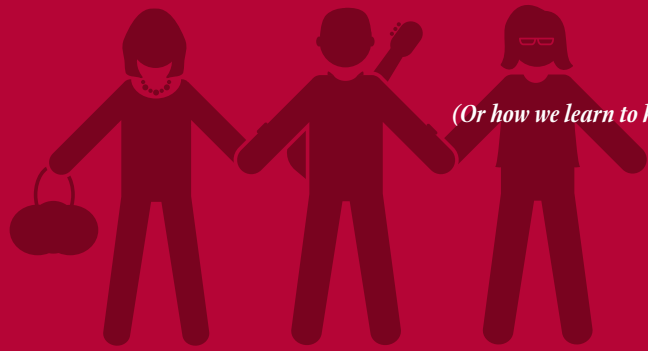


THE RHB WAY

RICHARD HARRISON BAILEY | THE AGENCY



THE RHB WAY

(Or how we learn to hold hands, sing Kumbaya and cross the street together)

Welcome to Richard Harrison Bailey/The Agency. We think you'll fit in nicely here. That's why we put you through that grueling interview process—we want to make sure that everyone we hire is a good fit for RHB. It looks like you've passed the test. And we're so glad you're here.

We would be fooling ourselves (and lying to you) if we thought we could articulate in these pages everything you'll need to know about working at RHB. On the other hand, you'll find that this document serves as an introduction to the culture, an overview of the policies and a primer to the persona of RHB. In short, this handbook will be your formal introduction to what one of our colleagues describes as “the dozens of weirdo things we do at RHB.” Weirdo? Maybe. Distinctive? Definitely.

We call it The RHB Way.

While this handbook is a great resource, your co-workers will teach you more about The RHB Way than this document ever will—through their interactions with each other and with clients, the way they work together toward a common goal, the lengths they go to help great causes succeed.

You'll learn that, in order to help great causes succeed, we must always take the high road, strive for the strongest solution, dream for our clients, weigh the incremental step versus the grand vision. We must respect one another and utilize our individual and collective strengths. We must take calculated risks with courage. And we must laugh. Always laugh.





WORK DOESN'T HAVE TO BE PAINFUL.

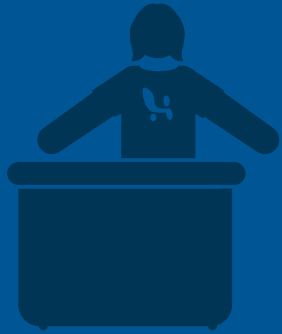
Often when we have group interviews, the candidate will ask, “So what do you like most about working here?” The most common reply: “The people I get to work with.” Beyond artificial pleasantries, our agency reflects genuine affection for one another and a commitment to doing good work that entails working well with one another. Simply put, we’re good kids in the same sandbox.

One of the reasons we play so well together is that we recognize and respect each other’s talents. You’ll see that sentiment reflected in part in the way that work is divided at RHB. Writers write. Designers design. Account executives manage accounts. Strategists strategize. Managers manage. And we are all thankful that we have the chance to do what we do best every day. Imagine a copywriter or designer attempting

to manage the thousands of details involved in every project (guaranteed disaster), or an account executive designing a Web site (traffic-killing eyesore). This division of labor is intentional, and intended to capitalize on individual strengths.

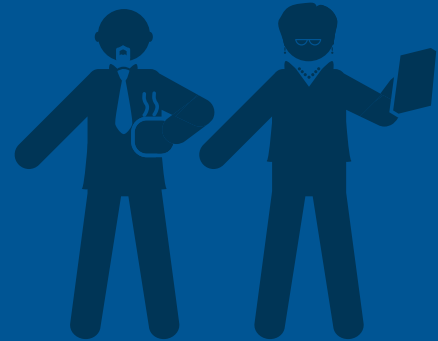
Because of the nature of our work, **collaboration is crucial for our agency’s success.** In one of the oldest RHB adages, we will sometimes have to “hold hands and sing Kumbaya,” “cross the street together,” bear down and do our best work in the face of adversity. It’s much easier to roll up your sleeves and do tremendous work when you care about the people around you. And you will. Trust us. You will drink the Kool-Aid and love everyone. We kid. But seriously, you will.





YOUR GREATEST RESOURCE AT THE AGENCY IS SITTING IN THE OFFICE NEXT TO YOU.

(Or getting a cup of coffee. Or reviewing a printer's proof.)



