

ONE
SIXTY
NINETY



Comprehensive Campaign Services Proposal V2

YESHIVA UNIVERSITY

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AGENCY BACKGROUND & CAPABILITIES

WE BELIEVE THE BEST COMMUNICATION RESULTS IN A HUMAN REACTION.

A pause. A laugh. A nod of recognition. When you tell an interesting story in an engaging way, people react positively. In fact, our company name—which refers to an elevated blood pressure reading—reflects our deep-rooted desire for audiences to have a visceral reaction to our work.

160over90 got its start in Philadelphia in 2001, originally in the consumer branding space. We forayed into higher education in 2010 and have since become a nationally recognized leader in the space, growing our portfolio to include many of the nation’s top colleges and universities.

But by design, 160over90 also maintains a strong foothold in entertainment, sports, and media, bolstered by our alignment with global culture giant Endeavor in 2018—a strategic move to expand our footprint, offerings, and perspectives to better service clients.

Today, 160over90 boasts more than 675 employees with offices in Philadelphia, New York, Los Angeles, St. Louis, Atlanta, and Charlotte, as well as globally in Europe, Asia, and Australia. (Philly remains home base for higher ed.)

We’re full-service, digital-first, and heavily indexed on cultural insight, access, and influence. And we continue to evolve our capabilities and redefine what you expect from a creative agency, so that we’re better positioned to help organizations articulate who they are, what they stand for, and why it matters.

For colleges and universities nationwide, this translates to heightened awareness and reputation, best and brightest classes, deepened alumni connections, and record fundraising support.

But no matter the category, when it comes down to it, we’re all human. We’re all moved by powerful stories. And it just so happens that sparking reactions is our business. So let’s dig in.

PARTNERS
OVER
VENDORS

COURAGE
OVER
COMFORT

INSIGHT
OVER
INSTINCT

ONE SIXTY
OVER
NINETY

WE'RE A ONE-STOP SHOP.

160over90 is a full-service creative agency. Storytelling is at the heart of what we do. And we complement this expertise with research, branding, analytics, media, digital, video, advertising, public relations, social media, experiential/activation, and sponsorships/partnerships—all offered entirely in-house. That means our solutions are informed by a holistic perspective that allows your brand to speak with one voice, consistently across every channel.



WHEN YOU ONLY WORK IN ONE INDUSTRY, YOUR PERSPECTIVE IS LIMITED.

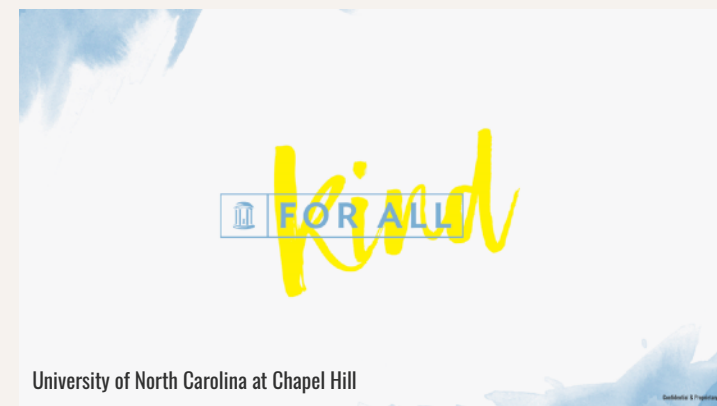
So you play it safe. And safe doesn't inspire your audiences or move the needle.

160over90 has more experience in higher education than probably any agency in the world, conducting research, developing brand platforms, and launching integrated campaigns for large public universities, private liberal arts colleges, and everything in between.

Of the leading national universities, as ranked by *U.S. News & World Report*, we've partnered with Yale University, University of Pennsylvania, University of Virginia, University of Florida, Duke University, New York University, University of Wisconsin-Madison, Georgetown University, Johns Hopkins University, Tulane University, UCLA, and University of North Carolina-Chapel Hill.

But we're equally immersed in sports, entertainment, lifestyle, and nonprofits, with clients including the Philadelphia Eagles, Under Armour, Marriott, Visa, YMCA, Barnes & Noble College, and AAA.

Simply put: we don't fall into the common tropes that specialized agencies often do. We are constantly gaining inspiration and honing our skills in diverse arenas. Sharpening our tools in one industry prepares us for another, giving us a unique perspective on the techniques that work. But while we draw inspiration from many sources, we approach each project as a new challenge and build a bespoke solution every time.

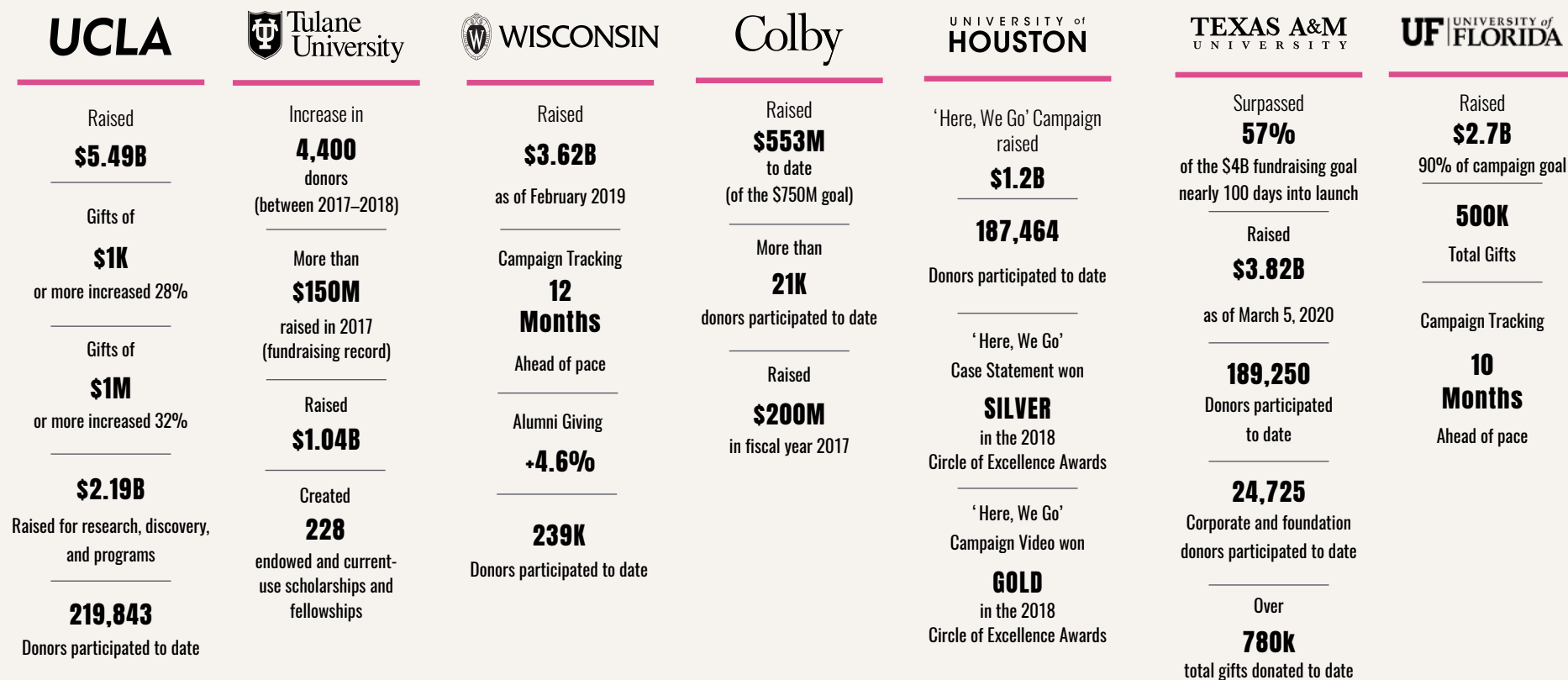


Category Expertise (Continued)

