



## Written Questions and Answers

Agency of Record

RFP UK-2420-24

Closing Date: 03/20/2024

Today's Date: 03/04/2024

No.	Question	Answer
1	Section Criteria 4.5 - Offeror Qualifications. Are we permitted to submit a letter of financial stability from our bank/certified public accountant, in lieu of our bank statements, debt rating, etc.?	Yes.
2	Are there current data-driven tools that you use today that would be mandatory going forward?	Google analytics; Salesforce CRM and Marketing Cloud
3	Do you have existing audience profiles and/or segments for your marketing efforts that you can share?	See <a href="#">this link</a> of defined audiences and mindset from our brand book.
4	Can you please share any existing research into audience perception of your institution?	See <a href="#">this link</a> of defined audiences and mindset from our brand book.
5	Who do you consider your primary competitors?	In the health care realm, UK HealthCare is committed to partnerships that enable access and high-quality care for all of Kentucky. In KY, Baptist Health, Norton, CHI, Locally, in Fayette County, Baptist Health Lexington and CHI St. Joseph are the other primary providers. Regionally, benchmark institutions include but are not limited to, Vanderbilt, UVA, Alabama, Ohio State University, Duke, UNC, Indiana University Health, MUSC, University of Florida. Nationally, other NCI Comprehensive Cancer Centers, MD Anderson,

		Mayo, other comprehensive NCI centers (UVA, OSU, UNC, Dule, Kansas, Iowa, Wash U Missouri, Alabama); In the higher realm, our benchmark schools are Universities of Cincinnati, Louisville, Tennessee, Ohio State, Indiana, Alabama, ECU, WKY, Mississippi, Purdue, Missouri, South Carolina, Dayton, Michigan State, Penn State, Auburn, Iowa and Illinois
6	Do you have market research on Kentucky workforce development needs you can share?	Please see <a href="#">these slides</a> shared at a recent UK Board of Trustees meeting by the workgroup focusing on enrollment growth and pipeline development to keep UK graduates in Kentucky to fill key roles.
7	Do you prioritize / deprioritize any geographies in your marketing efforts? If so, can you share which ones?	From a higher education standpoint, the focus is generally within a six-hour drive of Lexington; similarly for health care.
8	Do you currently have audience journey maps that you would be willing to share?	Please see <a href="#">this link</a> for the student journey; for health care, see <a href="#">this link</a>
9	What is an ideal media headline that you would like to achieve for your institution?	UK Accelerating Its Progress To Advance the State in Everything It Does
10	Do you have any preferred media outlets for news coverage?	All regional/Kentucky outlets plus Chronicle for Higher Education, Inside Higher Ed, New York Times and the Wall Street Journal.
11	Are there other higher-ed institutions you admire for their marketing efforts that we should consider as an aspirational example?	In the higher realm, our benchmark schools are Universities of Cincinnati, Louisville, Tennessee, Ohio State, Indiana, Alabama, ECU, WKY, Mississippi, Purdue, Missouri, South Carolina, Dayton, Michigan State, Penn State, Auburn, Iowa and Illinois

12	How big of a role does faculty recruitment play in your marketing efforts?	Very little involvement with faculty recruitment
13	Can you share your admissions calendar for the upcoming year outlining deadlines in the application and enrollment process?	Application opens Aug 1; Dec. 1 is early application; Feb. 15 is regular application deadline; May 1 is the confirmation deadline; housing selection for general population begins early June.
14	Do you weigh traditional undergrad, graduate degree programs, and nontraditional students evenly? If not, where should the greater emphasis be placed?	All our categories of students are important to our strategic plan. The undergraduate population is our largest, but we intend to grow the other sectors as well (graduate and online).
15	Who is the typical audience for brand extensions such as UK Athletics and UK Healthcare? Primarily alumni? Entire in-state population?	See <a href="#">this link</a> of defined audiences and mindset from our brand book.
16	Is incentivizing students to live and work in Kentucky post-graduation a new initiative? Is there an existing foundation focused on this?	The initiative is an outgrowth of the university's most recent strategic plan and charge from the board of trustees.
17	Can you elaborate on what you are looking to see in the "agency fee structure"? Do you want to know how many hours will be spent per task, billing rates by person, etc.? If so, what are the tasks we should be estimating?	The focus here is to be able to compare costs among various vendors. Please provide as much detail as possible including billable hourly rates by key deliverables (art direction, strategy development, graphic design,) and perhaps examples of a campaign breakdown.
18	Can one agency submit for both the Agency of Record (UK-2420-24) and Marketing and Creative Services (UK-2419-24) Proposals? <ul style="list-style-type: none"><li>○ Can one agency win both bids?</li></ul>	The Agency of Record will be able to participate in the marketing and creative services niches; however, if an agency chooses to only participate in the agency of record RFP and goes not get awarded, we will not award in the marketing creative services RFP.
19	What is the total budget anticipated for the contract terms?	Historically, the University has spent around \$5 million annually with agency partners; a

