

**TO**           **Prospective Supplier**

**FROM**       **Dino Hernandez, Chief Advancement Officer/VP College Advancement  
Kathryn Marvin, Director of Development and Alumni Relations**

**DATE**       **Monday, January 6, 2025**

**RE**           **Request for Proposal #2025-1  
Comprehensive Campaign Feasibility Study**

Northwestern Michigan College (the “College”) and the Northwestern Michigan College Foundation (the “Foundation”) (**together, “NMC”**) is accepting proposals for consultant services to assist with a comprehensive capital campaign feasibility study.

If you wish to provide this service, **submit your proposal by e-mail to [dhernandez@nmc.edu](mailto:dhernandez@nmc.edu) and [kmarvin@nmc.edu](mailto:kmarvin@nmc.edu) no later than 5:00 p.m. EDT on February 7, 2025.** Write **RFP #2025-1** in the subject line of your e-mail. Your proposal must be received by that date and time. No telephone, fax, or verbal quotations will be accepted. NMC is not responsible for late, lost, misdirected, damaged, incomplete, illegible, or postage-due mail.

Contact VPCA Hernandez at 231-995-1103 if you have any questions or e-mail

## RFP Instructions

### 1. Timeline

RFP issued:	Monday, January 6, 2025
RFP questions due:	Wednesday, January 15, 2025 5:00 pm EDT
Answers back to suppliers:	Wednesday, January 22, 2025
RFP submission due:	Friday, February 7, 2025 5:00 pm EDT
Supplier presentations:	Week of February 24, 2025
Second round (if required):	Week of March 3, 2025
Supplier selected*:	March 7, 2025
Project begins:	Week of March 17, 2025
Report due:	August 1, 2025

\*Contract authorization is subject to NMC's purchasing policy (see #8 below), which could delay the timeline of an award.

- Proposals must be submitted by e-mail to [dhernandez@nmc.edu](mailto:dhernandez@nmc.edu) and [kmarvin@nmc.edu](mailto:kmarvin@nmc.edu) no later than 5:00 p.m. EDT on **February 7 2025**. Write RFP #2025-1 in the subject line of your e-mail. Your proposal must be received by that date and time. No telephone, fax, or verbal quotations will be accepted.  
NMC is not responsible for late, lost, misdirected, damaged, incomplete, illegible, or postage-due mail.
- Questions from suppliers must be submitted by **January 15, 2025 at 5:00 pm** to [dhernandez@nmc.edu](mailto:dhernandez@nmc.edu) or [kmarvin@nmc.edu](mailto:kmarvin@nmc.edu)
- Should it become necessary to revise any part of the RFP, notice of the revision will be given in the form of an addendum to all prospective suppliers on record as having received the RFP. Notice will also be posted on the NMC website at <https://www.nmc.edu/departments/finance-administration/requests-for-proposals/index.html>. Each supplier should acknowledge receipt of addenda in their proposal on the proposal form, but the failure of a supplier to receive or acknowledge receipt of any addendum, shall not relieve the supplier of the responsibility for complying with the terms thereof.
- NMC reserves the right to accept or reject any or all proposals.
- Proposals should be limited to 10 pages. Each proposal should be prepared simply and economically, providing a straightforward, concise description of the service, approach, fees, and ability to meet NMC's needs as stated in this RFP.
- Complete the Proposal Form on pages **7 and 8**.
- Include a breakdown of all fees that will be assessed to NMC, preferably as a flat fee or otherwise an hourly rate with a realistic estimate of hours and/or a "not-to-exceed" rate. Provide a cost schedule for any optional or variable costs.
- Suppliers may be asked to make a presentation to the evaluation committee.