Creating a Culture of Gratitude & Giving

160over90 engages donors, alumni, and students in emotionally resonant ways to foster a spirit of gratitude and giving. Harnessing and building upon alumni and student pride lays the foundation for comprehensive campaign efforts.

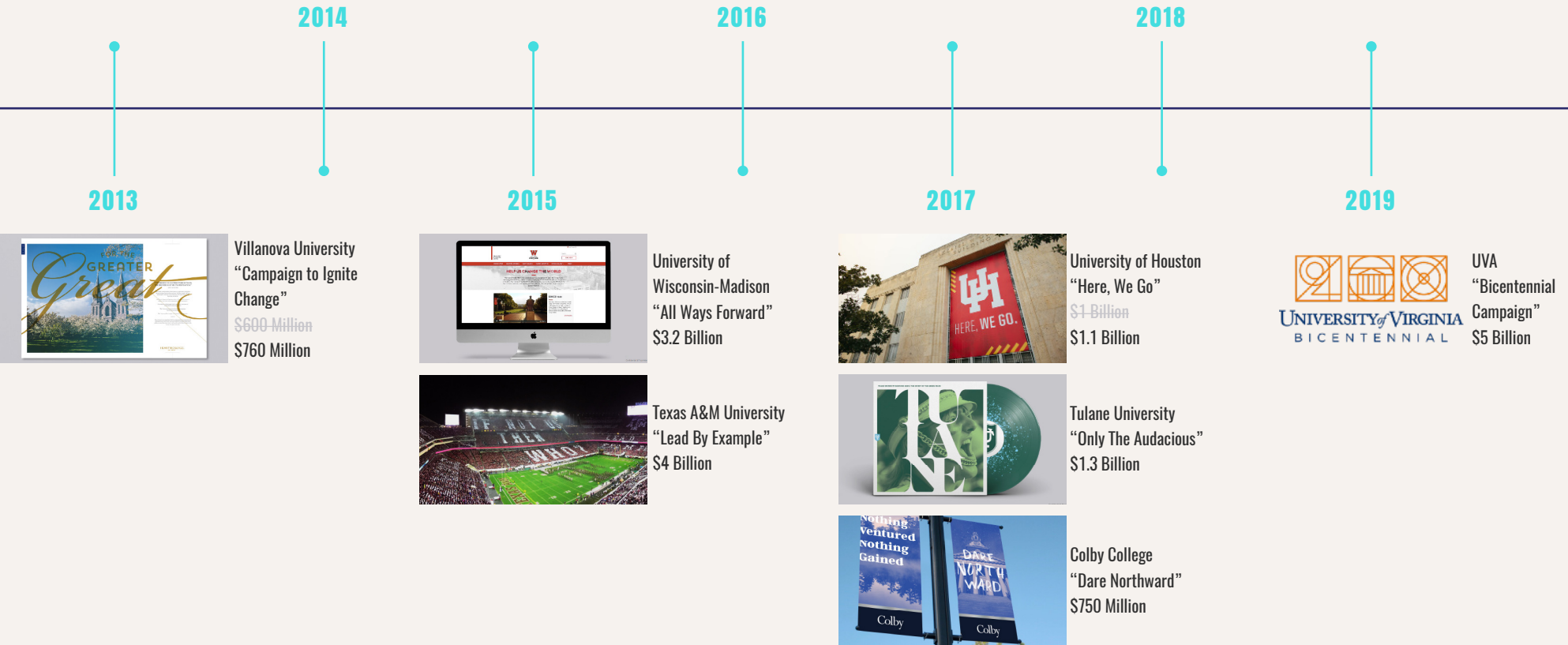
160over90 develops campaign platforms, messaging strategies, and creative assets that connect with key audiences to move the needle for giving. We guide our partners in generating big ideas—and tailored presentations of those ideas—that donors want to get behind to secure meaningful, imperative gifts that help make crucial headway toward the campaign goal. The following represents a sample of the fundraising results we've helped our partners achieve.



Category Expertise (Continued)

We're proud partners.

We succeed when our clients succeed. 160over90 is proud of the success and impact our campaign efforts have achieved with some of the best colleges and universities. Here is a glimpse of a few campaigns we've developed and launched with our partners in recent years.



PROCESS & APPROACH

PHASE I: CAMPAIGN PLATFORM

DISCOVERY & ONBOARDING

Timing: 3-5 weeks

Understanding all aspects of the Yeshiva University (“YU”) community is a critical first step to developing an authentic comprehensive campaign platform.

During Discovery & Onboarding, we immerse ourselves in YU’s mission/values, culture, philosophy, challenges, core objectives, and metrics of success, with careful attention to avoid duplicating previous branding and fundraising efforts.

Project Kickoff Meeting

During a [remote] Project Kickoff Meeting, YU will meet the 160over90 team, review the overall project timeline and expectations, and begin planning stakeholder interviews. This creates clear lines of communication that continue throughout the process.

Discovery Questionnaire

We will craft a short list of questions for the YU team to surface specific information about institutional branding and fundraising efforts (e.g., goals, needs, considerations). This drives more in-depth discussions during our formal stakeholder interview and story mining process.

Review Existing Brand/Campaign Assets & Research

Our team reviews YU’s existing brand assets (e.g., mission/values, OffWhite Co. branding, video/photography, print/digital communications, etc.), campaign assets (e.g., pillars/priorities, GGA case for support, donor pyramid, etc.), and research (e.g., GGA studies, feasibility analysis, donor/alumni surveys, discovery sessions with top donor prospects, etc.). We identify how YU is currently perceived, establish where you want to go, and determine how to bridge that gap with the new campaign platform to come.

Stakeholder Interviews & Story Mining

Lastly, 160over90 will conduct [remote] stakeholder interviews across the YU community for story mining and content sourcing purposes.

These interviews will be held with select key stakeholders and target audiences including Rabbi Dr. Ari Berman, the senior leadership team/administration, institutional advancement team, marketing/communications team, web/IT team, alumni/donors, and faculty/staff, as well as a subset of current students, corporate partners, academic peers, and other influencers within the YU community.

This process sparks strategic and creative insight, allowing 160over90 to better understand YU’s alumni/donor populations, challenges from previous branding/fundraising efforts, and areas of opportunity for the upcoming comprehensive campaign.

