of 2-3 concepts can be non-functional mockups, designs, wireframes or what works best to creatively share the vision for the identity and strategy. After a single concept is agreed upon, the expectation is that tangible, functional files would be delivered, which would differ based on outcomes. Could be a PowerPoint, a logo redesign or additional spirit marks, brochure layout, photography examples, font types, etc. Marketing and Communications works primarily in InDesign, PhotoShop, Indesign for digital/print as well as HTML/CSS for website use. The current logo mark may continue to be in use for "official" documents such as letterhead, however, the university is open to expanding logo marks to include additional logo options, spirit marks or other marks that align with the brand identity and resonate with audiences.

- 61. Question:** How much of the emphasis in decision-making will be influenced by the agency's experience with diverse and non-traditional students?

Answer: We are looking for an agency who understands the target audiences and is able to make recommendations that will resonate with the target audiences. The University of Missouri–St. Louis serves a non-traditional, metropolitan student population versus a traditional four-year traditional college experience. Knowledge of and experience with non-traditional target audiences should be addressed in the RFP response.

- 62. Question:** Assuming you would like all the elements listed for each concept, we anticipate a budget in excess of \$250,000. Can you please confirm what your budget is and/or if you are comfortable with this range?

Answer: There is a budget for this project, but it will not be shared with respondents to ensure a competitive bid process.

- 63. Question:** We often recommend testing creative with the intended audiences. Are you interested in having this included in our proposal response?

Answer: No. It is envisioned that the selected firm will provide 2 to 3 creative concepts in which university personnel will share with decision makers who understand the target audiences and the university's mission in order to determine the most effective creative strategy/identity. If the creative resonates and reflects the brand, there should be no need to further invest in market testing.

- 64. Question:** Is there a date you would like to see each phase or all three phases completed by?

Answer: The RFP review committee has asked respondents to provide an estimated timeline to complete the work outlined in the RFP. The launch date would depend on the timeline of the vendor, though Marketing and Communications could quickly work to transition current creative and messaging. Ideally, the transition would begin in late summer to mid-fall 2021.