The Austin Family Business Program
Family Business 360 – Request for Proposals
2016/2017 Season

1. Introduction

The Austin Family Business Program (AFBP) at Oregon State University is interested in collaborating with professional advisors with experience, commitment, and passion working with family businesses to deliver short programs based on topics of interest to the family business community. Professional advisors interested in participating in the 2016/2017 season of Family Business 360 programming can respond to this Request for Proposals. All submitted proposals will be considered, but the selection process is competitive and the strongest proposals, as decided by a committee of family business leaders, will be selected.

Family Business 360 (FB360), our breakfast education program which launched in 2013, is a core component in our educational portfolio and is featured prominently in AFBP marketing. Promotional materials are sent to over 3,300 family business contacts in Oregon and SW Washington, featured in business media publications, and each season we serve between 80-100 unique family businesses that attend our breakfast events. The podcast companion series featuring our presenters has been downloaded over 5,600 times, extending the reach of our programming beyond the breakfast event itself.

About the AFBP

The AFBP was established in 1985 at the Oregon State University College of Business and is the second oldest family business education program in the nation. The AFBP exists to build a better Oregon through stronger family businesses. Specialized educational programs serving enterprising families continue to improve the fundamental base of economic well-being in Oregon and the northwest.

Visit www.familybusinessonline.org to learn more about the Austin Family Business Program and past program offerings.

2. New Items in this Request for Proposal and Response Process

- Added section for webinar presentations
- Updated listing of suggested topics

3. Family Business 360 Program Description

Family business owners and stakeholders will gather for presentations on current topics of stewardship of multi-generational enterprises.

A Family Business 360 breakfast program differs from typical offerings from trade or membership organizations in two fundamental ways. First, attendance is only open to family business personnel. This helps maintain the open and safe atmosphere where attendees feel comfortable asking questions among their peers. Second, presenters must bring a family business client with them to participate in the presentation and help illustrate key points.

Breakfast Program Format

Length:
Sessions run from 7:30am to 9:00am

- 7:30am – 8:00am: Attendees arrive, have breakfast, & network with their peers
- 8:00am – 9:00am: Presentation delivery, Q&A
- At 9:00am the program concludes. Attendees may stay behind with more questions, talk with the presenter, and fill out program evaluation forms
- 9:15am to 10:00am (approx.): Podcast interview recording

Room set up: There will be round or rectangular table seating for attendees. A laptop, projector, microphone, and screen will be provided at front of room. A table for the presenter's panel will be provided.
Presenters: You are responsible for delivering the presentation and incorporating your family business client. As mentioned above, you will need to include one of your family business clients in your presentation. We have found that this resonates deeply with the attendees as they have the opportunity to hear directly from a peer about their experience with a particular situation or topic. We recommend the family business client help illustrate the concepts you are presenting, rather than be the focal point of the presentation.
Program Personnel: An AFBP staff member will always be present. We will also provide a facilitator for each session to introduce the program and presenter, award a door prize, assist with Q&A, distribute program evaluations, and general program flow.

Webinar Presentation

The AFBP is introducing a webinar presentation option for the 2016/2017 Family Business 360 season. The webinars will still require that the presenter include a family business client as part of the presentation, but there are key differences from the breakfast events:

- Two webinar presentations will be produced for the 2016/2017 season
- Topics will focus on entry-level family business topics
- Webinars will be offered from 12pm to 1pm during a weekday
- Webinars will be free for attendees
- Advisors will pay a $500 fee to present at a webinar
- Webinars will be recorded and available for viewing after the presentation
- There are no restrictions on who can attend the webinars

The webinars will be designed to provide introductory-level family business topics to owners and family members. If you are interested in presenting a webinar select the webinar options in Section 4: Session Objectives, Suggested Topics & Dates.

Past Attendee Information/Demographics Section

The Family Business 360 program attracts a diverse and highly-engaged set of family businesses. Attendees are typically a mix of family business owners, managers, and other family business personnel (may include family members not yet working in the business e.g. successor generation or board members). Metro area sessions average 36 attendees, with attendance as high as 40+ depending on the topic and family business guest panelist. Salem sessions are typically smaller, averaging 21 attendees.

Refer to the table below for a list of industry types and firm size (estimated by employees) represented.