All of this provides creative fodder and “moments of truth” (facts, anecdotes, innovations, and breakthroughs) that informs our approach.

CAMPAIGN STRATEGY

Timing: 3 weeks

Next, 160over90 takes the stories, insights, and analyses gathered from the Discovery & Onboarding phase, and translates them into a strategic framework to inform the new campaign platform to come.

The Campaign Strategy is a succinct articulation of the differentiating features, values, personality, positioning, tone/voice, messaging, and success criteria that will inform our creative approach.

We will also translate the ways in which YU's campaign pillars—leadership, science/tech, innovation/entrepreneurship, and impactful careers—can help strengthen and inform fundraising appeals to various alumni/donor segments.

This phase culminates in the development of the Creative Brief, which guides the design and messaging of the campaign moving forward. Once the Creative Brief has been shared and approved by key stakeholders, 160over90 can begin developing the comprehensive campaign platform.

Define Target Audiences & Key Differentiators

First, we articulate the elements that differentiate YU and define your target audiences (e.g., alumni/donors, students, academic peers, etc.). Moving beyond demographic information alone, we also identify your audience's psychological motivations and the beliefs that influence their decision-making. Then we use this information to identify specific messages that the campaign can achieve against each specific audience.

Develop Campaign Essence

160over90 will develop a Campaign Essence that captures YU's ethos in a succinct statement, as well as serves as a “north star” to deliver authentic messaging for all future campaign efforts.

Define Benchmarks & Success Criteria

Working closely with your team, we establish a set of measurable short- and long-term benchmarks that indicate success. We make sure these metrics go beyond Facebook likes and move towards meaningful impact (e.g., enhance institutional awareness, increase alumni engagement, drive fundraising/donations, etc.). These are monitored and adjusted along the way to ensure they remain relevant to YU's fundraising goals/objectives.

Develop Creative Brief (2 Rounds of Revisions)

The Creative Brief is a two-page strategic document that outlines the comprehensive campaign assignment, target audiences, goals, positioning, and the reactions we would like the new campaign platform to evoke. This includes demographic and psychographic filters that help us articulate not only what we want the audience(s) to think, but also what we want them to feel. We allow two rounds of feedback to ensure there is full buy-in before moving to the Campaign Concept phase.



OPTIONAL: MESSAGING FRAMEWORK

Timing: 3 weeks (concurrent with Campaign Strategy phase)

During the Campaign Strategy phase, 160over90 can also demonstrate how YU's campaign messaging can be communicated to various internal/external audiences at key points throughout the fundraising funnel.

Develop Messaging Framework (2 Round of Revisions)

We can develop an [optional] Messaging Framework that outlines a set of statements based on your core audiences (e.g., alumni/donors, students, academic peers, etc.). This framework will provide high-level messaging themes, tone, and 4-5 boilerplate statements. During this phase, YU will be entitled to two rounds of revisions.

CAMPAIGN CONCEPT

Timing: 6 weeks

Campaign Concept development is a process of exploring your creative possibilities through visual expression.

Guided by the Campaign Strategy, we show the richness of distinct creative directions (Campaign Concepts) by creating visuals (via design), messaging (via copywriting), and mediums that you can react to. This phase illustrates how the visual style, tone, and medium can flex across key target audiences and different fundraising channels/touchpoints.

The Campaign Concept phase is highly collaborative and iterative, enabling the YU team to react to something tangible, and gain consensus about the final creative direction.

It is important to note 160over90 may leverage or build upon some of the brand assets/elements established by OffWhite Co. during this Campaign Concept phase. We will collaborate closely with the YU team to determine how this existing branding should integrate with the new campaign platform to come (if at all).

Craft Overarching Campaign Platform (Big Ideas)

We begin this phase by developing Big Ideas that will ultimately inform the Campaign Concept. The Big Ideas will be represented through a rationale, or a written articulation of the idea, that outlines key themes, challenges, opportunities, etc.

Refine Campaign Concept (1 Direction)

After the YU team has refined and selected a single Big Idea to move forward with at scale, 160over90 will demonstrate how the overarching Campaign Concept can begin to take shape as a creative expression through copy tone, photography, graphic or illustration style, color, and typography—providing internal stakeholders with something tangible to react to.

Develop Proofs of Concept

Next, 160over90 will develop Proofs of Concept to show how the new creative expression can bend and flex across key channels, priorities, and audiences. These Proofs of Concepts may include sample case for support brochure spreads, landing page design, social media initiatives, campaign launch event ideation, public relations initiatives, or presentation/collateral templates, among other mediums to be determined in collaboration with YU.

Present Campaign Concept (2 Rounds of Revisions)

The refinement of the Campaign Concept is a collaborative and consensus-building effort. During this phase, 160over90 will present the final Campaign Concept to all key stakeholders at YU remotely. We allow two rounds of feedback in order to ensure there is full buy-in before finalizing the new Campaign Concept.

CAMPAIGN NAME & VISUAL IDENTITY

Timing: 6 weeks (concurrent with Campaign Concept phase)

A campaign's visual identity (e.g., name, logos, typeface, color palette, etc.) is its most consistently visible asset. Therefore, it needs to be strategically motivated so the visual identity communicates the campaign's ethos and messaging.

Develop Campaign Name & Logo (2 Rounds of Revisions)

In conjunction with the previous Campaign Concept phase, 160over90 will also establish naming and logo options for the comprehensive campaign to come. We will first present a series of names for YU to choose from.

Once the campaign name is approved, 160over90 will design various campaign logo options demonstrated through black and white sketches. Following presentation of the initial options, YU will select two options, which 160over90 will then refine. Following logo refinement, we demonstrate how the logo can take shape in various frames (e.g., horizontal, vertical, etc.). Once YU selects one of the two logos, 160over90 applies color and finalizes the logo. During this phase, YU will be entitled to two rounds of revisions.

Develop Visual Identity System (2 Rounds of Revisions)

The Visual Identity System will include the final name, logo, typography, symbols, color, and patterns. We demonstrate usage in a variety of applications and mediums (e.g., web pages, brochures, reports, signage, presentation templates, email templates, etc.). Our team provides all associated files for the approved logos and identity system (e.g., AI, EPS, JPG, SVG, PNG, PDF). During this phase, YU will be entitled to two rounds of revisions.

PHASE II: CAMPAIGN EXECUTION

CREATIVE EXECUTION

Timing: Ongoing

With the Campaign Concept, Name, & Visual Identity approved, the campaign platform can be launched across various quiet and/or public phase communications.

The Creative Execution phase takes into account the priority level and timing of primary initiatives. Additional efforts to promote YU's comprehensive campaign, as determined, will be prioritized and executed accordingly.

We will also collaborate with YU to outline an appropriate division of labor with your in-house team to ensure the institution is getting maximum value from 160over90.

The most important part of the Creative Execution phase is that it remains dynamic: as your campaign needs change, so does our creative pipeline. This flexibility allows for maximum impact as well as responsiveness: there is no delay in getting a new marketing agency up to speed, or waiting for the paperwork to go through. We're on call and ready to execute.