8. Authorization of awards are subject to NMC's purchasing policy, linked here: <https://www.nmc.edu/about/policies/board-staff/D-504.02.html>
9. Acceptance of awarded proposal will be formalized by NMC purchase order.
10. NMC's Michigan sales tax exempt certificate will be made available to awarded supplier. Please do not include sales or use tax in your proposed fees.
11. Direct all questions regarding this RFP to [dhernandez@nmc.edu](mailto:dhernandez@nmc.edu) and [kmarvin@nmc.edu](mailto:kmarvin@nmc.edu)

## **Background**

This request for proposal is for assistance with a comprehensive capital campaign feasibility study for Northwestern Michigan College (the "College") [www.nmc.edu](http://www.nmc.edu) and the Northwestern Michigan College Foundation (the "Foundation") <https://www.nmc.edu/about/foundation/index.html> (together, "NMC").

NMC is taking a leadership role in the transformation of higher education and the creation of groundbreaking community partnerships to build and diversify the talent pipeline for our region and our state. The College has always been a student-centric experiential learning college, with a long history of deep engagement with Northern Michigan and especially Grand Traverse County. Those two aspects of the College continue to broaden and deepen as we redefine what higher education can be for the future. NMC's entrepreneurial roots and history of innovation position the College for an exciting future in which donors play a critical role.

This study is being done in preparation for a future comprehensive capital campaign which will be the fourth in NMC's history. The previous campaign, *Be What's Possible* with a goal of \$35M was successfully concluded in 2020 over goal at \$40.3 million. (<https://www.nmc.edu/about/foundation/campaign/index.html>)

In alignment with the upcoming 75<sup>th</sup> Diamond Jubilee Anniversary of the founding of Northwestern Michigan College in 2026, we will be preparing for the silent phase launch of the next campaign that year. Building on the momentum of the last campaign, we will ask the selected firm to test a campaign threshold of \$50M - \$75M with a potential stretch goal of \$100M. The Campus Master Planning process was recently concluded in October 2024, *NMC THRIVE*, and identified capital, program, and endowment needs totaling \$104M - \$126M. In addition, the current Three-Year Strategic Plan *NMC NEXT* is concluding in 2025 with the next Five Year Strategic Planning process beginning in 2026. (See Appendix)

Leadership level donors from all constituencies will be involved in feasibility interviews including community members, alumni, corporations, foundations, faculty and staff, parents, and NMC Foundation Board members and donors. The goals for the campaign will be largely dependent on the results of this study but will likely exceed previous comprehensive campaign. Draft funding priorities and messaging will be available prior to implementation of the study. Comprehensive Capital Campaign branding will also be co-developed in alignment with a new NMC branding strategy campaign rollout in 2025-26 through the assistance of STAMATS.

It is our hope to find a partner to assist us with this evaluation phase in our process as we move forward on an aggressive timeline. We would like the work to begin on this project as early as possible in 2025 and conclude on or before August 1, 2025.

### **Project Objectives**

1. Create a full evaluation of the proposed case for giving and priorities, based on the College and Foundation's needs, goals, and strategic direction. This work should include the performance of donor interviews and surveys, and interviews with appropriate NMC staff.
2. Establish realistic goals and optimal timeframes for each stage of the campaign.
3. Generate a full report of findings, along with an executive summary, to include the following:
  - Summary of methodology
  - Key takeaways (What was learned? What opportunities/challenges were discovered.)
  - Case messaging evaluation...what tested positively.
  - Recommended fundraising goal and what is included in the goal.
  - Recommended timeframe and structure for the campaign.
  - Evaluation and recommendations for campaign leadership
  - Recommended campaign budget
  - Prospect strategy summary – recommended future donor engagement strategy based upon insights gained from interview participants
4. Analyze past giving data and perform data modeling to inform future fundraising strategy

### **RFP Proposal Requirements and Considerations**

1. Responses should be limited to no more than 10 pages.
2. RFP response should include a preliminary background statement on the firm, proposed methodology - including recommended roles for NMC vs. the firm – timeline for the engagement, and professional fees. Proposed interim and final deliverables must be clearly identified.
2. Assume that all documents for interviews including interview request letter, questions, and follow up are provided by the firm hired.
3. Also assume the firm will conduct all interviews and surveys, including questions and survey instruments. NMC can provide lists and contact information in consultation with firm's experts. It is possible that NMC personnel will accompany consultants for select interviews.
4. NMC will provide proposed priorities and case language as a basis for testing. Our expectation will be that the firm will provide value add in this area as we refine the case prior to testing and provide recommendations post testing.