You'll find that RHB utilizes the sink or swim method of new employee training. Immediately following orientation, you'll be thrown headlong into your responsibilities and left to fend for yourself. This "training program" is not a sadistic hazing ritual, nor is it done out of spite. The reason we can employ such a seemingly brutal process is twofold: 1) we have faith in your abilities; 2) you are surrounded by brilliant people who love to share their knowledge and who are eager to lend a helping hand.

So if you're adamant about keeping your head above water, **don't be afraid to ask questions**. Get in the habit of making the most of your teammates' expertise. There's much know-how to be shared.





**WE HOLD
EACH OTHER
ACCOUNTABLE.**



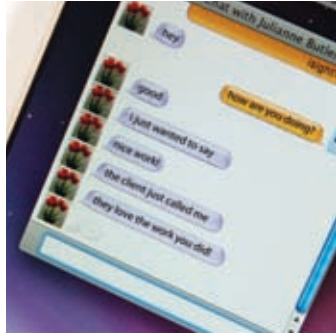
It's one thing to like the people you work with and love the work you do (or vice versa); it's another to allow close working relationships to dilute the quality of our work. **Thankfully, at RHB we hold each other accountable to do our very best.** Because we work side by side every day, we know when everyone is giving his or her best. We also know when they're slacking or settling for easy answers. That's why we challenge one another to arrive at the best solutions possible. Look no further than the sample room for evidence of accountability at RHB.

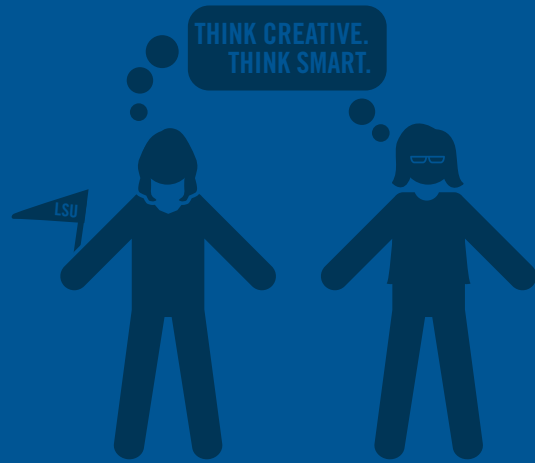




WE ACKNOWLEDGE GOOD WORK.

We congratulate each other when the work we do on behalf of our clients is spectacular. So don't be afraid to praise gorgeous design or stunning copy or a particularly engaging client presentation. Don't shy away from making a phone call to a teammate to show your appreciation for their contribution to the project, and don't be surprised if you receive a similar phone call from one of your teammates.





CREATIVE CAN BE SMART. SMART CAN BE CREATIVE.

Coherently and compellingly articulating the great causes of our clients — through both copy and design — demands that our work capture a distinctive institutional voice while simultaneously engaging diverse audiences ranging from high school students to senior citizens. Sound challenging? It is, but it is also invigorating. We want our creativity to be **well-informed, completely tailored to meet the needs of our clients and their clients, appropriate in its form and content**, and when possible,

innovative and fresh. We wish to practice looking at problems in new ways, taking risks with courageous approaches and achieving memorable outcomes.

As a result, we don't resort to gimmickry in our creative solutions. We resist the temptation to be creative for creative's sake. Our ability to provide clients with creative solutions that are both smart and engaging, both thoughtful and thought provoking, sets us apart from other agencies.

And, while we consistently provide our clients with exceptional creative solutions, we don't approach our work as "artistes." We're confident in our recommendations, but fully aware that we are not an end-all. Does that mean we cower to every suggestion from clients? Not a chance. No vision is uncompromising. Not ours. Not the client's. **Our work demands that we be flexible enough to both accept appropriate client suggestions and also push them out of their comfort zone.** That is the tightrope we walk.



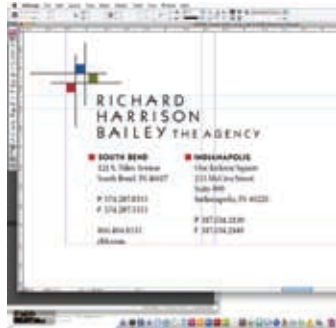
SWEAT

In the course of our busy days, it's easy to think that details don't really matter. And we might assume that when we preach "efficiency," we're suggesting that some details can be skipped to make processes run faster.