		significant percentage of which is media buying.
20	Is there a budget priority between the campuses, UK Athletics, and UK HealthCare?	No
21	What was the marketing budget for campuses, UK Athletics, and UK HealthCare in 2023?	Historically, the University has spent around \$5 million annually with agency partners; a significant percentage of which is media buying.
22	Does the AOR need to be located in Kentucky? Are there additional points given to an agency located in Kentucky?	No
23	Is there a preference to have the point of contact located near or within Kentucky?	No
24	Other than submitting USB and printed copies, are there any specific requirements on formatting the RFP submission?	No
25	Is UK Healthcare's focus solely on regional and/or national, or also inclusive of international services?	Mostly regional/national
26	What are the priorities or KPIs of the various colleges within UK?	-Enrollment -Student Retention -4, 5 and 6 Year Graduation Rate
27	What are the KPIs for UK HealthCare, and how are they ranked in order of importance (i.e. patient recruitment, other KPIs)?	-Brand awareness & understanding -Brand perception and reputation -Service line specific patient volume
28	What are the KPIs for UK Athletics, and how are they ranked in order of importance (i.e. viewership, attendance, recruitment, other KPIs)?	Brand awareness understanding Reputation Attendance, viewership, and recruitment
29	Are there any major events we must dedicate paid media to?	No
30	Can we select more than one Race/Ethnicity to represent all our staff in Page 20?	This should reflect ownership.
31	Is there a preference for race/ethnicity in Page 20 on corporate representation of leadership?	See question and answer #30
32	If we provide a fixed rate card for commonly seen services, is that	Yes

	acceptable? The cost chart listed in 7.1 is price per hour	
33	Does UK accept a media buy fee as a percentage, versus price per hour as listed in 7.1?	Yes, as a percentage is fine
34	What's inspiring [you] right now? Are there other schools or other brands excelling at what the University of Kentucky would like to accomplish?	Would not want to speak on behalf of an entire committee; we lean in on strategies that are smart and effective; strong messaging and writing;
35	Who does the University consider its top competitor and peer institutions? Who do you primarily cross-app with? What peer universities do you consider to be most analogous to the University? Which institutions are in your aspirational set?	In the higher realm, our benchmark schools are Universities of Cincinnati, Louisville, Tennessee, Ohio State, Indiana, Alabama, ECU, WKU, Mississippi, Purdue, Missouri, South Carolina, Dayton, Michigan State, Penn State, Auburn, Iowa and Illinois
36	What is the general composition of internal capabilities and personnel (e.g., graphic designers, copywriters, developers, etc.)?	All three UK entities have the following on staff: graphic designers, videographers, web teams, social and PR/comms; UK campus and UK Athletics also have photographers; UK main campus has account planners; UK HealthCare and UK main campus do not have marketing copywriting on staff.
37	Does the University currently have a media agency?	Currently, Cornett handles media buying
38	How have you measured/monitored brand and media effectiveness in the past?	UK campus has market research from 2019 and will be embarking on benchmarking research in the coming year; UKHC has bench marketing as well; Research will be made available after an RFP award has been made as part of strategic implementation.
39	What are you looking for in an agency partner beyond proven experience in developing successful brands and	The key is smart strategy that ladders up to achieving goals; creative is important, but strategy is key