5. NMC will supply appropriate data to complete donor modeling. Major donor, annual giving, alumni, and planned giving models are of interest. NMC will work with the selected supplier to prioritize modeling needs. If appropriate, separate pricing for data services should be included in the RFP response.
6. State the specific team members who will work with NMC and their expertise.
7. Preference will be given to firms with experience in successful higher education comprehensive fundraising campaigns at the feasibility stage.
8. Please provide three client references (names, contact information) for projects comparable to this project requested by NMC.
9. Evaluation Criteria, in no particular order:
  - Ability to satisfy each term and condition fully, and compliance with the specifications stated in this RFP
  - Assessment of overall experience and competency with projects similar to this one for higher education clients
  - Assessment of the proposed methodology and background statement.
  - References
  - Fees (including fee protections)
10. Mr. Dino M. Hernandez, Chief Advancement Officer/Vice President of College Advancement and Exec. Dir. NMC Foundation ([dhernandez@nmc.edu](mailto:dhernandez@nmc.edu) or 231.995.1103) as well as Ms. Katharine Marvin, Director of Development & Alumni Relations ([kmarvin@nmc.edu](mailto:kmarvin@nmc.edu) or 231.995.1030) will be the primary contacts with the firm hired to create efficiencies in the process and keep us on the agreed upon timeline.

### **Other General Terms and Conditions**

11. NMC reserves the right to solicit additional information from bidders to aid our determination of the bid that best meets the needs of NMC. If our request for additional information on a proposal is not met in a timely way, NMC reserves the right to reject the proposal as non-conforming.
12. NMC reserves the right to reject or accept any bids, in part or whole; select bidders whose proposals best meet the needs of NMC without respect to the lowest cost proposal; and negotiate terms of the proposal to ensure the best interests of NMC are met. NMC does not assume any contractual obligations or duties as the result of issuing the RFP. No employment relationship will be assumed between NMC and the successful bidder.
13. NMC expressly states that the bidder is a supplier or independent contractor of NMC and is not an agent, partner, or employee of NMC. The bidder is not entitled to wages, tax withholding, Workers' Compensation, unemployment compensation, or any benefits of employment extended to regular employees of NMC. The bidder is not an agent of NMC, and

may not bind NMC to any contracts or represent to anyone that the bidder has any such authority.

14. Bidders are not entitled to use NMC's name, service mark(s), trademarks or trade names without the express written permission of NMC
15. The laws of the State of Michigan shall govern the interpretation and performance of this agreement. Any action brought to enforce any provision of this agreement shall be brought in the appropriate court in the State of Michigan. All bidders, their successors or assigns expressly agree to bring any claims, demands, or actions asserted against the Northwestern Michigan College Foundation Board, Board of Trustees of Northwestern Michigan College, its trustees, officers, employees or agents only to the Michigan Court of Claims. The bidder, its successors or assigns consent to the jurisdiction of the Grand Traverse Circuit County Court for the State of Michigan with respect to any claims arising under this agreement against NMC.
16. Once the successful proposal has been determined and awarded, modifications deemed necessary to correct errors found to be the sole fault of the bidder and to satisfy performance of the agreement shall be made expediently and at no additional cost to NMC. This clause will survive the termination and/ or expiration of this agreement without respect to the cause or reason for the error.
17. No information, report, etc. developed in connection with this RFP may be reproduced without NMC's prior written consent. No portion of this RFP may be reproduced without NMC's prior written consent.
18. The successful bidder must perform all work unless NMC specifically approves subcontracting in writing prior to the commencement of any work related to this RFP.
19. The successful bidder is an independent contractor, licensed and bonded as necessary, and is solely responsible for employment, acts, omissions, insurance, control and direction of its employees. The bidder agrees to indemnify and hold harmless the Northwestern Michigan College Foundation Board, the Northwestern Michigan College Board of Trustees, its officers, employees and agents from any and all damages, injury, loss, claims, demands, or causes of action in the event that the bidder fails or neglects to provide appropriate insurance coverage for its employees while working in performance of this contract at NMC, including but not limited to payment of any claims.
20. Any personal injury to the bidder, its successors, assigns, employees, agents, subcontractors or third parties or any property damage incurred in the performance of this agreement shall be the responsibility of the bidder. The bidder agrees to restore or make whole any loss of or damage to the property of NMC incurred during the performance of this agreement.
21. Bidder agrees to accept NMC's standard payment terms, which are Net 30. All items on the bidder's response will be itemized, and all charges and discounts shall be clearly shown.

