



COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract No. UCPJMU6188

This contract entered into this 29th day of November 2021, by Carnegie Dartlet, LLC hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF CONTRACT: The Contractor shall provide the services to the Purchasing Agency as set forth in the Contract Documents.

PERIOD OF PERFORMANCE: From December 15, 2021 through December 14, 2022 with four (4) one-year renewal options.

The contract documents shall consist of:

- (1) This signed form;
(2) The following portions of the Request for Proposal JPG-1131 dated September 15, 2021:
(a) The Statement of Needs,
(b) The General Terms and Conditions,
(c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
(d) Addendum One (1) dated October 4, 2021.
(3) The Contractor's Proposal dated October 7, 2021 and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
(a) Negotiations Summary, dated November 16, 2021.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:

PURCHASING AGENCY:

By: [Signature]
(Signature)

By: [Signature]
(Signature)

Meghan Dalesandro
(Printed Name)

Jeremy Good
(Printed Name)

Title: COO

Title: Buyer Specialist

11/16/21

1. Parties agree that items within this Negotiation Summary modify RFP# JPG-1131 and the Contractor's initial response to RFP# JPG-1131 and that this Negotiation Summary takes precedence in conflict.
2. Contractor has disclosed all potential fees; additional charges will not be accepted. Contractor to evaluate discounting and scaled pricing upon discovery of a new project or scope of work.
3. Pricing shall be as detailed in the attached pricing schedule.
4. Contractor proposes that all meetings are conducted virtually and the University would have the opportunity to discuss preferences of onsite or virtual meetings. There shall be no additional travel costs to the University.
5. All project meetings and/or consultations, whether onsite at JMU or off, are at no cost to the university.
6. No work shall be undertaken by the Contractor until written approval from the University project manager.
7. Contractor acknowledges that as an agency of the Commonwealth of Virginia, the University abides by the Freedom of Information Act. Accordingly, price information is not redactable from proposals submitted for this solicitation.
8. Contractor agrees that all exceptions taken within their initial response to RFP# JPG-1131 that are not specifically addressed within this negotiation summary are null and void.

RFP JPG-1131 Pricing Schedule

Please return to goodjp@jmu.edu by 2pm Thursday 10/28

Marketing and Enrollment Services:

Audit of current enrollment operations and communication analysis	\$ 28,760*	*+approved travel expenses if conducted in person
Developmental support of enrollment strategy and communications	\$190/hour	

Slate Optimization:

Review of general Slate overview	\$5,000	*unlimited name volume
Strategy and implementation of Slate improvements	\$12,500	
List purchasing (per list of 100,00 names)	\$5,000*	

Geodemographic Research and Communications:

Competitive analysis consultation(s)	\$25,640	*Includes Geospatial Analysis + Market Opportunity Index
Geospatial and market opportunity research	\$18,720*	
Targeted ad campaigns (per campaign)	Please see note below.	*+approved travel expenses if conducted in person
Additional geodemographic services as quoted	\$78,035*	

Targeted ad campaigns pricing: For targeted ad campaigns, Carnegie charges a monthly fee as a percentage of media spend that covers strategic management, ongoing optimization, bidding, content and creative changes, and calls or visits needed to ensure the success of your campaign. We also charge a setup fee per campaign that includes all initial strategy discussions, planning, message development, and campaign setups in the platforms.

REQUEST FOR PROPOSAL
RFP# JPG-1131

Issue Date: September 15, 2021
Title: Admissions and Geodemographic Research and Marketing Services
Issuing Agency: Commonwealth of Virginia
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Period of Contract: From Date of Award Through One Year (Renewable)

Sealed Proposals Will Be Received Until 2:00 PM on October 13, 2021 for Furnishing The Services Described Herein.

SEALED PROPOSALS MAY BE MAILED, EXPRESS MAILED, OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.

All Inquiries for Information and Clarification Should Be Directed To: Jeremy Good, Buyer Specialist, Procurement Services, goodjp@jmu.edu; 540-568-3131; (Fax) 540-568-7935 not later than five business days before the proposal closing date.

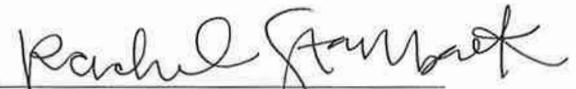
NOTE: THE SIGNED PROPOSAL AND ALL ATTACHMENTS SHALL BE RETURNED.

