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POLICY

Departmental Responsibility: Procurement and Business Services

Topic: Total Campus Marketing

Policy: Total Campus Marketing Operations

Effective: TBD

Last Revised Date: 8/11/2017

POLICY STATEMENT: Total Campus Marketing (TCM) is the coordination of a comprehensive multi-media rights marketing and advertising program across the University with the overall goal to maximize the economic potential of the University brand through existing opportunities while identifying new and creative programs that will deliver additional revenue streams to Clemson University. TCM opportunities will be aligned with University strategic direction and values while simultaneously aiming to enhance the experience of students, alumni and all members of the Clemson University family. The University will support this initiative providing timely review and approval of programs/partnerships being proposed while maintaining final approval of any marketing partnership.

SCOPE AND APPLICABILITY: This policy is applicable to all advertising, promotional/giveaway, and other marketing inventory that may be available to the University. Sponsorships that are typically recognized as non-advertising or philanthropic in nature will continue to reside and be the lead responsibility of University Development, but the TCM Partner (*or Rights Holder*) will maintain close coordination with Development to strategically approach overlapping opportunities for corporate partnerships. Clemson University Athletic multi-media rights will be exempt from this policy and procedure as they relate to rights that rest solely in Athletics.

OVERSIGHT/RESPONSIBILITY: The Vice President for Finance and Operations and/or appropriate Division Vice President will be responsible for final approval of specific programs and/or partnerships in accordance with the related procedure. It is highly recommended that Divisions create a single point of contact (noted as “Partnership Champions”) designated by the Vice President to filter and help manage opportunities during development and approval of specific marketing programs. Distribution of revenue will lie solely with the Vice President for Finance and Operations.

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PROCEDURE

Departmental Responsibility: Procurement and Business Services

Topic: Total Campus Marketing

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Overview

The intent of this procedure is to provide for a clear and transparent process for the identification, review/evaluation, approval and implementation of any TCM partnership for non-athletic assets. While each opportunity will be unique in how it is identified and the scope, the objective is to use this procedure to guide Clemson stakeholders through the process for reviewing and executing any marketing partnership proposal.

Definitions

Assets – also referred to as inventory or marketing opportunities. These can be anything from a sign or logo placement on a physical location, tabling or signage, to sponsorship of an event like homecoming or of a smaller speaking engagement. We hope through TCM to identify and create new assets that can give sponsors opportunities to market themselves through targeted, comprehensive marketing plans with the University.

Campus Marketing contact – currently the Director of Procurement and Business Services

Call to Action (CTA) – sometimes used in conjunction with or in place of assets. These can be any device designed to prompt an immediate response or encourage an immediate sale. A CTA most often refers to the use of words or phrases that can be incorporated into sales scripts, advertising messages or web pages that encourage consumers to take prompt action. Examples could include coupons for student use or call-to-action to enter sweepstakes.

Contract - legal document signed by corporate partner/CS&CM/Clemson Representative once final marketing asset, investment value and terms are agreed upon. Under the Clemson contract with the TCM Partner, the TCM Partner enters the contract with the corporate partner.

Current Assets – advertising assets that are currently, or have previously been, sold to partners individually or as part of other packages. Examples – pouring rights, sponsor of orientation, affinity credit card, etc...

Formal Proposal/Asset Plan – a presentation prepared and presented to potential corporate partner/sponsor that includes specific marketing opportunities or assets aligning with their marketing objectives and needs, with the intent of offering a proposal that the sponsor can commit to financially.

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Informal Proposal/Asset Plan – a presentation prepared and presented to potential corporate partner/sponsor that may include specific marketing opportunities or assets aligning with their marketing objectives and needs, with the intent of further refining for a future formal proposal.

Sponsors – also referred to as corporate partners, are those businesses that desire to create a relationship with the University where they provide revenue or resources to the University in exchange for recognition.