Develop Key Potential Executions

As we work through the initial phases of the process, we will gain clarity on key objectives and identify unique opportunities to make an impact. Ultimately, 160over90 will collaborate with YU to prioritize potential executions to develop and launch—which may include the following:

Campaign Guidelines

Timing: 3 weeks

We will create a Campaign Guidelines PDF that will empower YU's internal marketers to effectively leverage the campaign platform for all communications efforts moving forward. The Campaign Guidelines will present the Campaign Concept, Name, & Visual Identity in full detail—deconstructing key design and copy elements like photography style, illustration style, design graphics, typographic style, sample layouts, copy style, tone, and voice, as well as logo usage.

Case for Support Brochure

Timing: 12-16 weeks

Building upon the previous Campaign Concept phase—and YU's existing case for support drafted by GGA—160over90 will develop a Case for Support Brochure that can serve as the marquee marketing tool for donor engagement and fundraising support.

160over90 will establish the overall conceptual direction, engineering, paper stock, content outline, copy, and design for the new Case for Support Brochure (under 4-8 pages in length). During this phase, YU will be entitled to two rounds of revisions.

Prior to the release of the final Case for Support Brochure, 160over90 will provide all mechanical files to YU's selected print production partner. This phase accounts for proofreading final copy, retouching photography, and making any final adjustments before sending to production.

It is important to note that our estimated costs do not include print production costs/fulfillment. However, 160over90 recommends that our production manager attend any press runs to ensure consistency and quality of the final Case for Support Brochure.

Phase II: Campaign Execution (Continued)

Campaign Anthem Video Concept

Timing: 2-3 weeks

160over90 will build upon the video idea developed during the Campaign Concept phase to address any revisions and further honing. The Campaign Anthem Video Concept will provide an overview for how the video will move your audience to action, highlighting your desired call-to-action, and any necessary messaging. We will develop scripts for (1) long-form :90 video, as well as (1) :30 and (1) :15 video cut-downs.

Campaign Anthem Video Execution

Timing: TBD (contingent upon Campaign Anthem Video Concept approach)

Using the approved Campaign Anthem Video Concept (script and content), 160over90 will provide a Director's Treatment to help your internal team understand the creative direction and approach the video will take. Upon approval, 160over90 will execute a fully-produced Campaign Anthem Video demonstrating the value and impact YU provides.

This video will be approximately :90 in length with additional :30 and :15 cut-downs. 160over90 anticipates up to (2) two production shoot days to capture new footage, as well as leverage any existing video/imagery to deliver a high energy and emotionally engaging video for YU.

Conversely, in the event of travel restrictions or shooting limitations due to COVID-19, 160over90 can potentially develop the new Campaign Anthem Video by leveraging any existing video/photo assets to be provided by YU (contingent upon review of all existing assets).

Please note, costs and estimates are subject to change based on the approved concept. Music licensing, talent fees, and location fees are not included in this estimate. As part of this execution, 160over90 assumes that the video will be used for newsletters, social media, web, live events, etc.

Campaign Microsite

Timing: 6-8 months

160over90 will create a Campaign Microsite to house all fundraising content and convey messaging around YU's comprehensive campaign. Our team will be responsible for user experience and content strategy, creative design and copywriting, as well as development of front-end code for the site. To facilitate the launch of this user-driven, campaign story-telling microsite, 160over90 will collaborate with YU's internal team to better understand online giving and campaign goals, as well as all technical parameters that must be considered for the build (e.g., CMS, back-end development needs, hosting, etc.).

OPTIONAL: MULTI-YEAR PARTNERSHIP



CREATIVE EXECUTION (TBD)

Timing: Ongoing

While Year One is about establishing the campaign platform and key seminal executions, Year Two and beyond is about producing content and creative assets to provide ongoing support for the quiet and/or public phases.

160over90 will work with YU to continually reflect on our creative executions, adapt the pipeline of communications, and strategically extend reach among target audiences each year. This is about ensuring your campaign priorities resonate with your target audiences, your institution, and the higher ed fundraising landscape at large.

Over time, we will discover different levers for impact, new audiences, and new success metrics. As a result, we will collaboratively revisit goals and needs as new opportunities arise. Having a set of hours allocated to these pivots means we are immediately able to produce against this evolving Campaign Strategy, without losing time in the interpretation and execution, as you would with a different agency.

We bring branding, fundraising, and higher ed industry expertise to new initiatives, while continuing to educate and build fluency among the members of the internal YU team.



YEAR ONE CAMPAIGN PLATFORM + CREATIVE EXECUTION				OPTIONAL: MULTI-YEAR PARTNERSHIP
DISCOVERY & ONBOARDING	CAMPAIGN STRATEGY	CAMPAIGN CONCEPT	CREATIVE EXECUTION	CREATIVE EXECUTION (TBD)
3-5 WEEKS	3 WEEKS	6 WEEKS	ONGOING	ONGOING
Project Kickoff Meeting	Define Target Audiences & Key Differentiators	Craft Overarching Campaign Platform (Big Ideas)	Develop Key Potential Executions <ul style="list-style-type: none"> • Campaign Guidelines • Case for Support Brochure • Campaign Anthem Video Concept • Campaign Anthem Video Execution • Campaign Microsite 	Develop Key Potential Executions
Discovery Questionnaire	Develop Campaign Essence	Refine Campaign Concept (1 Direction)		Flexible Build Plan for Maximum Impact & Responsiveness
Review Existing Brand/Campaign Assets & Research	Define Benchmarks & Success Criteria	Develop Proofs of Concept		
Stakeholder Interviews & Story Mining	Develop Creative Brief (2 Rounds of Revisions)	Present Campaign Concept (2 Rounds of Revisions)		
	OPTIONAL: MESSAGING FRAMEWORK	CAMPAIGN NAME & VISUAL IDENTITY		
	3 WEEKS	6 WEEKS		
	Develop Messaging Framework (2 Round of Revisions)	Develop Campaign Name & Logo (2 Rounds of Revisions)		
		Develop Visual Identity System (2 Rounds of Revisions)		

WORK SAMPLES

TULANE UNIVERSITY

Situation

Since the 1830s, Tulane University has experienced a history of ongoing evolution and ever-increasing impact. New Orleans is a place that pushes you to be you, and Tulane has always maintained a symbiotic relationship with the city it calls home. Just over 10 years ago, when Hurricane Katrina hit New Orleans, the city was devastated and the university was on the brink of closing. In the decade since, Tulane transitioned from a comeback mentality to becoming a distinguished national leader in higher education and offering a highly sought after experience.

Solution

Tulane approached 160over90 at the onset of the university's largest fundraising effort in its 184-year history with a goal to raise \$1.3 billion to bolster research, scholarships, and faculty. We were tasked with developing a campaign narrative that authentically represents how Tulane is thinking big, differently, creatively, and with urgency to solve significant issues of today. We conducted a robust Discovery and created the campaign's message and brand centered on the theme "Only the Audacious." With this campaign platform, our team created a multi-year campaign communications strategy and full suite of executions to support the campaign, including a dynamic microsite, anthem video assets, case statement, save-the-date, donor gifts, campus signage, print collateral, and a campaign launch event.