	campaigns? In other words, what will make the winning agency stand out?	
40	What challenges do you anticipate for your AOR partner?	None
41	As we know the KPIs and goals will look likely different for each leg of the business for the University of Kentucky– Academics, Sports, Healthcare. Our agency's specialty and focus is Healthcare. Is there an appetite for awarding the work to a single vendor who specializes in healthcare, for example, or if the vendor should be prepared to work across all entities of the organization?	We are committed to keeping an open mind throughout this process
42	Considering there are both an AOR RFP out in tandem with the Marketing and Creative Services RFP for the University of Kentucky, what do you envision differentiates the asks and depth of expertise for each RFP considering their similarities in scope? How will the awarded agency of record be interacting with agencies that are awarded work under the Marketing and Creative Services RFP?	<p>AOR focus: Comprehensive focus on strategy, institutional campaigns and long-term brand development</p> <p>Marketing and Creative Services focus: Niche expertise in specific areas; would collaborate with AOR as needed, such as media buy;</p> <p>The AOR may offers the services outlined in the marketing and creative services RFP; however, if they do not submit for those services and are NOT selected as an AOR, they will not be awarded a marketing and creative services contract.</p>
43	Why did you initiate this RFP process at this time? Is this a standard and necessary procurement issuance timing, or is there a particular need or effort you are looking to better support?	The University is required by state law to issue RFPs for vendors, including agencies of record, every five years. Our contract with our current agency expires on June 30, 2024. To that end, we are soliciting agency partners. This RFP is open to all

		and all submissions will be evaluated on their potential fit as a creative partner with the University and its major entities.
44	What are you looking for most in your agency partner for this effort? What has been missing in your strategy, planning, or buying in past programs and why are you looking for a new agency now?	While we agree it is useful to know this type of information, we feel that is more appropriate to share that type of specificity at a later juncture in this process--not at this initial stage. To that end, at this initial juncture, please focus your initial submission on scope outlined in the RFP that showcases work and examples that you have successfully created to date.
45	Is your current agency(ies) participating in this review—please share agencies?	Unknown. This committee intends to give full consideration to each proposal submitted.
46	What will success look like for the organization in one year's time?	The University of Kentucky is executing with excellence on brand strategy that allows us to deliver on our strategic plan to advance Kentucky
47	What competitors keep you up at night and/or what competitors do you most admire and why?	In the higher realm, our benchmark schools are Universities of Cincinnati, Louisville, Tennessee, Ohio State, Indiana, Alabama, ECU, WKU, Mississippi, Purdue, Missouri, South Carolina, Dayton, Michigan State, Penn State, Auburn, Iowa and Illinois
48	Do you have specific goals for the University of Kentucky, UK Athletics, and UK HealthCare you are trying to achieve? Can you share those?	Please use <a href="#">this link</a> to review the University's strategic plan
49	What is your current media split/percentage of traditional versus digital? Are you	The majority of our spend is digital; most traditional is tied to our athletics programming. We are open-minded about

	looking to maintain this level or shift one way or the other?	strategies provided they help us meet goals.
50	What has worked well for media? What hasn't worked as well as you hoped?	Thank you for this question. While we agree it is useful to know this type of information, we feel that is more appropriate to share that type of specificity at a later juncture in this process--not at this initial stage. To that end, at this initial juncture, please focus your initial submission on scope outlined in the RFP that showcases work and examples that you have successfully created to date.
51	Can you share your agency budgets for staff and production?	Historically, the University has spent around \$5 million annually with agency partners; a significant percentage of which is media buying.
52	Do you have an internal agency or marketing services department that handles certain levels of projects? If so, how do you collaborate or split the SOW with your agency partner?	All three UK entities have the following on staff: graphic designers, videographers, web teams, social and PR/comms; UK campus and UK Athletics also have photographers; UK main campus has account planners; UK HealthCare and UK main campus do not have marketing copywriting on staff.
53	We are a very collaborative team with strong account management teams. How do you prefer to work with your agency partner in terms of regular status, dialogue, face to face meetings, etc.? We can customize our approach around your needs and wants.	A combination of in-person, digital with regularly scheduled check ins.
54	Can you provide further detail on the specific scope of work (as detailed as	We ask that you provide your agency's best offer on hourly



	possible) so we can deliver an accurate financial proposal?	rates by type of work (creative direction, strategy development, graphic design, etc.)
--	---	--