Sponsorships – are cash and/or in-kind compensation paid to Clemson in support of a University program or event. There are two main types of sponsorships:

Non-Advertising or Gift Sponsorship – given by a sponsor as a gift in support of a program where they receive no advertising benefit. The sponsor receives acknowledgement of their gift and recognition as a sponsor of a program or event on campus, at the event, on a room or a building, or in accompanying publications and publicity. This non-advertising or philanthropic sponsorship, is normally processed by University Development. The IRS defines advertising as competitive pricing or product information displayed because of the donation. If the recognition fits this definition of advertising, the sponsorship is an exchange transaction, not a gift. Simple name or logo placement is not advertising. Non-advertising or gift sponsorships can be sourced from a variety of organizational resources including corporate budgets in marketing, community relations, human resources, research, talent acquisition, executive budgets, company grants and corporate foundations.

Advertising/Marketing Sponsorship – a cash or in-kind fee paid to Clemson in return for access to the potential market associated with that property. This is normally given with the expectation of a commercial return. Whenever a sponsorship included exchange of rights, assets or a CTA in exchange for payment, this is a sponsorship that will be handled through the TCM Partner. In cases where a gift sponsorship is also part of a larger marketing/advertising program with a sponsor, the TCM Partner would take the lead in coordinating with the sponsor in conjunction with Development unless Development has already established this sponsorship. In cases where a sponsorship is also part of a long-term strategic university partnership, Development will take the lead in coordinating with the sponsor in conjunction with leadership in the divisions of External Affairs, Research, Academic Affairs, Student Affairs, etc.

TCM Partner – is the multi-media, marketing rights holder (currently Clemson Sports & Campus Marketing (CS&CM)/JMI Sports operating under long-term 7-year agreement).

The Process

A typical process for identifying an opportunity to realizing revenue from that opportunity would follow a flow similar to the diagram in *Exhibit A*. There are three main stages of the process with details of each step outlined as follows:

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A. Asset Plan / Proposal Development

- 1) Meet with University Stakeholders – the TCM Partner will meet with appropriate areas on campus to understand their needs, desires, constraints and current environment. Depending on the assets, these may be meetings with department heads, directors of events/functions, or individuals responsible for specific programs. These meetings will be coordinated by the Campus Marketing contact who will attend meetings as required. The meetings may also be requested by the University Administration as areas to explore further or even by potential sponsors who express interest in a certain area or aspect of the University.
- 2) Identify Assets – through meetings with stakeholders, observations, and/or best practices in the industry, potential marketing assets and value of these assets will be identified and maintained by the TCM Partner. Meetings will also take place with potential corporate partners to identify their interests in partnering with the University to market themselves in conjunction with the University brand. *See Corporate Partner Coordination section below.*
- 3) Develop Custom Partnerships – the TCM Partner will strategically package assets that enhance student experience, maximize revenues and deliver substantial value to the potential corporate partners. TCM Partner will follow procedure outlined in Exhibit B when the Use of University Trademarks are involved prior to presenting any opportunity for final approval.
- 4) Informal Proposal - when a custom partnership reaches a point where it is ready to share with a corporate sponsor, the TCM Partner will present high level details of an informal proposal to the Campus Marketing contact. These will be shared with the appropriate division contacts, or preferably the Partnership Champions, who will approve the discussion of the specific assets with a potential sponsor. Depending on the assets being considered and potential sponsor involved, this step may be accomplished via email, phone call or meeting, or any mix that is needed to reach agreement on what will be offered. On certain occasions where an asset or assets are clearly defined or are already a current asset, this step may not be necessary.
- 5) Discussion with Sponsor – the assets in the informal proposal will be discussed with the potential sponsor to better align a marketing plan with the sponsors needs and goals. Assets may be dropped from those identified in the informal proposal and/or other new assets may be requested to be explored further for consideration to be added for a formal proposal.