In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the goods/services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Name and Address of Firm:

Carnegie Dartlet LLC
210 Littleton Road, Suite 100
Westford, MA 01886

By:


(Signature in Ink)

Name:

Rachel Stanback
(Please Print)

Date: 10/7/21

Title: Business Development Manager

Web Address: www.carnegiedartlet.com

Phone: 978-692-5092

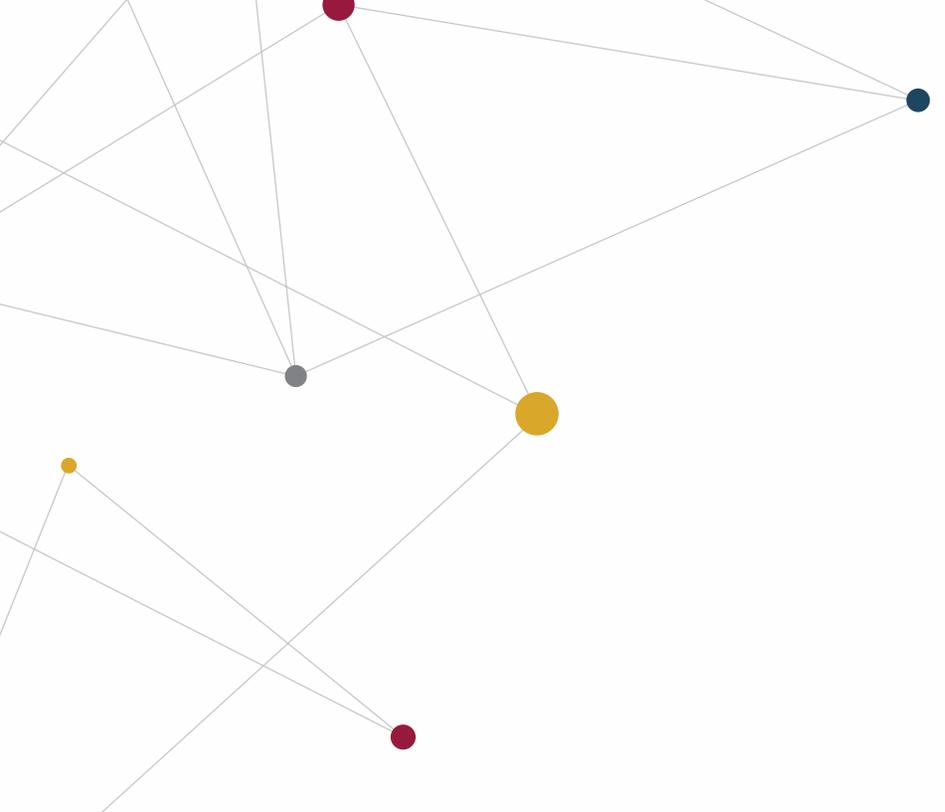
Email: rfp@carnegiedartlet.com

Fax #: 978-692-2304

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1 x #2 #3 #4 #5 (please initial)

SMALL, WOMAN OR MINORITY OWNED BUSINESS:

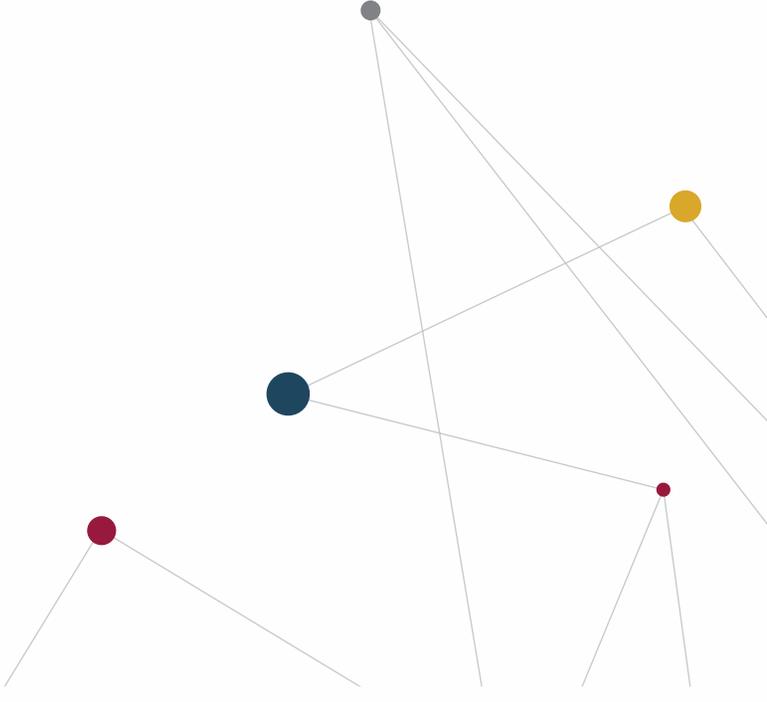
• YES; • NO; *IF YES =>* • SMALL; • WOMAN; • MINORITY • AA; • HA; • AsA; • NW; • Micro



James Madison University

RESEARCH + MARKETING

October 2021



WE'RE ON YOUR SIDE

Sheridan Thurber

You can count on Sheridan to deliver radical outcomes and tailored solutions for your unique needs.