Event Strategy & Execution | Designed to generate awareness, instill pride, and foster excitement among the entire Tulane community, the "Only the Audacious" event served as an experiential extension of the Brand Concept work 160over90 created on behalf of the University. Our team developed and executed on a series of activations and "media moments" leading up to and during Tulane's "Only the Audacious" campaign launch, as a means to effectively reach key audiences such as alumni and donors—and amplify the event's reach to extend well beyond day-of attendees. Throughout the engagement, the 160over90 team liaised with and consulted alongside the Tulane Advancement Events Team to ensure cohesion and alignment on all event elements, including bringing the strategy to life and assisting with pre-activation logistics and day-of, on-site event execution.

Event PR | To help bolster the institution's reputation and brand awareness on a national stage, and to court public opinion of key influences in support of the comprehensive campaign, 160over90 implemented a targeted earned media strategy. Media relations outreach was centered on achieving heightened visibility through a steady drumbeat of positive press coverage specifically surrounding recent rankings and recognitions, brand stories that expressly ladder up to the "Only the Audacious" campaign initiatives, as well as milestones, major gift announcements, and expert source positioning to increase share of voice.

Results

A successful campaign launch event in December 2017 was framed as a daylong celebration near Tulane's Uptown campus. Attendees participated in a luncheon, concert, and other events designed to highlight the university's contribution to areas including coastal restoration and medicine. 54,000 individuals have already donated \$820 million during the campaign's silent phase. The number of donors has increased by 2,400 donors year over year. Last year (2018-2019) Tulane set a new record with over 25,000 donors in a single year. The campaign has currently raised \$1.0B towards the \$1.3B goal.



Campaign Name, Logo, & Visual Identity



Save The Date



Microsite



Campus Signage



Case Statement



Donor Gift



UCLA

Situation

There are few universities in the world that have the gravitas of UCLA. Globally recognized, highly sought-after, and one of the most applied to schools in the country. Yet, in the broader community, there are still misconceptions about who and what UCLA actually is, and what it stands for. As the institution approached its centennial anniversary in 2019, UCLA's leadership team wanted to clarify its narrative for all audiences, drive key revenue generators across the institution—such as advancement, admissions, athletics, and more—and lay the groundwork for the institution's most ambitious fundraising effort to-date.

Solution

160over90 was tasked with developing an overarching institutional brand platform, and also translating that brand narrative for UCLA's centennial comprehensive campaign. The vehicle we found to deliver this message came from an in-depth Discovery process. From the moment we stepped on UCLA's campus, we felt an overwhelming sense of optimism. Just about every student, faculty, and staff member we met projected an air of informed, inclusive, and positive enthusiasm. They not only knew they could make a difference, they were absolutely certain that they would.

This unique, powerful, inspiring anomaly became the through line of the brand we built. The brand platform then translated to the comprehensive campaign—*Let There Be*—by drawing on the UC System's motto *Fiat Lux*, or, "Let There be Light," while leaving the phrase open-ended to create a flexible platform that could serve every area and cause across the entire institution.

We developed a creative concept and brand identity system for UCLA's centennial 100 celebration. "Lighting The Way" was developed as a forward-focused platform: appropriately honoring the most impactful moments in UCLA's history, while celebrating and focusing on the freedom, boldness and vision that will help set UCLA's future trajectory for the next 100 years and beyond.

The platform had to be scalable enough to cover everything from special logo lockups and event collateral for UCLA's schools and departments, through to third-party event partnerships across LA, so we developed a series of assets and templates and robust guidelines for all campus and external stakeholders to bring the brand to life across all communications channels and mediums.

Given UCLA has grown up with LA for 100 years, and together, pioneered culture, innovations and advancements—we developed both traditional and unexpected ways to takeover and own this relationship with the city. This included a series of light pole banners touting the institutions' achievements which ran across key high-traffic neighborhoods across the city, as well as UCLA takeovers of some of LA's most iconic landmarks, including LAX and Staples Center, to coincide with key dates during the celebration.

Results

Together, UCLA and 160over90 have achieved the following results:

- UCLA raised \$5 billion, surpassing their \$4.2 billion goal
- The launch of the *Let There Be* capital campaign has proven record-breaking in conjunction with UCLA surpassing its annual goal by 19%
- The *Let There Be* campaign has surpassed its \$4.2 billion dollar goal 18 months ahead of schedule
- More than 214,000 donors have contributed to the campaign
- More than 549,000 gifts received for the *Let There Be* campaign

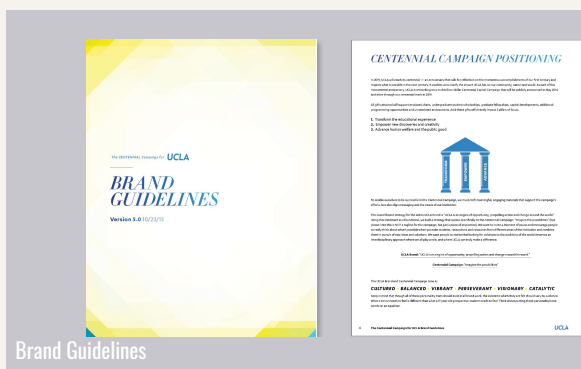


Case Statement

Campaign Microsite



Campus Signage



Brand Guidelines



Case Statement

COLBY COLLEGE

Situation

Since its founding in 1813, Colby College has been a top-ranked national liberal arts college, that delivers an academically rigorous, top-tier education where everyone is encouraged to explore, discover interests, face challenges head on, and bring new solutions and ideas to life. Having completed its last major fundraising campaign in 2010, Colby had been quietly gearing up for an even more ambitious campaign effort—anticipated to redefine comprehensive campaigns among top liberal arts colleges.

Solution

Colby tasked 160over90 to develop the messaging, theme, and materials for the \$750 million campaign that launched in October 2017, the largest by any liberal arts college to date. To honor the spirit and ethos of Colby, and to recognize timely societal issues and philanthropic trends, 160over90 crafted a campaign narrative and visual system that don't resemble a typical college's, instead channeling values-based consumer brands. The resulting campaign, Dare Northward, nods to the school's geography, reflects its bold history and upward momentum, and positions Colby at the forefront of national conversations about liberal arts in a rapidly changing global environment.

The campaign brand was conceived and brought to market in just five months—an unparalleled pace in higher education marketing. To expedite launch, senior leadership was galvanized early on, facilitating a rapid rollout that forced decisive action, promoted unity, and eliminated excessive deliberation.

In continued non-traditional fashion, Dare Northward [and darenorthward.colby.edu] debuted in October 2017 as part of a 10-day Homecoming celebration, culminating in an unforgettable launch event at the Waterville Opera House. A second launch followed in December 2017 in New York City, complete with a lighting of the Empire State Building and appearances at the New York Stock Exchange and on Good Morning America.

2018 was both about inviting the larger community into the Dare Northward movement, and focusing specialized attention on Colby's most significant donors. The College hosted a cross-country event series in which 160over90's video storytelling complemented live appearances from students and leadership. And to recognize Andrew Davis and steward future major gifts, 160over90 conceptualized and crafted a dedicated, digital thank-you site showcasing the exceptional impact of Davis Connects.

