



## ENGAGING MORE YOUTH THROUGH A UNIFIED 4-H BRAND

### 4-H Engagement Campaign: Frequently Asked Questions

## Working Together to Build the Extension and 4-H Brands: Campaign Overview

The ECOP 4-H National Leadership Committee, USDA/NIFA and the National 4-H Council Board of Trustees have all made engaging more youth in 4-H a clear priority. With nearly 6 million youth involved nationally, 4-H is the largest youth development program in the United States—but could impact millions more. While Cooperative Extension is one of the most innovative, influential and compelling youth service delivery infrastructures in our country, awareness of Extension and 4-H does not match their significant impact. The ECOP 4-H Leadership Committee recognizes that for 4-H to grow, the brand should be unified across the country. To achieve the aspirations of engaging more youth, harnessing the resources to provide program opportunities, and to make the 4-H brand stronger and more valued, it takes a strong national marketing campaign.

The 4-H Engagement Campaign is a comprehensive national marketing plan and capacity building program aimed at strengthening the 4-H brand, engaging more 4-H alumni and increasing financial support for 4-H programming at the national, institution and local levels. The program will operate as a cooperative in which all participating institutions will receive and have the opportunity to benefit from the same services and support through their shared investment, including access to turn-key national marketing tools, resources, training and recognition, as well as dedicated marketing expertise to assist every region.

The campaign seeks to engage 1,000,000 new alumni over the next 10 years who would be ready to donate \$9 million annually, advocate for 4-H, volunteer and engage to help generate revenue.

### 1) Why is a unified brand necessary?

According to Brandworks, consistent brands are worth 20% more in the marketplace than those that are not. With hundreds of brand expressions across the 4-H system, 4-H's current brand identify is scattered and confusing rather consistent and seamless. Not only is it often difficult for parents, volunteers, alumni and youth to easily find 4-H in their community, but 4-H is leaving money on the table in terms of potential revenue and in-kind support as a result. Last year alone, National 4-H Council's resource development team projected that close to \$3 million in funding which could have benefited local 4-H programs was lost due to a perceived lack of brand relevance among potential national corporate and foundation donors.

### 2) How is the 4-H Engagement Campaign different from past brand campaigns?

- A. **Alignment and Partnership with the Cooperative Extension System** - The 4-H Engagement Campaign is a priority of the ECOP 4-H National Leadership Committee and is a partnership between Cooperative Extension, USDA/NIFA and National 4-H Council. The effort will be governed by the ECOP 4-H Leadership Committee (which includes Extension Directors/Administrators and Institution 4-H

Program Leaders), with committee members actively engaged in decisions regarding the Campaign's structure, services and success along the way.

- B. Sustainability** – Council is requesting an annual investment from Extension for a three-year period to facilitate planning and ensure sustainability. This will enable Council to build and scale the infrastructure required (staff, technology, service delivery model, data systems) to ensure effective operations for the initial three year period and beyond. After the first three year period, institutions will have the option to renew their investment for another three year cycle. Council will also leverage funding as well as in-kind support from private sector partners to supplement Extension's investment in the campaign.

Sustainability will also be enhanced through the increased capacity of state and local 4-H programs to execute high quality marketing initiatives through training, turn-key, print ready resources and dedicated regional marketing staff (with full regional opt-in).

- C. Alumni as the Target Audience and a Driver for Growth** - Research also shows that 4-H's 25 million alumni are a valuable, but untapped resource. They are ready to give, advocate and volunteer for 4-H, but have never been mobilized nationally in significant and meaningful ways.

- *Two thirds of 4-H alumni live in suburbs and cities*
- *They are the truest believers in 4-H—over 96% have strong, positive memories of their time in the program, but*
- *4-H is out of sight and out of mind – 62% do not feel informed about or connected to today's 4-H.*

This is especially true for Gen-X and Millennial 4-H alumni moms. The 4-H Engagement Campaign will leverage in-depth research on this target audience, the services and support of nationally recognized advertising and media partners combined with national media visibility, corporate engagement and local activation through turnkey marketing resources and dedicated staff support to raise the awareness of and deepen engagement with those alumni who are ready to give back to the program that gave so much to them.