Members of the review committee,

From our team's earliest conversations about the goals and priorities you've outlined in your RFP, we've been confident Carnegie is your perfect partner. We value and share James Madison University's vision for a research-driven approach to marketing, and we are thrilled to present this proposal.

Your brand is much more than a tagline or logo—it's the way people feel when they think about JMU. How are you perceived among key constituencies and target markets? Who are you today—and who do you want to be in the future? Firmly rooted in a data-driven methodology, ours is an approach that is changing the game for higher education marketing. We're confident Carnegie's innovative methodology and end-to-end suite of solutions will deliver the results you need. As experts in higher education research, enrollment and marketing strategy, and Slate optimization, our team members and services are built to work seamlessly together with a constant focus on your goals. Specifically for JMU, we've assembled a team with decades of experience with the ability to help every step of the way, crafting a custom solution that allows you to scale and lean on our experts as needed. Most importantly, when you choose Carnegie, you're gaining an extension of your team—we see your wins as our wins.

If you are ready to be bold, to step outside the crowded sea of colleges and universities confusing the market with sameness, we are ready to be your partner—to help you tell the JMU story in a powerful way that will forge lasting connections with all audiences. Thank you for your consideration. We look forward to discussing the details of our proposal and process with you soon.

Sincerely,

A handwritten signature in white ink, appearing to read 'Sth', written over a dark blue background.

Sheridan Thurber
Regional Director

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your
goals
are
our
goals.

JMU OBJECTIVES

Research and marketing services to identify new and emerging markets, develop marketing strategies to attract students in existing and new markets, and increase overall yield

CARNEGIE'S SOLUTION

In the following proposal, we've outlined a recommended scope of work specifically for JMU starting with in-depth research to measure awareness and perception among key audiences, competitor messaging and positioning, and in-depth enrollment marketing research with recommendations for recruitment expansion.

We'll also develop custom JMU audience segments and design and implement marketing and enrollment strategies to improve yield and attract the right students in both new and existing markets.

Ready to get started?

What makes us JMU's perfect partner?

- + **Research-informed strategy:** Your market is going to dictate your potential outcomes, and you can't afford to guess when it comes to what's right for JMU's marketing strategies. We'll develop marketing strategy rooted in research, delivering a platform that's designed to boldly and distinctively differentiate you from your competition.
- + **Data-driven solutions:** Our powerful suite of technologies and partners means proprietary data and unmatched intelligence for you. Our proprietary brand personality research uses a mixed-method approach, custom data modeling, analysis, and clustering across 750 demographic variables. Our digital marketing utilizes advanced analytics, targeting, and measurement tools. And our Underscore team's wizardry brings it all together for you in Slate.
- + **Higher education expertise:** We have been in the higher education industry for 30+ years. Many of our team members came from inside higher education and have a critical understanding of enrollment cycles, organizational dynamics, internal politics, expectations of prospective students, and more.
- + **Sole source services:** We offer services other firms can't—data-backed psychometric marketing; a proprietary, peer-reviewed, consensus-driven research methodology; a theory-based research platform; products such as Carnegie Clarity™, Audience Select, Darts, and TeamChem™; and other opportunities live-in creative blitzes and persona-based digital targeting.
- + **Personality-focused, data-driven creative:** Our approach to creative concepting and execution is a fusion of logic and feeling. We base all content, design, and imagery decisions on research outcomes—mixed-method research that delivers an authentic brand personality. Our Creative team will drill down into the distinct nuances of JMU's brand personality and delivers inspired work that compels audiences to take action.
- + **Subject matter experts and in-house execution:** The breadth of Carnegie's portfolio has enabled us to collect a diverse team of in-house subject matter experts across all marketing disciplines. We're constantly polling a variety of perspectives to ensure we've thought through our strategic recommendations from every angle. Having all this talent under one roof also allows us to prioritize ever-shifting targets above all else and in real time.
- + **Unified enrollment and marketing strategy:** Our full-service model unifies marketing and enrollment, ensuring cohesive and targeted messaging in your brand personality voice to all of your audiences. With higher education clients worldwide, we've not only continually refined our methods over 30+ years, but we can see where the market is heading.
- + **Partnerships and certifications:** Carnegie serves as a partner for some of the most reputable organizations and associations in higher education, including NAGAP, NACAC, and LinkedIn. We were handpicked to join Google's Premier Partnership program, which means we have a dedicated Google-appointed team and access to the latest Google technology, products, and training. Our Underscore team was Technolutions' first Platinum Preferred Partner, demonstrating our commitment to excellence in Slate development and optimization. These relationships ensure we are continually tuned into innovations, data, insights, and beta opportunities far in advance of other agencies—all of which translates directly to stronger opportunities for our client partners.
- + **Total transparency and flexibility:** Now more than ever, it's impossible to predict the future. That's why we shape our partnerships with total transparency and flexibility—so you'll be in control like never before. We don't sign long-term contracts, and we don't share in tuition revenue. Ultimately, our success is your success, and by investing in a partnership with Carnegie, our team becomes yours.