22. All responses to this RFP become the sole property of NMC and are subject to Freedom of Information Act (FOIA) requests.

**PROPOSAL FORM**  
**NMC Comprehensive Capital Campaign Feasibility Study • RFP #2025-1**

The undersigned certifies that to the best of his/her knowledge:

- There is no officer or employee of NMC who has, or whose relative has a substantial interest in any contract award subsequent to this proposal.
- The names of any and all public officers or employees of NMC who have, or whose relative has, a substantial interest in any contract award subsequent to this proposal are identified by name as part of this submittal.

Name(s) \_\_\_\_\_

The undersigned further certifies that their company \_\_\_\_\_ IS or \_\_\_\_\_ IS NOT currently debarred, suspended or proposed for debarment by any federal entity. The undersigned agrees to notify NMC of any change in this status, should one occur, until such time as an award has been made under this procurement action.

Supplier declares the following legal status in submitting this proposal:

- A partnership
- A corporation organized and existing under the laws of the State of \_\_\_\_\_
- An individual doing business as (DBA) \_\_\_\_\_

(Optional) Supplier declares that company is at least 51% owned, controlled and actively managed by (check all that apply)

- African-American                       Native American                       Woman/Women
- Asian American                       Multi-Racial                       ADA Disabled Person(s)
- Hispanic American

Supplier acknowledges receipt of the following addenda:

Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_

Addendum No. \_\_\_\_\_ Dated \_\_\_\_\_



BASE PROPOSAL \_\_\_\_\_ ATTACH YOUR PROPOSAL \_\_\_\_\_ dollars

(\$ \_\_\_\_\_ )

The undersigned proposes to furnish all labor, materials, equipment, tools and services required to complete the work in accordance with the proposed Contract Documents listed herein, including all addenda issued pertaining to same, for the sum or sums as stated, and agrees that these Documents will constitute the Contract if accepted by Northwestern Michigan College and the NMC Foundation.

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Address City/State/Zip Code

\_\_\_\_\_  
Office Phone No. Mobile Phone No. Fax No.

\_\_\_\_\_  
Authorized Agent Signature Name & Title

\_\_\_\_\_  
Witness Signature Name

\_\_\_\_\_  
Tax Identification No. Date

VIII. ACCEPTANCE: This proposal is accepted by Northwestern Michigan College

\_\_\_\_\_  
Authorized Agent Signature Name & Title

\_\_\_\_\_  
Witness Signature Name

\_\_\_\_\_  
Office Phone No. Cellular Phone No. E-mail

\_\_\_\_\_  
NMC AND NMCF Tax Identification No.  
Date

## APPENDIX

NMC NEXT Current Three-Year Strategic Plan (2022-2025)

Download Here: [NMC Next: 2022-2025 Strategic Plan : Northwestern Michigan College](#)

NMC THRIVE Campus Master Plan

Download Here: [NMC Facilities Master Plan : Northwestern Michigan College](#)

NMCF Donor Impact Report June 2024

Download Here: [NMC Foundation Gratitude Report for Fiscal Year 2023](#)

NMC Community Impact Report – November 2024

Download Here: [2024 Community Report](#)