But our attention to detail indicates to our clients the importance we place on little things. When we get the little things right, it tells them that we can be trusted with big things. Like \$250 million capital campaigns. Or institutional identities. Or helping them navigate the politics of higher education.

When we present concepts, copy and layout that are not only coherent but cohesive down to the folios (do page numbers match the table of contents? do the headings on each spread match the actual content?), our clients will be willing to give us greater sway in our choices on their behalf. And when they notice that we've sweat even the smallest detail, they'll smile and think, "Those people get it right."

Let them call us obsessive. Let them call us sticklers. Let them call us the agency that always gets it right.

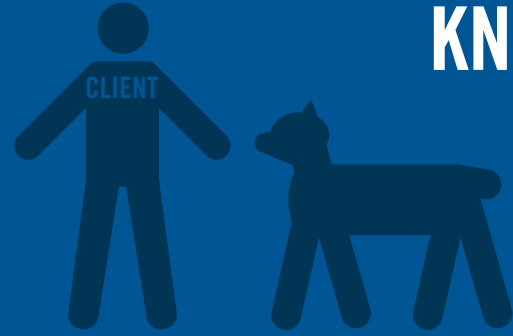




**NO ONE EVER
REGRETTED BEING NICE.**

Maybe it's our Midwestern roots. Or maybe it has something to do with the types of clients we serve. But at RHB, **we value kindness, honesty and sincerity in all of our endeavors**—among clients and co-workers alike. We shun the sleazy salesman. We avoid like the plague the slickness some might associate with traditional marketing firms. At the same time, we don't leverage our kindness. We practice the Golden Rule. We take the high road. **Whenever there's a chance to represent RHB, we want to leave the room with a good aroma.**



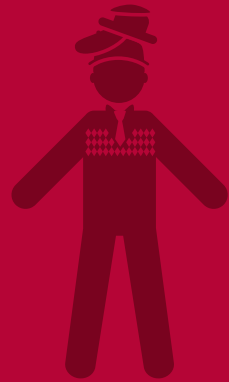


KNOW YOUR CLIENTS' DOGS' NAMES.

Think of the last time you received great service. What about that exquisite service left a lasting impression in your mind? More than likely it was something seemingly small — an unexpected act of kindness, a staff member remembering your personal preferences, the anticipation of a need you didn't even know you would have. **Great service always transcends the mere fulfillment of a responsibility and extends beyond the call of duty.**

In our business, providing exceptional service to our clients means more than providing them with the best creative solutions. **It means going the extra mile** — including a handwritten note with a package, learning the names of the clients' children and dogs, sending flowers in times of tragedy, offering praise in times of triumph. We seek the occasions to do the little things that make a big difference.





MANY HATS ARE DONNED IN THE NAME OF GREAT SERVICE.

Over the course of our working relationship, we will wear multiple hats in service of our clients. Sometimes we will serve as **spirit builders**, sounding boards and partners in persuasion. Other times we will serve as the **voice of reason**. But we will always play the role of **good stewards**, **astute strategists** and **advocates** for our clients' causes.

And the end result? We will turn our clients into raving fans. And when they sing RHB's praises to their friends and colleagues, when they celebrate our genius from the rooftops of admissions and advancement offices, **we too will reap the benefits of great service.**





“I WOULD DIE IF I
WASN’T LEARNING.”

We love to learn. About everything. And we love to share that knowledge with our teammates. Eavesdrop on an RHB lunch conversation and you might learn about human capital in economics, the proliferation of Helvetica, the beauty of the Amalfi Coast, Apple’s newest application or a discussion about the latest challenge facing admissions offices throughout the country. (You might also learn a little about *American Idol*—we didn’t promise it would all be cerebral.) **Learning is an integral part of what we do.** In fact, one RHB team member summed up our agency’s thirst for knowledge thusly: “I would die if I wasn’t learning.”

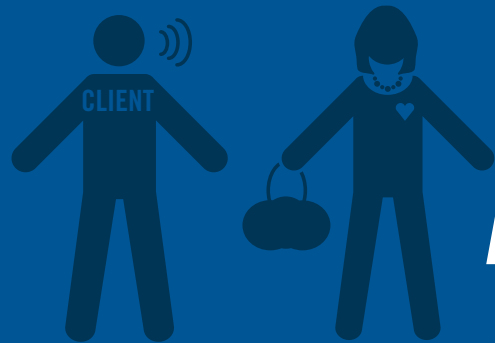
We’re a bright group, but the world is changing rapidly. Reading what we can, keeping up with the news and trends, investigating new strategies and methodologies—learning, in all its many forms, serves a number of healthy purposes at RHB/The Agency.