about Carnegie



CARNEGIE

Higher Education Marketing and Enrollment Strategy

The power of human connection

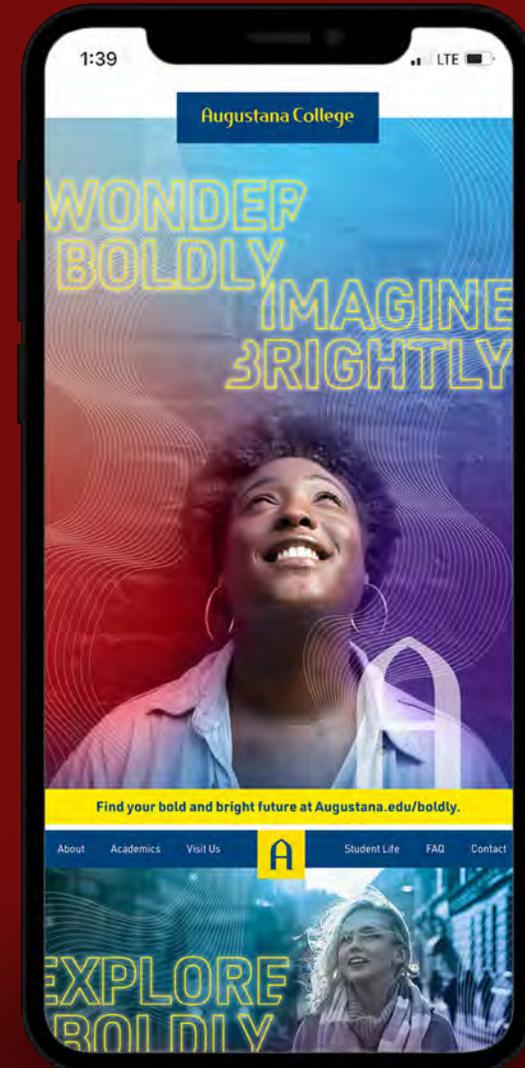
Carnegie is the future of higher education marketing and enrollment strategy, and has been since 1985. We connect colleges with students through the power of human connection by measuring and then marketing to a student's unique behaviors and motivators. This leads to action, enrollment, retention, and lasting affinity.

Full life-cycle integrated portfolio

- + Brand Strategy
- + Digital Marketing
- + Enrollment Strategy
- + Integrated Research
- + Lead Generation
- + Marketing Strategy
- + Personality Assessments
- + Signature Creative
- + Slate Optimization
- + Web Development
- + Student Search

“Carnegie’s brand work has been in so many ways a game changer for Augustana—for our campus, our team, and our outcomes.”

KERI RURSCH
AVP, Communication & Marketing
Augustana College



+24%

GROWTH IN
KEY COUNTIES

+20%

INCREASE IN
FIRST-YEAR
ENROLLMENT



CARNEGIE

we revolve
around you

MARKET PERCEPTION

VIDEO + PHOTO

CARNEGIE CLARITY™

BENCHMARKING

MARKET ANALYSIS

ATTRIBUTION

MOBILE

CREATIVE

MEDIA STRATEGY

SEGMENTATION

SEM

BRANDING

LEAD GEN

PERSONAS

ENROLLMENT

STUDENT SEARCH

ANALYTICS

TRAINING

SLATE

VISUAL IDENTITY

SOCIAL MEDIA

WEBSITE

STREAMING

+ We're an extension of your team.

your proposal



SCOPE + PRICING

While we've developed this proposal specifically for JMU's goals, please note our approach is completely flexible and we welcome your feedback as we finalize a scope of work.

Research

EXTERNAL PERCEPTION RESEARCH

Quantitative perception study and detailed report using Nielsen DMA geographies. Contrasting market data by DMA, analysis, and key insights.

14 questions; 3 DMAs; up to 900 completed surveys (applicable research sample cost of \$5,400 included in total pricing); approximately 300 completes per DMA.

\$24,160

COMPETITIVE ANALYSIS

Investigation of your competitive set, examining positioning and storytelling tactics, language themes, tone, style, visual identity, technical considerations, realities, and quality rankings.

8 competitor profiles

\$25,640

GEOSPATIAL ANALYSIS

Geographic analysis of inquiry to enrollment pipeline with conversion analysis, recommendations, and metrics based on zip code demographics.

4 current market regions explored

\$10,720

MARKET OPPORTUNITY INDEX

Analysis of existing enrollment trends, as well as geographic and demographic factors, to identify and categorize markets for recruitment expansion.