B. Formal Proposal and Approval

- 6) Formal Proposal – after alignment is reached with the potential sponsor, the TCM Partner will next develop a formal, detailed proposal of assets to offer to the sponsor in the form of a formal proposal. The details in the formal proposal will at minimum identify the assets or asset categories that would be presented to a partner. Many times the specific details (i.e. number of tabling events, exact location of a logo on an asset, etc...) will still need to be worked out with the partner and area of the University owning the asset, but the proposal will present assets being included in terms of min/max parameters that the final agreement would fall within. A financial snapshot will be provided by the Campus Marketing contact to outline revenue expectations for the University from the proposal.
- 7) Opportunity Evaluation and Approval – the proposal will be presented to the Clemson Campus Marketing contact, who will conduct a financial and risk analysis and present the opportunity to appropriate representatives (*see Evaluation and Approval section below*). Should feedback require tweaking the custom offering, the process will loop back to A. Asset Plan / Proposal Development

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above to adjust the offering. Could have multiple rounds based upon refinement with the corporate partner (iterative process). Back to Step 3.

C. Execution/Stewardship/Resource Allocation

- 8) Execute Marketing Plan – implementation, activation, fulfillment or stewardship of the approved sponsorship/ marketing/ advertising plan will be handled through coordination with the corporate partner and responsible University divisions/departments and Partnership Champion. The TCM Partner will have the lead in coordinating or handing off any required actions that the University will have in meeting the fulfillment of the rights (i.e. including a logo on a t-shirt or banner). The TCM Partner will develop a post contract execution planning template with roles/responsibilities for fulfillment. The Division contact, or specific department contact if so assigned, will be responsible for taking required action and communicating with TCM Partner as required through fulfillment.
- 9) Revenue Receipt – the TCM Partner will deliver revenue to the University annually in accordance with their contract with the University after recognizing their share of the revenue received. The revenue received by the University will be centrally managed (see Revenue section below).

It is highly recommended that Divisions create a single point of contact (Partnership Champions) designated by the Vice President to filter and help manage opportunities during development and approval of specific marketing programs. During the process outlined above, there may be back and forth required as needs and assets/CTAs are matched up and fine-tuned, and having a single contact to assist with this effort will ensure details are being discussed at the proper level within a Division.

Prohibited Marketing - as Clemson is an academic institution, beer, wine, alcohol, tobacco, firearms, religious, call to action gambling or political advertisements will require rigorous review and like all advertising (athletic or campus wide) will require the prior written consent of Clemson. If permission is granted, the beer advertisements must be educational and branding advertisements and if gambling advertisement is approved, they must highlight the educational component of the SC Educational Lottery. In each case, there shall be no call to action advertisements.

Use of Marks – *see Exhibit B* to this Procedure for approval process to use University trademarks in any type of marketing effort.

Evaluation and Approval

Formal Proposals the TCM Partner creates to present to potential corporate sponsors will be shared with the Campus Marketing contact to conduct a financial and risk assessment and to gain approval per the direction below. Timing is of the utmost importance in the evaluation and approval of these proposals as many are timely and structured around corporate business cycles and immediate needs.

Proposals will be presented in a format similar to the attached example [*See Exhibit C*]. At minimum, proposals will identify the major asset/opportunity, whether it is an existing asset (and if so, appropriate details to review), details on exclusivity, University obligations, perception, financial value, timing and

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value creation for the University. These details will provide a summary of the risk and opportunity to be offered to a corporate partner and will be the basis for the level of approval.

Based on the assessment of the proposal against these various factors, proposals will fall into one of three categories: 1) Low Review, 2) Medium Review, and 3) High Review based on the following table. Overall category will be based on the overall mix of rankings unless a category triggers an automatic escalation – indicated in the table with an * - i.e. exclusive partnership. Those proposals in the Low Review category require only approval of the VP for Finance and Operations. Proposals in the Medium Review category require VP for Finance and Operations along with VP from appropriate/ responsible division. Proposals in High Review category require approval at Executive Leadership Team level.