Industry Types	Registered
Manufacturing	21%
Agriculture/Forestry	15%
Construction	15%
Consulting/Prof. Services	11%
Other	11%
Retail/Wholesale	9%
Food & Beverage	7%
Real Estate	6%
Equipment Sales/Service	5%

Firm Size (number of employees)	Estimate
Large (>99)	15%
Medium (25-99)	20%
Small (10-24)	35%
Micro (1-9)	30%

4. Session Objectives, Suggested Topics & Dates

The following sections outline the desired outcomes for each FB360 session along with suggested session topics. Dates and locations have also been pre-selected for the 2016/2017 season.

Desired Session Outcomes

By the end of each Family Business 360 session, participants should understand:

- The unique assets and vulnerabilities of family-owned businesses in addressing this issue
- The significance of the topic for their family business
- Examples of the issues and outcomes for family business operations
- Any current trends relative to the topic selected
- Recommended actions to prevent or address the problem that families can execute

Topics of Interest

AFBP's educational focus follows an approach that was first developed by Dennis Jaffe, Ph.D. of Saybrook University. Dr. Jaffe emphasized "three pathways" for family business stewardship and survival across generations. These pathways are 1) Nurture the Family, 2) Steward the Family Enterprises and 3) Cultivate Human Capital for the Next Generation. The topics listed below aim to support the broader concepts in this three pathway model, and family businesses seek presentation proposals that address one or more of the topics below. Ideas for topics not listed below are encouraged if they would be of great interest to the family business community.

Nurture the Family/Family Harmony
This pathway is concerned with actively building shared vision and purpose over generations, promoting healthy communications and trust among family members, and stewarding the legacy of the family business.

Suggested Topics

- How to deal with dysfunction, conflict, addiction, or mental illness within family business environments
- How to create your family business charter/constitution/shared mission & vision statement
- How to structure employment policies for having family members, spouses & partners work in the family business
- How to conduct family meetings and best practices for meetings
- How to deal with wide age gaps among family members (siblings, cousins, etc.) that can affect transition
- Cultivating better communication among family members, employees, and shareholders; communicating with difficult family members
- Tools and practices to communicate with family members not involved in the business day-to-day

Steward the Family Enterprises/Business Renewal
This pathway is concerned with preserving the family enterprise so that it is viable for future generations. This includes strategic wealth planning for family members, care and cultivation of boards of directors, shareholder agreements, and transparency with financial information and business decisions.

Suggested Topics

- Tax implications of succession plans; how to minimize impact and risk to the business
- How to put an advisory board or board of directors in place, and how to find non-family board members for smaller enterprises; getting the most from your board
- How does a transition affect the business outside of the family, e.g. key non-family employees, investors, etc., and how to minimize transition risks
- Best practices for timing and logistics of the ownership transfer process; how to get family to plan
- Raising capital to aid in transition or business expansion; how to fund a succession to the next generation
- Business structures that aid in transition, e.g. hybrid structures where family business has outside investors or other formats
- How to structure buy-outs, shareholder agreements, buy/sell agreements

Cultivate Human Capital for the Next Generation/Generational Development
This pathway is concerned with the personal and professional development of family members to prepare them for either contributing or leadership roles within the enterprise, or as informed shareholders or family members working outside of the business.

Suggested Topics

- What do you do when the current generation is unwilling to retire or transition?
- How to prepare the next generation for leadership positions
- Impact of generational differences and attitudes among family members, employees, and shareholders (e.g. Boomers, Gen-X, Millennials, etc.), and how to work together
- Assessments you can conduct and share with family members on succession/estate planning, roles and responsibilities, and decision making authority
- How to incorporate new ideas/opinions from a younger generation into the strategic vision
- Balancing family and work, especially regarding spouses/family members not actively involved in the business

Locations and Dates

The Family Business 360 series is looking to fill sessions with the following locations and dates. All breakfast session times run from 7:30am to 9:00am. Presenters should plan an additional hour after the session for questions from attendees and podcast interview recording.