4 demographic factors and HEI considered; 15 potential markets identified

\$8,000

ZIP CODE TARGETING MODELS

Models of enrollment success by zip code using data from past four admissions cycles to create targeting precision for the best yield potential.

Models at 3 distance bands; scoring in 4 current and 15 potential markets

\$12,000

PROSPECTIVE STUDENT NEEDS SURVEY

Quantitative survey of prospective undergraduate students. Measures to include prospect personality, facets of program choice, communication habits, as well as social media use, goals, and behaviors. Report includes descriptive statistics, key demographic breakouts, qualitative response theming, and strategic recommendations for enrollment and digital communication.

20 questions; 2 rounds survey edits; 4 demographic breakouts; 3 geographies; up to 1,200 survey completes (applicable research sample cost of \$7,200 included in total pricing)

\$39,200

Audience Segmentation

STUDENT PERSONAS (DARTS)

DEMOGRAPHIC CLUSTERING

Utilizing Carnegie's proprietary database of 250 million people, we deliver custom data modeling, analysis, and clustering of your specific enrollment data across a wide variety of demographic variables.

All currently enrolled undergraduate students clustered plus the past two to four inquiry cycles; one data tagging instance for all names in prospective student pool upon timing of client's choosing.

PSYCHOGRAPHIC DARTS

Groundbreaking research into the psychographic variables of your undergraduate student segments, and detailed audience persona profiles (called a "Dart") that describe specifically who you should target, where they tend to exist in the nation, and how best to reach them.

5 workshops for up to 40 undergraduate students per workshop; up to 1,200 survey completes; up to 5 Darts identified (applicable research sample cost of \$2,400 included in total pricing)

1 hour virtual training following the presentation of Dart strategy.

DART DATA TAGGING

A data-specific link from the Carnegie-developed student persona profiles to the identities of interested prospective students.

Unlimited annual dart tagging for all prospective undergraduate students, tagged once monthly for 12 months.

\$78,035 + approved travel expenses

Marketing + Enrollment Strategy

ENROLLMENT OPERATIONS + COMMUNICATIONS FLOW ANALYSIS

Analysis of your undergraduate admissions operations, systems, resources, and communications flow, including frequency, timing, channel strategy, and segmentation. The analysis will cover all relevant subject areas within enrollment operations and communications. A detailed report inclusive of summary insights and recommendations as well as specific insights and recommendations for each subject area will be provided.

From a half day up to a full day of analysis meetings conducted on-site or virtually

Documents for analysis collected prior to analysis meetings

One-hour virtual presentation of the resultant deliverable

Report provided in PDF, to include executive summary, trends, and insights/recommendations for all subject areas analyzed

\$28,760 + approved travel expenses, if conducted in person

COMMUNICATIONS-FLOW STRATEGY + VISUAL CONSTRUCT

Development of your communications flow strategy for your darted application generation, darted yield, and darted audience-specific campaigns, including schedule, timing, frequencies, and segmentation. The delivered construct is both visual and adaptive; it empowers you to perpetuate your comm-flow strategy for years to come and adjust as needed over time.

One discovery meeting; strategy for 3 campaigns; darted application generation, darted yield, and darted audience-specific campaigns

\$21,240

Strategic Enrollment Management (SEM) plan

DISCOVERY + AUDIT

A series of meetings, held on-site or virtually over the course of two days, with key leaders and operators across enrollment management to understand the opportunities and specific challenges, both internal and external, facing strategic enrollment management. Advance preparation for the two days of meetings is conducted virtually beginning with a project kickoff and planning meeting and followed by ongoing communication to determine the key enrollment leaders and staff for the series of meetings, the priority topics to be explored, and to understand the internal landscape within which we'll engage. Following the series of meetings, a virtual presentation of key findings and recommendations will be conducted after which our enrollment experts will begin work on the SEM Plan.

One foundational 4-hour discussion to dive into enrollment goals and goal setting, and to assess admissions systems, resources, operations and communications flow.

Additional meetings with the identified leaders and staff to explore and assess the areas determined to be priorities.

MARKETING OPERATIONS + COMMUNICATIONS DISCOVERY

A high level review of marketing operations with emphasis on the following selected areas -marketing practices and team organization- to understand the current state. A post review presentation will outline findings and top recommendations.

One discovery meeting conducted virtually to begin the review process

One-hour virtual presentation of findings

Presentation report provided in PDF format

DELIVERABLE

A comprehensive written plan reflective of all accumulated insights and recommendations and inclusive of collaborative and departmental tactics aimed at achieving clearly defined optimal enrollment, Net Tuition Revenue, and increased enrollment from underrepresented student populations and programs of study.

5-year strategic enrollment management plan

IMPLEMENTATION

Strategic implementation meetings to provide additional context and guidance for SEM Plan contents, as well as to respond to questions.