Criteria	Low Review	Medium Review	High Review
Existing or Previously Approved Asset	Yes	No	No
Exclusivity	No	Yes, creates exclusive partnership closing access to competitors for PARTIAL University access	Yes, creates exclusive partnership closing access to competitors for ALL University access*
Perception	No risk of questions about internal or external perception of partnership	Possible questions about internal or external perception of partnership	Significant risk of questions about internal or external perception of partnership*
University Obligations	Minimal or no obligation other than advertising space	More than minimal coordination of event to incorporate sponsor or involvement of new, not previously used or approved advertising space.	Significant coordination of event by academic units to incorporate sponsor*
Timing	1 year or one-time commitment of rights	More than a 1 year commitment of rights	More than a 7 year commitment of rights*
Financial Value	Increase in Net Revenue to University and <\$100K total value	Increase in Net Revenue to University and >\$100K total value	Decrease in Net Revenue or total value >\$1M total value

**if a criteria fall is in this category the overall proposal will automatically fall in this level of scrutiny regardless of other criteria levels.*

In addition to the criteria listed above, the details of value created for the University will be detailed as part of the proposal. These may include educational opportunities for students, enhancements to student or campus life, opportunity to address or improve inclusion, etc... Revenue to be received by a Division will also be presented and a breakdown of portion of revenue by division when assets in a proposal include more than one division.

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The initial evaluation and proposal will be presented via email to the appropriate level of the University Administration for approval. High Scrutiny proposals or other select proposals may require additional meetings to review and discuss. Once the evaluation and proposal has been presented, the University approvers will have 5 business days to respond with questions or changes, reject the proposal or approve. Absence of any feedback within 5 days will result in automatic approval of the proposal.

Exceptions to the process above may be required from time to time based on the business need or other factors present. If/when the process is not followed, the circumstances driving any deviation will be clearly explained. The intent is that the exceptions will kept to a minimum.

Revenue

A true TCM deal will include both Clemson University Athletic Dept (CUAD) and Campus assets. As it relates to revenue share, the Campus Marketing contact, CUAD and the TCM Partner will agree on the appropriate split of revenue being generated by a specific agreement between Athletic and Campus portions. Revenue will then be shared by the TCM Partner with the University according to their contract. As far as the Campus assets and revenue share, the following is the current revenue share to the University that will be shared annually above the minimum guarantee.

Gross Revenue	Revenue Share % to Clemson
\$0-\$2M	25%
\$2M-\$4M	40%
\$4M-\$6M	50%
\$6M+	67%

All revenue received by the University for Campus sponsorships will be managed and allocated by the Office of the VP for Finance and Operations in consultation with the Executive Leadership Team. For existing revenue producing assets, the Division managing those assets and currently receiving revenue, will receive at minimum that same amount of revenue back from the centrally managed revenue share. However, it is the intent of this contract to “increase the size of the pie” so that the portion shared back with each area for their assets will be increased as a whole.

For those newly created assets where revenue was not currently being received, the revenue will be shared proportionally per the breakdown in the specific proposal. For example, a proposal that involves new assets (those not previously generating revenue) from both Alumni Affairs and Student Affairs, would be broken out in the proposal to provide a value of the total TCM portion each areas assets makeup of the total proposal - e.g. 30% Alumni and 70% Student Affairs. If the revenue share back to Clemson for the total package was \$100K, then \$30K would go to Alumni and \$70K to Student Affairs. The Campus Marketing contact will manage a running account annually that will be the basis for distribution of funds.

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Corporate Partner Coordination

Clemson recognizes that any work with corporate partners requires significant coordination internally to ensure the University is making it easy for these partners to work with us, while also ensuring that we have an agreed upon plan for presenting opportunities or requests to these partners that aim to maximize value to the University and the partners. A consolidated targeting and engagement plan will be developed by, and shared between, University External Affairs, Research, Development, and our TCM Partner that addresses current relationships, sponsorships, and business. The groups will agree on a “lead” that will be identified to work with each corporate partner based on the overall assessment of opportunities with the University. For example, if there is a big research project that is potentially on the table, Research may take the lead in talking with a corporate partner, whereby the main focus is research but they also make known the other areas of potential partnership with the University and can bring in other resources as necessary.

This formal approach may not be possible with every corporate partner, but will be documented for those top, strategic corporate partners. For those non-strategic partners, communication between in internal Clemson areas will be critical.