Dates & Locations

Tualatin (4)
October 13, 2016
December 13, 2016
February 16, 2017
April 11, 2017

Portland (4)
November 10, 2016
January 12, 2017
March 16, 2017
May 18, 2017

Salem (2)
November 15, 2016
February 8, 2017

Webinars
Webinars will be conducted during a weekday from noon to 1pm.
Webinar 1 (Week of October 3rd 2016, date flexible)
Webinar 2 (Week of March 6th 2017, date flexible)

5. Costs, Benefits & Responsibilities

Selected advisors are required to pay a fee to the Austin Family Business Program. This fee serves two purposes; to help defray the cost of promotion and program preparation, and to help support the AFBP in its mission to serve the family business community. The fee is a per presentation fee, so if an advisor proposes to present more than once, and is selected to do so, a fee for each separate presentation is required.

The AFBP will provide an invoice for the total amount due at the beginning of the season and fees should be paid no later than 30 days prior to your presentation date. The fees are as follows.

Portland/Tualatin location – $2,500 each session

Salem location – $1,500 each session

Webinar presentation - $500 each session

In addition to leading a Family Business 360 presentation, advisors will receive:

- Four complimentary event registrations which may be used to invite family business clients of your choice.
- One complimentary FB 360 event registration which may be used for a colleague.
- Listing in distributed program materials including program schedule mailers and email invitations. Our mailers will reach approximately 2,600 family businesses in Oregon and Washington. Email invitations are sent out more frequently and numbers will vary.
- Listing in program materials distributed to partner and outside programs, e.g. chambers of commerce, OSU Alumni Association, trade groups, etc.
- Listing in the Family Business 360 program section of the AFBP website and the OSU event calendar, along with other pertinent AFBP and College of Business marketing efforts.
- Feature in a podcast interview that will be distributed on the AFBP website and iTunes University. This is popular and persistent content that will be available to the public indefinitely.
- Listing on the AFBP website “Supporters” page as a Family Business 360 presenter.

Responsibilities of Presenter

Presentation creation and delivery, consistent with original proposal and selection committee feedback
Recruitment of family business client to participate in presentation
Participate in post-session 30-minute podcast interview (immediately after presentation)
Provide business cards and collateral (e.g. brochure about your business) for attendee packets

Responsibilities of AFBP

The AFBP will be responsible for all event planning & logistics, attendee registrations, handouts, event promotion, and facilitator coordination.

Past program information, and past presentation briefing papers including advisor biographies will be publicly accessible on the AFBP website at www.familybusinessonline.org for public reference until the beginning of the following season. Podcast episodes are available indefinitely.

Safe Harbor Environment

Feedback from past attendees is very clear and consistent about the role of advisors in educational programs. In order to foster an atmosphere of openness and allow the family business attendees to feel as comfortable as possible, information presented should be educational only and should not constitute solicitation. You may provide your contact information at the end of your presentation, and you may provide business cards and collateral for the attendee packets. Please note that attendee introductions are not made to maintain the privacy of the registrants, and registration lists will not be available to the presenter before or after the session. Colleagues of the presenter that attend will be seated together at a reserved table.

6. How to respond to this RFP

Please return your responses to the AFBP no later than the end of business on **Friday, July 22, 2016.**

Responses are requested through an online workflow. If you need to fax or email your responses we can accommodate that as well. Please note that if you choose to use postal mail, we must have your response in hand by the due date of July 22, 2016. Any RFP responses which arrive at our office after that date may not be considered.

Online Responses:
Step 1: Signup for online access at **bit.ly/RFPaccess**
Step 2: Find the online RFP response form at **bit.ly/360_2016**

Email: roger.anderson@bus.oregonstate.edu

Fax at 541.737.5388, Attn: Roger Anderson

Postal Mail at:

Roger Anderson
Austin Family Business Program
Oregon State University
382 Austin Hall
Corvallis, OR 97331

7. RFP Timeline & Selection Method

May 20, 2016 – RFP Released
July 22, 2016– Proposals due in AFBP office
Week of August 1, 2016 – Family Business Selection Committee reviews and selects winning proposals. Respondents are notified of decisions.
October 2016 – First FB360 session is held.

A group of family business owners and leaders have been selected by AFBP to review proposals. The following criteria will be used for selection from the submitted proposals. Please note that this is a competitive selection process and not all submitted proposals may be selected.