1 day on site. 12 hours of virtual consulting

ENROLLMENT CONSULTING

Bi-weekly connections with enrollment leadership to develop, review, and implement tactical enrollment strategy, infuse Strategic Deliverables (Research, Darts, Enrollment Strategy) into action, manage campaign constructs and segmentation, and assist with Slate integration.

24 hours

\$46,426-\$52,656 + approved travel expenses

While we've developed this proposal specifically for JMU's goals, please note our approach is completely flexible and we welcome your feedback as we finalize a scope of work.

Slate Optimization

All campaigns include ongoing monitoring & analysis, including weekly check-in calls and tracking reports; monthly call with enrollment strategist to discuss trends and strategy; Campaign Performance Report to monitor open, click rates; Campaign Conversion Report to monitor inquiry and applicant conversions; End of Campaign Report with recommendations

SEARCH CAMPAIGN VISUAL CONSTRUCT + STUDENT SEARCH

Reimagination of your communications flow specific to sophomore, junior, and senior Search campaigns, including schedule, timing, frequencies, and segmentation. The delivered construct is both visual and adaptive; it empowers you to perpetuate your comm-flow strategy for years to come and adjust as needed over time.

One discovery meeting; strategy for three Search campaigns

One-day Discovery Visit with Underscore team (on-campus or virtual), including:

Senior search campaign strategy

High-level Slate Instance Review - to ensure accuracy for communication implementation

Complete Slate implementation & delivery

Unlimited name buy consultation

Unlimited volume of names

Does not include costs associated with list purchase(s)

Copy for 20 emails: 5 segmented, dynamic drip emails (scheduled); 5 Darted emails; 5 responsive emails

Design for three email templates

Copy and design for one postcard (up to 6x11) and one mailer (up to 6 panels); Does not include costs associated with printing and/or postage

Microsite portal

Variable information determined on fields collected during name buys

Mobile responsive

Up to 5 customized sections

SOPHOMORE/JUNIOR SEARCH

One-day Discovery Visit with Underscore team (on-campus or virtual), including:

Sophomore/Junior search campaign strategy

High-level Slate Instance Review - to ensure accuracy for communication implementation

Complete Slate implementation & delivery

Unlimited name buy consultation;

Unlimited volume of names

Does not include costs associated with list purchase(s)

Copy for 20 scheduled emails and 5 responsive emails

6 Sophomore emails (no segmentation) and 14 Junior emails with limited segmentation

5 Darted junior emails; 5 responsive emails; Design for 3 email templates

Copy and design for one postcard (up to 6x11) and one mailer (up to 6 panels); Does not include costs associated with printing and/or postage

Microsite portal

Variable information determined on fields collected during name buys

Mobile responsive

Up to 5 customized sections

\$126,000

COMMUNICATIONS CAMPAIGNS: DARTED APPLICATION GENERATION

Development of your communications flow strategy for your darted application generation, darted yield, and darted audience-specific campaigns, including schedule, timing, frequencies, and segmentation.

The delivered construct is both visual and adaptive; it empowers you to perpetuate your comm-flow strategy for years to come and adjust as needed over time.

One discovery meeting; strategy for 3 campaigns; darted application generation, darted yield, and darted audience-specific campaigns

New application generation and incomplete application completion strategies

Copy for 20 emails

15 scheduled emails on drip; 5 Darted emails

3 incomplete emails; 5 responsive emails; 5 SMS messages

Design for 3 email templates

Copy and design for two on-demand postcards via Slate Print; Does not include costs associated with printing and/or postage

DARTED YIELD CAMPAIGN

Accept to Deposit conversion strategy

Copy for 15 scheduled emails on drip

5 Darted emails

Copy for 5 SMS messages

Design for 3 email templates

Copy and design for two on-demand postcards via Slate Print;

Does not include costs associated with printing and/or postage

\$81,240

DARTED AUDIENCE-SPECIFIC CAMPAIGN

Audience-specific strategy for one population (for example diversity, STEM, first-generation, etc.)

Copy for 15 scheduled emails on drip

5 Darted emails

Design for 3 email templates

Copy and design for one on-demand postcards via Slate Print;

Does not include costs associated with printing and/or postage

\$30,000 (per campaign)

SLATE STUDENT PORTAL

Development of secure Student portal, including:

Segmented content based on one population

Embed forms to connect with faculty/current students, update information, etc.

Segmented checklist items based on applicant status

Promotion of events, academic offerings, student life, athletics, and other pertinent information

Creation of fields, prompts, and rules as needed

Complete portal design, including custom headers, call-to-action buttons, and social media icons

Mobile-friendly design and ADA compliance

Ongoing check-in calls

One month of post-launch support, monitoring & analysis

\$15,000

RFP information



GEODEMOGRAPHIC AND MARKET ANALYSIS OF NEW AND EXISTING MARKETS TO IDENTIFY NEW PIPELINES OF STUDENTS IN AND OUT OF STATE.