This process will continue to be refined and detailed. Final product would include a corporate partner database / Customer Relationship Management tool that will help all internal parties have a clear picture of activities taking place or planned with any corporate partner.

Goals – the financial goals of the University related to working with corporate partners will need to be refined. Clemson recognizes that total revenue from corporate partners is the goal the University should be striving to meet and exceed. Whether the revenue comes in via donations, marketing, or research should not matter in meeting the overall goal.

Naming Rights

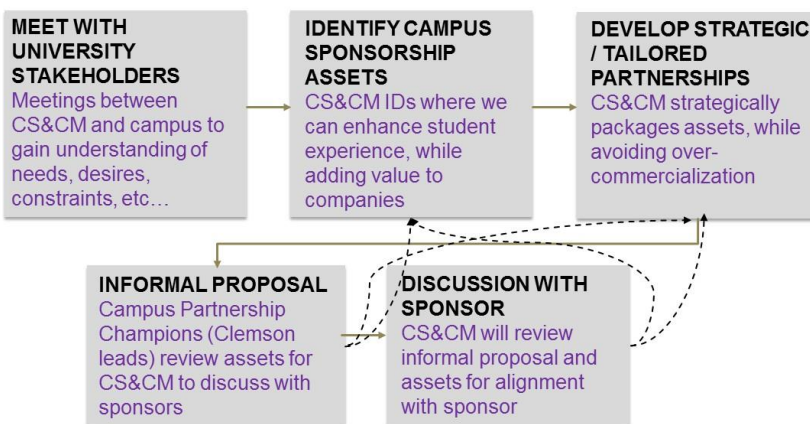
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Exhibit A – High Level Process Flow Diagram

Process Overview – 3 Main Steps



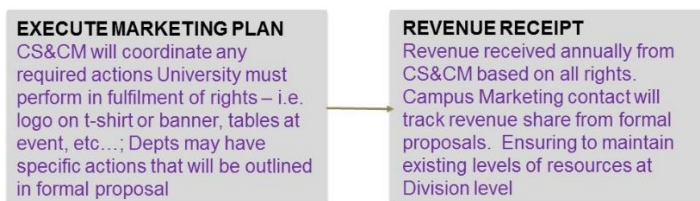
Step 1 - Asset Plan / Proposal Development



Step 2 - Formal Proposal and Approval



Step 3 - Execution/Stewardship/Resource Allocation



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Exhibit B – Promotional Licensing and Use of University Trademarks

Objective

To develop clear guidelines regarding how media Contractor's partners may use Clemson trademarks in their promotional efforts.

Definitions

Premium Item-- A product using Clemson trademarks is considered a premium item when it is used to increase the sales of another product, increase a company's brand recognition or further a company's association with a Clemson . Premium items may or may not be cobranded with the partner's logo.

Premium items include, but are not limited to, the following:

- Products being given away or sold in conjunction with a consumer promotion
- Products co-branded with Clemson and partner's logos and sold at retail
- Products given away at Athletics events or other events to promote partner's relationship with Clemson
- Products used for internal incentives
- Products used as corporate rewards/gifts
- Products used as dealer loaders

Sponsorships—any printed piece(s), radio, TV, or internet sponsorship used to show partner's relationship with Clemson.

General Guidelines

All uses of Clemson trademarks by media Contractor's partners must be approved by Clemson licensing (advertising approved directly by licensing; premium items approved by Clemson).

All premium items featuring the Clemson marks must be licensed and royalty bearing at the prevailing royalty rate for premiums (currently 12% but subject to change). Mutually agreed between both parties upon sponsors meeting a minimum investment level would have the right to produce premium items without paying an incremental royalty fee. Premium items must be produced by a licensed vendor.

Royalties are paid by the licensee producing the premium items and are based on the licensee's wholesale price to the media Contractor's partner.

The following opportunities fall outside of partner's contract with media Contractor and may be subject to additional licensing fees: national championships, conference championships, bowl games, NCAA promotions, and ACC promotions.