Finally, in 2019, Colby College and 160over90 shared the stage at the American Marketing Association's Symposium for the Marketing of Higher Education, highlighting Colby's campaign successes and encouraging peers to connect marketing messages to their own core truths.

Results

Early results are overwhelmingly positive. Having already raised more than \$540 million from 21,000 donors, Colby is ahead of schedule on their way to meeting their original \$750 million goal by 2023. The campaign has already supported:

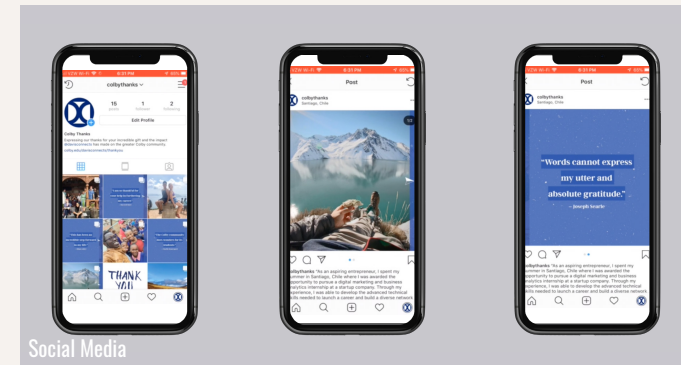
- Strategic growth of the faculty
- Expansion of curricular offerings and Colby's research profile
- Unprecedented student access to research, internship, and other global opportunities
- New financial aid programs to broaden Colby's reach and open doors to the most qualified, talented prospective students from every background.
- A deepened connection to/revitalization of downtown Waterville, renovating historic spaces and introducing new residential and retail offerings
- Expanded arts and cultural programming
- Colby's long tradition of athletic excellence alongside academic preeminence, with a new athletic center coming soon



Campaign Name, Logo, & Visual Identity



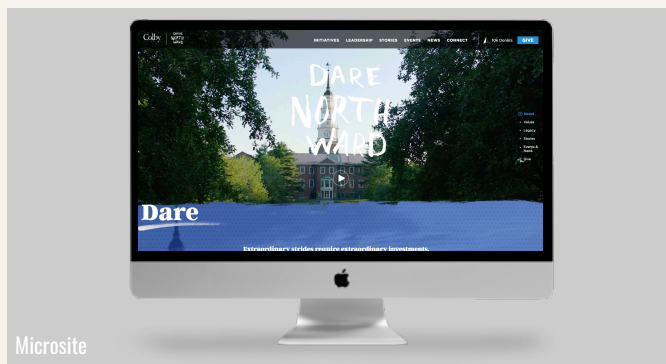
Campus Signage



Social Media



Direct Mailer



Microsite



Campaign Launch

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Situation

The nation's first public university, UNC-Chapel Hill continuously innovates in the fields of teaching, research, and service to better the lives of North Carolina citizens and people around the world.

But in 2014—a time of state and national discord, marked by an erosion in public school funding—the school's promise of “education for all” was being challenged. Leadership recognized a significant need to incorporate development and fundraising into its strategic communications planning and, that year, entered into the silent phase of a comprehensive campaign that would rely heavily on the generosity of individual donors.

Shortly after, in 2015—24 months out from the planned public launch of the campaign—160over90 was engaged to capture UNC's dynamic and progressive spirit, quell lingering trust issues, and rally private support to secure its public education mission.

Solution

During the course of a three-year engagement, 160over90 worked closely with UNC-Chapel Hill's Development Marketing team to translate the University's core strategies —“Of the People, For the People” and “Innovation Made Fundamental”—into a compelling fundraising campaign platform.

In the first year of partnership, we articulated campaign priorities; developed an authentic and ownable campaign name and identity, *For All Kind*; and crafted a messaging platform that would convey UNC's mission as a great, global, public research university, dedicated to serving the state.

In year two, to shape an uncommon case for support and achieve University-wide campaign alignment, 160over90 developed a master case statement as well as bespoke case statements for every school and business unit across UNC-Chapel Hill, simultaneously delivering customization and message consistency.

Nearing launch, we developed a campaign microsite to house incredible stories of impact and direct audiences to give in different ways. And to underscore ambition, aspirations, and advancements linked to the campaign, we produced a powerful anthem video that debuted at the Fall 2017 launch and is still leveraged today (and living on campaign.unc.edu).

Finally, for the first year the campaign was public, 160over90 planned and directed a targeted media buy, seeding campaign creative into market in a way that drove awareness, engaged brand stewards, and incited unprecedented support.

Results

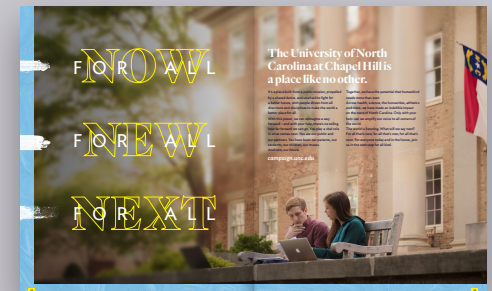
To date, two-and-a-half years since launch, the *Campaign for Carolina* has raised \$3.25 billion, and is on track to meet (or exceed) its \$4.25 billion goal by December 31, 2022. Some 18,000 individual donors have stepped up and contributed nearly 420,000 gifts. While 26% of UNC-Chapel Hill alumni have given to the campaign, 41% of giving stems from non-alumni—a testament to the University's extraordinary relationship with the residents of North Carolina.



Campaign Name, Logo, & Visual Identity



Campaign Collateral



Case Statement



Campaign Launch Event



Case Statement

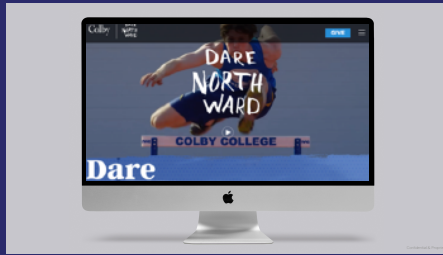


Campus Signage

Portfolio

Please visit the following URL to view additional work samples similar to those outlined in this proposal.

<https://work.160over90.com/yeshiva-university/>



Colby College
Campaign Microsite



UCLA
Campaign Style Guide



UNC-Chapel Hill
Campus Signage



University of Wisconsin-Madison
Case Statement



University of Wisconsin-Madison
Launch Event



Tulane University
Donor Gift



Temple University
OOH



UCLA
Campaign Anthem Video

PROJECT TEAM

Org Chart

When you're surrounded by an internationally recruited team of account managers, producers, video storytellers, and design experts, you'll consistently develop branding that solves your challenges in unexpected, innovative ways.

The following team members in 160over90's Philadelphia office may be assigned to the project.