- Some of the best geographical information about JMU's enrollment success is already available in the core markets from which you draw students. **Geospatial Analysis** maps a subset of your historical data at different stages (inquiry to matriculant) to identify key neighborhoods and zip codes of strength. This information is then overlaid with important demographic information from the specific zip codes in the current draw markets. Our strategists use this information to identify where the market is saturated and what opportunities still exist within your draw markets. The report is supplemented by a sortable Excel sheet with information about all the ZIP codes in the market area. Geospatial Analysis provides the perfect foundation for creating incremental enrollment gains.
- Identification of market opportunities can be complicated. Through **Market Opportunity Index**, we help reduce the guesswork by reviewing historical JMU enrollment trends, market by- market demographic factors key to your identification of prospects, and existing draw to list and score multiple potential locations for expansion of your efforts. Factors we explore are decided in a research discovery process so that market opportunity decisions are made on those factors most important to your enrollment goals. The report is supplemented by a ZIP code index to get even more specific with targeting in a new area. The Market Opportunity Index helps answer the question "where do we go from here?" with a data-driven and accessible approach.
- A powerful way to determine opportunity at a targetable level is to create custom models based on your existing enrollment trends and the unique demographic makeup of ZIP codes. In ZIP Code Targeting Models, Carnegie uses information about ZIP codes where JMU has had enrollment success to find lookalike codes in other markets. The models, created at different key distance markers, allow for an evaluation of the saturation of existing campaign locations, the opportunity that still exists, and those segments of audiences most attracted to an institution. The outcome is a strategic prioritization of those areas in new or existing markets for digital advertising, school partnerships, prospect name purchases, or admissions counselor travel. If you are looking to optimize your market strategy and understand where to go on a limited budget, ZIP Code Targeting Models are a must.

IDENTIFY AND DEVELOP A 5-YEAR COMPREHENSIVE STRATEGY TO INCREASE ENROLLMENT FROM UNDERREPRESENTED STUDENT POPULATIONS AND PROGRAMS OF STUDY

Key enrollment leaders and staff for a series of meetings and priority topics to be explored will be identified as our team works to understand the internal landscape within which we'll engage. Following the series of meetings, a virtual presentation of key findings and recommendations will be conducted after which our enrollment experts will begin work on the SEM Plan. A comprehensive written plan reflective of all accumulated insights and recommendations and inclusive of collaborative and departmental tactics aimed at achieving clearly defined optimal enrollment, Net Tuition Revenue, and increased enrollment from underrepresented student populations and programs of study.

DEVELOPING INQUIRIES AND LEADING THE INQUIRIES TO APPLICANTS

- Through enrollment operations and communications flow analysis, we analyze JMU's undergraduate admissions operations, systems, resources, and communications flow, including frequency, timing, channel strategy, and segmentation. The analysis will cover all relevant subject areas within enrollment operations and communications. A detailed report inclusive of summary insights and recommendations as well as specific insights and recommendations for each subject area will be provided.
- We'll develop your communications flow strategy for senior application generation and yield campaigns, including schedule, timing, frequencies, and segmentation. The delivered construct is both visual and adaptive; it empowers you to perpetuate your comm-flow strategy for years to come and adjust as needed over time.
- Carnegie's CollegeXpress site has proven to be one of the most powerful lead generation engines in higher education giving schools access to over 2 million high school students and households. Making up 14-25% of an institution's incoming class, schools gain the ability to connect with students early and often. We provide more than 40 audience segmentation platforms - you choose your criteria, and we'll match you with inquiries that are the right fit for you. 100% of the inquiries you receive throughout the year have raised their hand or asked to be connected with you.
- Through Underscore's communication campaigns, we can segment messaging and focus on both application generation and incomplete application completion as well as yield campaigns focused on accept-to-deposit conversion strategy. Underscore works with you to develop an integrated and segmented communication plan to get the best responses from prospects and inquiries. No matter where a student falls in your enrollment funnel, Underscore's project managers and award-winning creative team know how best to communicate with them.
- For more than a decade, Carnegie has set the standard for higher education digital marketing. With an in-house team of digital specialists and strategists and capabilities including Display, Paid Search, Social Media Marketing, Streaming, OTT, Search Engine Optimization services, and more, we'll strategize and implement a digital media plan focused on driving conversions and driving JMU inquiries through the funnel.

INCREASING THE PERCENT OF ADMITTED STUDENTS WHO MATRICULATE

Proposed accept-to-deposit Slate communications will deliver segmented and targeted campaigns designed to increase yield. Carnegie's industry-leading in-house digital marketing team can implement a number of yield-focused tactics, including IP targeting your lists of accepted students to encourage deposits. We can also incorporate list-based targeting on Snapchat and TikTok to further drive yield.

