



Engaging More Youth Through a Unified 4-H Brand

4-H Grows: The Engagement Campaign – Frequently Asked Questions
(Draft as of 1-21-19)

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

The ECOP 4-H National Leadership Committee, USDA/NIFA and National 4-H Council are dedicated to a future in which millions more young people are engaged in Cooperative Extension's high quality 4-H youth development programs, where 4-H youth, volunteers, and staff are representative of the diversity of our nation. Cooperative Extension is one of the most innovative, influential and compelling youth service delivery infrastructures in our country. In the past two and half years, 34 land-grant institutions have invested and partnered with National 4-H Council through 4-H Grows: The Engagement Campaign (4-H Grows) to raise the level of awareness of Extension and 4-H so that it comes closer to matching their significant impact.

This past October, the ECOP 4-H National Leadership Committee reaffirmed the important role that a unified 4-H brand and strong national marketing campaign play in supporting this vision and expressed its unanimous support for continuing the 4-H Grows program. This March, land-grant institutions across the country will have the opportunity to re-invest or invest for the first time in this initiative.

1) What is 4-H Grows?

4-H Grows 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 operates as a cooperative in which all participating institutions will receive and can 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 seven years who would be ready to donate \$9 million annually, advocate for 4-H, volunteer, and engage to help generate revenue.



2) Why is a unified brand necessary?

According to Brandworks, consistent brands are worth 20% more in the marketplace than those that are not. 4-H's ability to speak with a collective and consistent voice through the brand increases our relevancy in a crowded landscape where we are competing with other youth serving organizations, after-school activities and a host of causes for the time and attention of parents, youth, the media and supporters.

Increasingly, corporations and foundations that invest in 4-H's outcomes nationally are also looking for proof that as a system, 4-H can activate and deliver locally. A consistent brand is one of the most tangible demonstrations we can offer of our ability to do that. Since 4-H Grows launched in August 2016, our stronger, more relevant 4-H brand has already resulted in \$6.6 million in new or renewal investments for Extension's 4-H youth development program from donors like Google, Bayer, Microsoft and JOANNE Fabrics. A unified brand along with a national marketing program to support it also take the guesswork out of marketing locally, enabling staff to use their resources and capacity more effectively, saving time and money.

3) How is 4-H Grows different from past brand campaigns?

- A. **Alignment and Partnership with the Cooperative Extension System** – 4-H Grows 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 has and will continue to 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 program'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 continue to build and scale the infrastructure required (staff, technology, service delivery model, data systems) to ensure effective operations. Council will continue to 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 a Target Audience and a Driver for Growth** - Research 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.
- *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. 4-H Grows will continue leveraging 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 activations 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.

Since the launch of 4-H Grows, Council has already delivered contact information for over 84,000 alumni and friends to investor institutions along with training and tools to help them begin to cultivate these supporters as volunteers and donors. Supporting states to deepen this engagement in ways that result in more volunteers and donations locally will be a priority in the 2019/2020 program year and beyond.

4) How much is Cooperative Extension being asked to invest in 4-H Grows?

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

5) Of the \$1.5 million annual request, is there a minimum financial commitment that needs to be in place from Extension for the 4-H Grows program to continue?

Yes. The minimum amount of funding required to continue the program and to deliver the level of return on investment that has been achieved to date is \$750,000.

6) What successes has the campaign had so far? What return can my institution expect on its investment?

Together, we are meeting key milestones to build a 4-H brand that is well defined, rallies stakeholders, sparks momentum and sets the foundation for accelerated revenue growth, including:

- Increased visibility for 4-H, valued at close to \$57 million, generated across a growing depth and breadth of top-tier media such as CNN, RFD-TV, NPR, People.com, Chronicle of Philanthropy and Fast Company.
- A diverse roster of over 20 celebrity and influential 4-H alumni who are promoting and opening doors for 4-H (four-fold growth in less than three years).
- More financial support for Extension's 4-H programs from major companies and foundations. Council raised over \$25 million in Fiscal Year '18, one of our highest annual fundraising years yet, thanks to 4-H's increased visibility and influential alumni champions in major companies like Google, Microsoft, Bayer, JOANN and Walmart.
- Media partnerships with Dream Works, Comcast, Meredith Publishing, and Bloomberg to bring brand to life with consumers.

Strong field/affiliate marketing programs that mature over a three to five-year period typically yield more than 2-3 times the value of what is invested. **In its two and a half years, the 4-H Grows program has generated a five-fold return on our collective investment in the 4-H brand, outpacing this benchmark.** The return-on-investment by Extension region and by investor institution has been even greater than 5:1 in many cases.

Key metrics and indicators to demonstrate this return on investment will continue to 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 work with National 4-H Council to build dashboards to track and monitor their progress 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:

- Acquire and mobilize **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 (e.g. average amount \$126,000 annually) and an increase in alumni data (on average 20% annually) based on established goals and commitment towards cultivation.

7) 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.

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

National 4-H Council continues leverage Extension's annual investment in 4-H Grows through substantial investments in national marketing infrastructure and support. In fiscal year '18, Council's investment includes:

- **\$2.4 million** from Council's operations to cover national marketing campaign expenses and staff support (excludes field marketing staff and expenses underwritten directly through 4-H Grows).
- **\$2 million** in private sector support for marketing from Council's corporate and foundation donors
- An estimated **\$2.1 million** in donated time and services through Council's pro-bono advertising and ag media agency partners.
- An estimated **\$500,000** in donated value thanks to 4-H's first national alumni spokesperson, country music star Jennifer Nettles.

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

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

The full investment pooled from all participating institutions are 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

10) 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.



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

Prior to the launch of 4-H Grows in 2016, 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.

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

March 4, 2019 – All institutions will receive an invitation and application to participate in 4-H Grows from the ECOP 4-H Leadership Committee

March 4 – May 3, 2019 – Open enrollment period for institutions enroll in the campaign by submitting the completed application to National 4-H Council; Information sessions for interested institutions will be offered during this time.

May 3, 2019 – Invoices are sent to participating institutions for the 2019/2020 4-H Grows program year. Payments are due to National 4-H Council by July 15.

May 5 – July 19, 2019 – Year three wrap up with current investor institutions; Planning and onboarding for all new and returning institutions in advance of the 2019/2020 program year.

August 1, 2019 – 4-H Grows: The Engagement Campaign 2019/2020 Program Year Begins

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 decide on how best to proceed in partnership with Council. Institutions will not be invoiced for their annual investment until the open enrollment window concludes on May 3, providing flexibility for the ECOP 4-H Leadership Committee, investor institutions and Council to make decisions about the program's direction before any payments are due.



14) Will alumni data collected by National 4-H Council through 4-H.org continue to 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/) 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 monthly 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.

For more information, please contact:

Jen McIver – Vice President, Field Marketing

National 4-H Council

Office/mobile: 301-755-7062

jmciver@fourhcouncil.edu