Learning keeps us at the forefront of our industry. It keeps us a step ahead of our clients, who retain us to help lead them to greater heights. Learning demonstrates our intelligence to our clients, showing that we are good students who will bring the best minds to bear on their trickiest challenges.

Most of all, **learning gives us energy.** We use the joy that comes from discovery to

reinvigorate our interest not only in work, but also in the world around us. Learning brings a fresh perspective and gives us new ways to view our work and the world. Ours can be a real burnout profession. **Learning offers us the opportunity to be sponges.**

As sponges and students of the world, we also seek the opportunity to discover and try new things—travel to unfamiliar places, eat new and different foods, study different cultures and art forms, experience untried activities. Trying new things helps to expand our worldview and generate deeper experience upon which to draw for everything from creative solutions to conversations with clients.



WE LISTEN WHOLEHEARTEDLY AND WHOLE-EAREDLY.

It's one thing to hear; it's another thing to really listen. Listening catches nuance; implies understanding; reads between the lines; focuses on meaning. **Listening is being able to hear what's not being said, to hear the story that isn't being told.**

You'll find that we place enormous value on listening at RHB: through our research, our intercommunications and our interaction with clients. When we really listen to clients, we can find need areas that open new avenues for our service. If we see a pattern emerging among our clients, we can consider new opportunities

that may generate new revenue sources. And when we listen to one another in creative meetings, we may find that the shyest among us has a wonderfully fresh notion to solve a problem for our clients.

Besides, don't you love it when you know someone is really engaged in what you are saying? Our clients love that too. And everyone we interview loves it. (Didn't you? Weren't you enamored by our rapt attention? It was genuine, we promise.) **Each of us loves it, too, when we know we are being heard, when we feel as though we have really communicated.**





LET US DARE TO DREAM.

RHB started as a dream. It has grown from a living-room-based operation of five professionals into one of the most reputable names in higher education marketing. **Suffice it to say that at RHB, we realize the importance of dreams.** You no doubt have dreams and aspirations of your own, whether they are of a personal or professional nature. We encourage you to strive toward attaining those dreams. Thinking big, setting goals and striving for something greater positively affects all aspects of your life, including the work you do.

Similarly, we must be able to dream for our clients. There may be no greater service we can provide for them. Mired in the tyranny of the everyday, blinded by deadlines, politics and paperwork, many of our clients are unable to look up, much less look ahead. **They need us to help them see the tremendous opportunities that rise up out of their challenges.**

In order to help our clients attain their dreams, we must always weigh the incremental step against the larger vision.

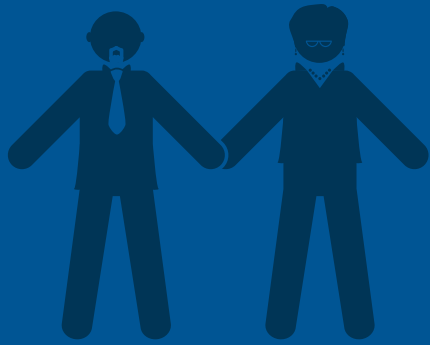
How will this viewbook work toward the goals outlined in University X's strategic plan? Is this advancement strategy coherent with the College's brand? Is this concept going to dilute or strengthen the institution's message? **Considering the implications of the dream every step of the way makes it that much easier to attain.**



AND YOU

While the principles of **The RHB Way** remain steadfast, forever informing the work we do, the RHB culture evolves with each new employee. You will no doubt shape our culture during your tenure here. What will be the defining characteristics of your RHB legacy?





RHB HISTORY

RHB was founded in 1991 in Rick and Tammy Bailey’s South Bend home. We hosted our first client meetings at a dining room table, and our first creative meetings in the living room. In those days, our writer churned out copy from her office in a spare bedroom, and our designers worked at the kitchen bar. **Needless to say, we were very close.**



We moved into the South Bend office in 1991, and — five years later — opened an office in Indianapolis. And even though we’ve served more than 200 not-for-profit organizations since our founding in 1991; even though we’ve grown to three times our original size; even though our 300-year plan (see the Story of M) includes RHB satellite offices across the country, **we’re still a close-knit unit.** Not writing-in-the-spare-bedroom close, but close.



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