### 3) How much is Cooperative Extension being asked to invest in the 4-H Engagement Campaign?

National 4-H Council requests **an annual \$1.5 million investment** from Cooperative Extension to fund the 4-H Engagement Campaign. This amount of \$1.5 million is conservative when compared to other national non-profits with member or affiliate based marketing programs which spend \$2-3 million annually on average.

### 4) Are there other expenses beyond my institution's annual investment that should be planned for as part of our participation?

National 4-H Council is asking each investor institution to identify a 4-H professional who can serve as your institution's field marketing liaison to the 4-H Engagement Campaign. **The anticipated time commitment for the field marketing liaison is .10 FTE.** A full job description will be provided to assist institutions in identifying the right individual for this role, but primary responsibilities would be to serve as your institution's point of contact for sharing campaign news, information and resources with other 4-H staff and volunteers across the institution as well as to offer guidance and input to ensure effective execution of the campaign locally.

Incremental to the annual investment would be nationally negotiated pay for special services for more specific activities for institution or local Extension offices that require additional expertise and time such as web site design, printing, video production, etc. These services and most competitive pricing would be prioritized for investor institutions.

## 5) What investment is National 4-H Council making in the campaign?

National 4-H Council will match or exceed a potential Extension investment with new investments in national marketing infrastructure and support. This currently includes:

- An estimated **\$2 million** in private sector support from Council's corporate and foundation donors
- An estimated **\$2 million** in donated time and services through Council's pro-bono advertising and ag media agency partners, Dailey and Osborn Barr
- An estimated **\$500,000** in donated value thanks to 4-H's first national alumni spokesperson, country music star Jennifer Nettles.
- An estimated **\$500,000** from Council's operations to cover national staff support for the campaign.

National 4-H Council will keep the 4-H system informed of new Council, donor and in-kind campaign investments as they are secured.

## 6) Is this an assessment?

No. Participation in the 4-H Engagement Campaign is voluntary and opt-in. Participation is not required and only those institutions that apply to participate will be invoiced.

## 7) How will my institution's investment in the campaign be used?

The full investment pooled from all participating institutions will be allocated against five key program components:

- 1) **50%** on 4-H marketing professionals to service regions and build train-the-trainer programs
- 2) **20%** on national, "halo" marketing generated by Council that directly impacts local 4-H
- 3) **15%** on turnkey marketing resources to be localized and used by state and county 4-H professionals
- 4) **10%** on field intranet and database to support system-wide communications/collaboration
- 5) **5%** on a marketing recognition program to incent strong marketing and share best practices.

## 8) How will we know if the campaign is successful? What return can my institution expect on its investment?

Strong field/affiliate marketing programs that mature over a three to five year period can typically yield more than 2-3 times the value of what is invested. Key metrics and indicators demonstrating return on investment will guide each year's efforts. These include:

- annual alumni acquisition and engagement targets;
- earned media value totals;
- growth in 4-H's national social media footprint (number of followers across Facebook, Twitter, LinkedIn, Instagram) and;
- national fundraising targets

In addition to annual national goals and benchmarks for the campaign's success, investor institutions will also participate in a capacity assessment to determine baseline measures for their institution related to

alumni acquisition/engagement, marketing planning and resource development so that specific milestones for success for each year of the program can be created on state by state basis.

Longer term outcomes (5-10 years) include:

- Acquisition and mobilization of **one million new alumni** in advocacy, promotion and giving to support Extension and 4-H; with focused opportunities for prominent 4-H alumni (entertainers, sports celebrities, media, Congressional leaders, corporate leaders) in advocacy and promotion.
- An estimated **\$50 million in collective media value** (e.g. monetary value of press coverage and donating advertising) through national “halo” marketing in local markets
- In ten years, a minimum financial return for institutions (estimated average amount \$126,000 annually) and an increase in alumni data (estimated average 20% annually) based on established goals and commitment towards cultivation.