ACCOUNT MANAGEMENT	CREATIVE	SERVICE LINES	OVERSIGHT
SVP, STRATEGY & CLIENT SERVICES RYAN BROWN	EXECUTIVE CREATIVE DIRECTOR CORY MCCALL	VP, DIGITAL BRAD HARRIS	CEO NICK PHELPS
GROUP ACCOUNT DIRECTOR SARAH HAMAN	CREATIVE DIRECTOR KYLE FERINO	DIRECTOR, DIGITAL STRATEGY RACHAEL BRANDON-LAI	EXECUTIVE VICE PRESIDENT DOUG TIBBETTS
ACCOUNT SUPERVISOR LIV ABRAMOWITZ	ASSOCIATE CREATIVE DIRECTOR EVAN MONSKY	VP, VIDEO PRODUCTION ANDERSON BRADSHAW	SVP, MANAGING DIRECTOR MATT YUSKEWICH
DIRECTOR, STRATEGY BEN MICHAELS	SENIOR DESIGNER JUSTIN SPINOZZI	EXECUTIVE PRODUCER JUSTIN PADILLA	SENIOR VICE PRESIDENT KIM HALLMAN
PROJECT MANAGER KELLI GANNON	COPYWRITER NICK ANDERSON	DIRECTOR, ACTIVATION MEG CREAMER	DIRECTOR, BUSINESS DEVELOPMENT MAURIZIO MAZZA



Liv Abramowitz / Account Supervisor

Liv has been with 160over90 for two years working with a range of higher education and consumer goods clients. As Account Supervisor, Liv works with clients such as Yale University, University of Miami, and PCOM. Prior to joining 160over90, Liv spent five years in New York leading the marketing team at an independent film distribution company. She was tasked with PR initiatives, talent handling, in-theater/retail/radio promotions, and developing comprehensive and integrated 360-marketing plans. She focused on music and social justice documentaries, with clients such as Hulu's *The Beatles: Eight Days A Week*, Showtime's *Listen To Me Marlon*, National Geographic's *Jane*, and Apple's *Ed Sheeran: Songwriter*.



Sarah Haman / Group Account Director

Sarah is an invested brand partner, combining her passion for the business side of marketing to match with her strategic strength. As Group Account Director, she leads the brand business, bringing campaigns to life with a passion. She is keen on strategically-led creative with a grounding in making great work that solves business problems. With a desire for integrated brand building, Sarah has spent over 12 years leading best-in-class brand partnerships with Grey, Arnold, Wunderman, Digitas, and RPA across numerous categories including, CPG (Tums & La-Z-Boy), Auto (Honda), Finance (John Hancock), and Tech (Fiverr & Indeed). At 160over90, Sarah has managed clients including Yale University, NYU, the University of Miami, Barnes & Noble College, the Indianapolis Colts, and University of Arizona.



Ryan Brown / Senior Vice President, Client Services

Ryan joined the 160over90 team in 2006, managing teams and leading strategy development for consumer brands like Under Armour, Ferrari North America, and American Eagle Outfitters. In addition, Ryan has spearheaded rebranding initiatives and major comprehensive campaigns for the likes of Michigan State University, Miami University, University of Houston, Trinity College, Tulane University, University of the Arts, and the University of Virginia + UVA Health, among others. With a background in strategy and planning, Ryan currently serves as co-Head of Accounts at the agency and draws on his deep experience in institutional brand alignment, advancement strategy and campaign key messaging, health systems, pro sports, and consumer branding to add value and guide the way forward for clients across diverse categories.

Team Bios (Continued)



Cory McCall / Executive Creative Director

Cory began his career at 160over90 as a copywriter, working on such clients as the University of Dayton, Sony Entertainment, Gore-tex, American Eagle Outfitters, and Nike. As Executive Creative Officer, he now oversees the creative on brands that include the University of Pennsylvania Libraries, Lidl, Emory University, SuperPretzel, and the University of Virginia. Prior to joining 160over90, Cory lived in Los Angeles, where he worked as the head of script development for director Philip Noyce's Rumbalara Films.



Kyle Ferino / Creative Director

After studying Photography and Design at the Rochester Institute of Technology, Kyle started his career assisting for Mark Seliger in NYC. This job included photographing talent such as Beyonce, Norman Mailer, Tom Wolfe, Gisele Bundchen, Stephen Colbert, Bill Murray, Matthew Barney, the Duchess of York, and the list goes on and on. While this may seem like a cool list of people to brush shoulders with, Kyle eventually decided to move to Philadelphia to pursue a career in advertising. For the past 10 years, he has been building brands for a number of clients including IKEA, Chicco, Schott NYC, The Philadelphia Holocaust Remembrance Foundation, Thomas Jefferson University, and Rutgers University to name a few. Kyle is an avid collector of all things vintage, a lover of Cheetos puffs, and would consider his power animal to be a sea otter.



Evan Monsky / Associate Creative Director

The scribbles and arrows found in Evan's notebook are impossible to understand, but somewhere lies a unique way of thinking that allows him to tackle projects from angles few had even bothered to explore. Whether expressing these thoughts through clever headlines, heartfelt stories, or a quirky tone, Evan has given a fresh perspective to clients like the Philadelphia Eagles, AAA, University of Vermont, Mercer University, Louisiana State University, and more. Every one of his projects tells a story and every story hits his audience right where our clients are aiming. Sometimes in their hearts, sometimes in their wallets, and sometimes by smacking them right in their faces. Just don't have him try to explain the method to his madness—it's better understood in the final copy.

Team Bios (Continued)



Ben Michaels / Director of Strategy

Originally from Houston, Texas, Ben has spent the last decade making his way down the Northeast, from Boston to New York, and now, Philadelphia. In his time at Grey New York and FCB, he re-architected brand portfolios, inspired creative platforms, and developed comms and social strategies. He's led a trend-watching agency practice, traveled rural America to help the FDA tackle the teen tobacco epidemic, and worked on Cannes- and Effie-winning campaigns for Canon, Volvo, and the NFL. As a Director of Strategy at 160over90, he uses a deep understanding of people and culture to unlock creative solutions.



Anderson Bradshaw / Vice President of Video Production

Anderson began his career as an editor in the music industry working on live concert DVDs, documentaries, and EPKs for artists such as John Legend, Pharrell Williams, The Black Eyed Peas, Maroon 5, Lamb of God and Coheed & Cambria. He's also partnered with different firms on content for brands such as Sailor Jerry Rum. This included the release of a long form documentary of iconic tattoo artist Norman Kieth "Sailor Jerry" Collins which saw critical and film festival success. Since joining 160over90, Anderson has overseen and guided all creative that flows through the production department. This has included developing content in all our areas of marketing for clients such as University of Virginia, SuperPretzel, Texas A&M University, Valley Forge Tourism, IMG Academy, Unilever, Temple, UCLA, Nike, Under Armour, Cleveland Cavaliers, Luigi's Italian Ice, Save A Lot, Lidl, Philadelphia Eagles, Arizona, and the University of Florida.



Justin Padilla / Executive Producer

Since 2003, Justin has worked as an Executive Producer, Agency Producer, Line Producer, Director, Film Professor, Visiting Lecturer, and CEO of a Production Studio within the visual media and production fields. He has produced a number of independent films, PSAs, broadcast advertisements, and live broadcast events; taught at both performing arts academies and institutions of higher education; assisted in casting for full-length feature films (e.g. Disney, Nickelodeon, MGM); and produced fashion shows for companies like Bebe, Everything But Water, Reborn Couture, and Hollywood Obsessions. At 160over90 he has produced television, broadcast, and web-based media for companies and institutions like Professional Bull Riders Inc., Papa Johns, NFL, Lidl, Smarty Paws, Save-A-Lot, UCLA, AAA, Philadelphia Eagles, FootJoy, University of Florida, and more.