Criteria for selection:

Capacity to Deliver

The selection committee will judge your responses based upon several factors relating to your experience and professional qualifications. Consideration will be given to your prior experience with the topic you are proposing, and your prior experience with family business clients. Past work with the AFBP, if applicable, will be considered as well.

Topic Selection

The selection committee will consider the timeliness of the topic and whether or not it covers one or more of our topics of interest listed above. The proposal's applicability to a wide range of family businesses will also be important.

Delivery

The selection committee will consider your presentation style and the key takeaways detailed in the RFP response.

Overall

The selection committee will look at all the criteria and discuss overall impressions of your proposal. Availability for open dates and locations may also play a role in selection.

8. Contact Information

For questions about this RFP, the Family Business 360 program, or the Austin Family Business Program please contact Roger Anderson at roger.anderson@bus.oregonstate.edu or call 541.737.6017.

The Austin Family Business Program
Family Business 360 RFP Response Instructions

General Instructions

Please respond to this RFP no later than the end of business on **Friday, July 22nd, 2016.** We prefer to receive responses online. A list of the questions you will be asked to answer can be found below so you can be prepared with responses prior to starting the online process. You will first need to complete the "Signup for online access" process at the link below. You will then be able to access your RFP response form from any computer and continue where you left off if needed.

You may also send responses via email (attached as a Word or PDF file), fax, or hard copy via postal mail. Please note that if you choose to use postal mail, we must have your response in hand by the due date of Friday, July 22nd, 2016. Use the question outline below to format your responses.

We will do our best to confirm receipt of your RFP response via the email address you provide. If you do not hear from us with a confirmation or have a concern that we may have not received your response, please contact us prior to the due date.

Signup for online access: bit.ly/RFPaccess
Online response form: **bit.ly/360_2016**

Email at roger.anderson@bus.oregonstate.edu

Fax at 541.737.5388, Attn: Roger Anderson

Postal Mail:
Roger Anderson
Austin Family Business Program
Oregon State University
382 Austin Hall
Corvallis, OR 97331

Dates and Locations

When selecting dates and locations, please indicate any location and date for which you would be interested in delivering your presentation. You will only be scheduled for one session, but selecting multiple dates and locations allows for more flexibility when we select and assign presenters. If you do not indicate interest in a specific location and date, you will not be considered for that session scheduling. The AFBP will make the final decision on program scheduling based upon the available dates within the selected proposals.

Presentation Proposals

Multiple Advisors/Presenters: If you are proposing a panel presentation with additional advisors or presenters, only one RFP response is required. One person from the panel should be designated as the primary contact to complete and return the RFP response on behalf of the panel. Be sure to include pertinent background information on all of the advisors on your panel in the Professional Information and Proposed Program Content sections.

If you would like to propose more than one unique session, fill out an additional program content form for each one. Proposing multiple sessions does not guarantee you will be asked to deliver all of your proposed programs; the selection committee may select one or more of your proposed sessions for the program year.

We strongly encourage respondents to gain approval and commitment from the family business client that will be part of the presentation at the time you return your proposal.

Question Outline

Here are the questions to which you need to respond. Please follow this outline if you decide to submit via email or postal mail. Responses should be clear and concise but convey the necessary information.

Contact Information

- Name, Title, Organization
- Address, City, St, Zip
- Phone
- Email
- Website
- If you will be presenting with an additional advisor or advisors, please provide their names, titles, and organizations.

Professional Information

- What is your area of expertise?
- How many years of professional advising experience do you have?
- Approximately what percentage of your client base are multi-generational family businesses?
- Please list any professional credentials you hold, and associations to which you belong.
- Please describe your credentials and experience in working with family companies and presenting educational materials. Please be as specific as possible.
- If applicable, please provide a reference for one of your past presentations.
- Optional: Is there any other information you would like to share about yourself for our consideration?

Proposed Program Content (Up to three different proposals are allowed)

- Select all the dates and locations for which you would be available to deliver your presentation (see the RFP document for a complete listing)
- Which family business topic will your presentation address?
- Provide the overall thesis of your presentation, a brief description of the content, and how you plan to convey the material.
- Which of your family business clients will participate in the program?
    - Have you contacted them to confirm their willingness to participate?
- What actionable tools or information would an attendee gain from your presentation that they could use right away in their own business or family?