## 9) Will this campaign replace state and local marketing and fundraising efforts?

Council is committed to advancing a system-wide partnership with your institution’s fundraising and marketing professionals. The goal is to enhance, not replace, state and local fund development and marketing efforts through an authentic, seamless and relevant 4-H brand experience that is driven nationally, but customized and delivered locally.

## 10) How was the annual investment amount that is being requested of my institution determined?

The ECOP 4-H Leadership Committee asked National 4-H Council to develop several potential investment models for consideration. This included a two-tiered investment model, a model in which an institution’s level of investment would be proportional to their 4-H enrollment as well as a proportional investment model based on the Smith-Lever allocation each land grant institution receives. After careful consideration and feedback from Extension and 4-H leadership, the ECOP 4-H Leadership unanimously agreed on the proposed funding model based on the Smith-Lever formula with participation at the discretion of each institution.

## 11) Of the \$1.5 million annual request, is there a minimum financial commitment that needs to be in place from Extension before Council could launch the 4-H Engagement Campaign?

Yes. The minimum amount of funding required to launch the national field marketing capacity program and build baseline infrastructure is \$750,000.

## 12) What is the process and timeline for opting in to participate in the 4-H Engagement Campaign?

**February 2016** – All institutions will receive an invitation and application to participate in the 4-H Engagement Campaign from the ECOP 4-H Leadership Committee

**By March 14, 2016** – Institutions enroll in the campaign by submitting the completed application to National 4-H Council

**March 14 – June 30, 2016** – Campaign pre-launch planning and engagement with all enrolled investor institutions

**By April 29, 2016** – 25% of your institution's first year investment due to National 4-H Council

**August 1, 2016 – Full launch of 4-H Engagement Campaign Program Year 1**

**By August 1, 2016** – The remaining balance of your institution's first year investment due to National 4-H Council

Institutions will be invoiced annually for the full amount of their investment for the second and third year of the program on/about June 30<sup>th</sup> 2017 and 2018 respectively with payments due to Council by August 1.

**13) The \$1.5 million total annual investment and the portion of that investment that my institution would be responsible for assumes participation from all institutions. What happens if an institution says no? Will my institution be required to pay more to participate?**

No. In this instance National 4-H Council will make recommendations to the ECOP 4-H Leadership Committee on the level of service, support and return on investment that can be delivered through the program with the financial commitments of participating institutions. The Committee and investor institutions would then make a decision on how best to proceed in partnership with Council.

Since the initial payment for the first year of campaign participation is due six weeks after the application deadline, this provides flexibility for the ECOP 4-H Leadership Committee, investor institutions and Council to make decisions about the program's direction before any institution would need to make their first year payment.

**14) Will alumni data collected by National 4-H Council through the 4-H Engagement Campaign be shared with my institution?**

Yes. Council will share contact information for those alumni who sign up to join the National 4-H Alumni Community ([www.4-h.org/4Hgrowshere-alumni/](http://www.4-h.org/4Hgrowshere-alumni/)) and provide permission to share their contact information with state and local 4-H programs (by agreeing to the web site's terms and conditions). The state 4-H program leader and 4-H foundation executive (or equivalent) at your institution will receive an excel spreadsheet quarterly with contact information for any new additions to the Community who either live in your state or indicate that they are an alumni of your state's 4-H program.

**15) How will revenue from alumni giving be shared between National 4-H Council and state 4-H programs?**

The revenue share depends on the type of giving:

**Online donations to your institution via 4-H.org:** Participating institutions receive 82% of the total amount of donations received to support your institution 4-H program. Council retains 18% of the total donation amount to off-set the costs of operating the national donation platform. This revenue share is outlined in the application institutions submitted in 2009 to participate in the national online giving platform at 4-H.org.

**Future nationally driven alumni cause promotions and crowd funding:** Participating institutions will receive 70% of the revenue. Council retains 30% of the revenue to off-set the costs of operating these national promotions. This revenue share was recommended by the ten institutions that participated in the National 4-H Alumni Pilot Program.