Approval Protocol

Step 1: Corporate Partner contacts media Contractor to discuss promotional plans.

Step 2: Clemson licensing grants approval of the following:

- Concept of the promotion
- Premium item(s) and artwork
- Advertising materials

Step 3: Communicate approval status to all necessary parties.

Step 4: Premium Licensee signs a premium license Request for Proposal and pays royalties.

Exhibit C – Sample Partnership Proposal

FOUNDER'S FEDERAL CREDIT UNION MARKETING PROPOSAL		Low Scrutiny								
UNIVERSITY DESIGNATION - CREDIT UNION CATEGORY		Medium Scrutiny								
USE OF APPROVED UNIVERSITY MARKS		High Scrutiny								
SPONSORSHIP OPPORTUNITIES & CAMPUS INVENTORY (FOR PROPOSAL)	Existing/Approved Asset	Exclusivity	Perception	University Obligations	Timing	Financial Value	Financial Value	Included as high end option	NOTES	
SPONSOR OF NEW STUDENT ORIENTATION - PROUD PARTNER								y	sole credit union sponsor of event; includes logo on materials, inclusion of approved materials for give aways, potential orientation programming such as Financial Wellness; will start in 2018	
BRANDED DEBIT CARD								y	CS&CM will be offering all banking institutions the opportunity for this. There will be no exclusivity. Technically BOA had this right before but only exercised it with the affinity credit card	
SPONSOR OF MOVE-IN WEEKEND - PROUD PARTNER								y	sole credit union sponsor of event; includes logo on materials, inclusion of approved materials for give aways and messaging; timing may dictate ability for full offering in 2017	
SPONSOR OF WELCOME WEEK EVENTS - PROUD PARTNER								y	sole credit union sponsor of event; Opportunity to sponsor entertainment events across campus (ClemsonLive Movie Night, Beach Event)	
PRESENTING SPONSOR OF HOMECOMING - PRESENTING SPONSOR								y	Presenting Sponsor and sole credit union; use of Clemson Homecoming logo; includes their logo on approved materials and banners around Bowman and concert stage; Founder's themed activation within Bowman buildsite; does NOT include Alumni HC events	
SUPPORTER OF PARENT'S COUNCIL								y	logo inclusion in messaging	
SUPPORTER OF CAMPUS RECREATION								y	sponsor on Campus Rec outreach programs and Recfest	
SUPPORTER OF CU PARKING & TRANSPORTATION								y	advertising in approve Tiger Transit areas; branding on 35 bike share bikes	
MISC. CAMPUS PRESENCE								y	opportunity to be on campus for other approved events, vendor fairs, logo and approved messaging on Student Affairs emailings	
CUAD PARTNER								y	Littlejohn Coliseum branding two on-court logo advertising positions (but not court name), the lower front facing basketball stanchion pads and, at minimum, one pillar wrap in Burton Gallery (approved by Athletics); Homecoming game title sponsor; Other supporting inventory	
Overall Proposal Level of Scrutiny/Risk		Low Risk								Specific Value Created Aside from Financial
Annual Financial Value*		Current	Proposed Low End	Proposed High End	Financial wellness programming as part of Orientation					
Campus		\$50,000		\$250,000						
Athletics		\$155,000		\$450,000						
Total		\$205,000		\$700,000						
* these are approximate/estimated values that will be finalized upon contract signing										
Campus Breakdown/Commitment to Division		Summary								
\$200K committed to Student Affairs. Greater than the projected revenue share Clemson will receive for this single proposal.		This proposal will lock in Founder's as our exclusive credit union for many assets, but as the only credit union that has shown interest in partnering with Clemson, this is a big win to sign a contract with of this value. Most of the assets are current assets we are just further monetizing. New assets created are the logos on Colesium floor and Presenting Sponsor of Homecoming. It would be a 7 year partnership starting at \$700K in year one with 5% escalator or a total of \$5.7M deal. Over the 7 years, the asset mix may change - they are really committing to the money and these initial priorities.								