Team Bios (Continued)



Rachel Brandon-Lai / Director of Digital Strategy

Drawing on over a decade of experience building brand and digital strategies, Rachael crafts digital experiences to drive consumer decision-making. With a varied background in design, strategy, and client services, Rachael's approach is underpinned by a cross-departmental and integrated approach to marketing solutions. Along with her team of digital strategists, researchers and UX experts, she works to maximize the impact of digital strategies for 160over90's clients. In her most recent role, Rachael led the Interactive team at Thomas Jefferson University, managing complex digital projects through a merger and subsequent institutional growth. She is an alum of Penn State and earned her masters degree from Florida State University, where she is also an adjunct professor teaching courses in account planning and marketing.



Meg Creamer / Director of Activation

Meg oversees experiential marketing moments for 160over90. From ideation to execution, she creates compelling campaigns that ensure all strategic touch points, customer loyalty, and brand visibility goals are exceeded. Since joining 160over90, Meg has worked with clients such as Temple University, The New School, Emory University Goizueta Business School, and Tulane University, among others. Prior, Meg spent 14 years at Urban Outfitters conceptualizing, managing, and executing events and experiential moments—nationwide and globally for the brand. She has built activations with retail giants like Adidas, Fila, and Fujifilm as well as niche brands like MILK Makeup and Fjallraven. Meg has negotiated contracts and executed events with top tier talent including Questlove, Carrie Brownstein, Anthony Bourdain, Rae Sremmurd, Lana Del Rey, Justin Bieber, and many more. Meg has worked on philanthropic endeavors focused on humanity rights and currently sits on a local chapter board for a national non-profit. Meg loves to create plus up experiences to the everyday college event, whether it's tabling at a career day or taking yield engagements to the next level, she creates high-energy experiences that students won't soon forget.

BUDGET SUMMARY

OPTION #1: ONE-YEAR PARTNERSHIP

The following is an estimated summary of agency hours/fees for a one-year partnership.

Given our sincere interest in partnering with YU on this engagement, **160over90 is offering a discounted blended rate of \$200 (typically \$215) for all agency personnel.**

The subtotal to build the Campaign Platform represents \$212,000 in agency fees.

The subtotal to develop select Campaign Executions represents \$307,500 - \$367,500 in agency fees, plus an additional \$20,000 - \$75,000 for estimated video production hard costs.

Please note, these costs are not final by any means and are meant to inform internal budgeting/planning. We will require additional specs or feedback/input from YU in order to adjust the scope appropriately.

160over90 welcomes an ongoing dialogue and feedback from the YU team to refine our proposed process and approach, timeline, and budget.

CAMPAIGN PLATFORM	HOURS	FEES
Discovery & Onboarding	80	\$16,000
Campaign Strategy	100	\$20,000
Optional: Messaging Framework	80	\$16,000
Campaign Concept	500	\$100,000
Campaign Name & Visual Identity System	250	\$50,000
Account Management/Oversight	50	\$10,000
SUBTOTAL (ESTIMATED AGENCY FEES)	1,060	\$212,000
CAMPAIGN EXECUTION	HOURS	FEES
Campaign Guidelines	50	\$10,000
Case for Support Brochure	200	\$40,000
Campaign Anthem Video Concept		\$22,500
Campaign Anthem Video Execution		\$60,000 - \$120,000
Campaign Microsite		\$150,000
Account Management/Oversight	125	\$25,000
SUBTOTAL (ESTIMATED AGENCY FEES)		\$307,500 - \$367,500
Estimated Video Production Hard Costs		\$20,000 - \$75,000

OPTION #2: MULTI-YEAR PARTNERSHIP

The following is an estimated summary of agency hours/fees for a multi-year partnership.

Given our sincere interest in partnering with YU on a multi-year engagement, **160over90 is offering a significantly discounted blended rate of \$190 (typically \$215)** for all agency personnel per year.

This results in an annual \$21,525 cost savings for YU.

YEAR ONE: CAMPAIGN PLATFORM	HOURS	FEES
Discovery & Onboarding	80	\$14,800
Campaign Strategy	100	\$18,500
Optional: Messaging Framework	80	\$14,800
Campaign Concept	500	\$92,500
Campaign Name & Visual Identity System	250	\$46,250
Account Management/Oversight	50	\$9,250
SUBTOTAL (ESTIMATED AGENCY FEES)	1,060	\$196,100
YEAR ONE: CAMPAIGN EXECUTION	HOURS	FEES
Campaign Guidelines	50	\$9,250
Case for Support Brochure	200	\$37,000
Campaign Anthem Video Concept		\$22,500
Campaign Anthem Video Execution		\$60,000 - \$120,000
Campaign Microsite		\$150,000
Account Management/Oversight	125	\$23,125
SUBTOTAL (ESTIMATED AGENCY FEES)		\$301,875 - \$361,875
Estimated Video Production Hard Costs		\$20,000 - \$75,000
YEAR TWO + BEYOND: CAMPAIGN EXECUTION	HOURS	FEES
Creative Execution	1,200	\$222,000
Account Management/Oversight	150	\$27,750
SUBTOTAL (ESTIMATED AGENCY FEES)	1,350	\$249,750

Budget Summary (Continued)

Account Management/Oversight

This includes time for dedicated account management services for internal transition/kick-off meetings, weekly status reports/calls, detailed project planning, etc., throughout the duration of the engagement. Given the current COVID-19 climate across the country, 160over90 anticipates completing this scope of work remotely via conference calls and virtual Zoom meetings. We can potentially pivot to face-to-face meetings (should it become safe to travel and meet in-person again throughout this engagement).

Incidental Costs

160over90's fees do not include incidentals such as color printouts/supplies, or other ad hoc out-of-pocket costs such as video production, telephone charges, postage, printing, photography, font usage, or third party software applications, integration, and domain names. These costs generally run about 6% of the agency fees total and will be billed as incurred.

Estimated Video Production Hard Costs

It is important to note this proposal only includes agency fees to concept and execute new video assets. Based on the final Video Concept and production approach, 160over90 will estimate additional production hard costs to bring the new video to life, which may include Equipment, Scouting, VO, Casting, Music Composition/Licensing, Stock Imagery, SFX, etc. as necessary. These production hard costs will be estimated separately, and billed as incurred.

Project Addendum

If Yeshiva University should wish to execute more pieces than hours available, a separate Project Addendum (PA) will be provided to cover the cost.

This proposal is valid for 30 days. Any implied or explicit due dates contained herein are contingent upon timely client approval of this proposal, and may be modified if such approval is withheld. Proposed fees for Client projects are based off of Agency best practices and historicals for similar projects. Final fees may vary and are subject to change based on final scope as mutually determined between the Client and Agency.

THANK YOU