MAINTAINING + STRENGTHENING UNIVERSITY PRESENCE IN EXISTING MARKETS

Carnegie has been a pioneer and pace setter for digital marketing in higher education for more than a decade. We will build a custom media strategy designed to strengthen JMU's presence in key markets. Our integrated digital tactical approach can include a channel mix of: Display, Paid Search, Social Media Marketing, Streaming, OTT, and/or Search Engine Optimization services. We have the unique ability to strategize and implement media across channels with an understanding of the nuances of reaching prospective students. We design data-driven strategies that increase engagement, develop affinity, and drive conversions.

EXPANDING BRAND AWARENESS TO A NATIONAL SCALE

Through Carnegie's expansive suite of in-house digital capabilities, we can support your efforts to expand brand awareness and engage audiences when and where they're spending their time online. Typical brand awareness-focused campaigns include social and streaming media, paid search, Display advertising, best-in-class IP Targeting, Audience Select (the most precise Display advertising available in higher education), custom college search-related affinity audiences, behavioral targeting to 15-18 year olds in your regions of choice, and geofencing feeder schools.

IDENTIFYING ADVERTISING OPPORTUNITIES WITH A HIGH RETURN - INCLUDING DIGITAL, PRINT AND OUT-OF-HOME FORMATS

Powerfully engaging prospective students online demands a strategic and intentional approach. Institutions who go beyond segmentation by prospective students' address, race and household income and communicate in alignment with an individual's motivators and personality are seeing an increase in enrollment and minority population applications and a decrease in melt.

Using your demographic enrollment data and qualitative information gathered from your students beliefs, ideals and personality, we create custom student clusters unique to JMU. Layering the two data sets reveals correlations between demographics and psychographics to definitively reveal who is matriculating, from where, why, and what these students need to hear to increase conversion.

This segmentation strategy focused on student personas (or "Darts") provides a cross-channel messaging strategy, which can be applied from Search to Yield within your CRM communication, print pieces, and digital advertising.

Each Dart includes a Match Likelihood Ratio informing you how much more likely it is to maximize reach by using a tailored messaging strategy versus delivering communication at random. Our partners who have implemented Dart-targeted digital are seeing notable increases in engagement. One institution saw an 11% increase in first-year enrollment and 0% melt after implementing Carnegie's messaging and audience segmentation strategy (please see case studies for additional examples and details).

WORKING WITH COLLEGES THAT ARE MOVING TO A HIGHER CARNEGIE RECLASSIFICATION.

Carnegie's client portfolio includes more than 600 institutions, many of whom have had specific marketing goals related to a reclassification, institution name change, or other shift.

BUILDING SUCCESSFUL STRATEGIES FOR CRM IMPLEMENTATION (PREFERABLY IN SLATE). DESCRIBE OTHER CRM TECHNOLOGIES FOR WHICH YOU SUPPORT INTEGRATION.

Utilizing your Slate Instance, Carnegie's Underscore team consults with you on name buys and other lead-generation sources, develops the copy and design for your digital and print materials, implements all delivery functions in Slate, and develops the campaign reports.

Any student search campaign begins with a visit with Carnegie's Underscore team. This allows us the opportunity to learn about your campus, review your strategic goals, and meet with members of the campus community, including faculty, administrators, and students. Additionally, the Underscore team will conduct a review of your Deliver module to determine if you are optimizing your Slate Instance and provide you with opportunities to enhance your use of this robust technology. Finally, the Underscore team will schedule weekly calls, analyze your campaign metrics, and monitor the overall performance to provide suggestions and recommendations for maximizing the student search campaign performance.

Remaining innovative and strategic in your recruitment and marketing initiatives is essential to meet and exceed enrollment goals. No matter where a student falls in your enrollment funnel, Underscore's account and project managers and award-winning creative team know how best to communicate with them.

Underscore has developed a wide variety of communication campaigns, including inquiry, application-generation, yield, anti-melt, and audience-specific campaigns, for many different types of institutions. Utilizing Slate's drip marketing, Underscore will implement the communications flow strategy for your campaigns to achieve the institution's goals. Additionally, the Underscore team will create real-time campaign tracking reports, within your Slate Instance, to monitor each campaign and will make revisions, if necessary, to different communications to achieve maximum performance. There are no data transfers or exports as the Underscore team works directly in your Slate Instance...and you have access to the data 24/7.

Sometimes you need to give people access to either pull information from Slate or add data into your instance. Enter Slate portals. These microsites are a convenient way to share data with certain groups of people and give stakeholders access to information in a self-service format, meaning you control the content, the access, and the type of security options.

Applicant portals can be a robust tool for an applicant's status, while also providing personalized checklists, financial aid information, and other communications. Faculty & Staff portals can be used as a recruitment tool to know which students are in the funnel, allow faculty to proactively reach out to applicants, and continue to drive enrollment goals. And Financial Aid portals give your students the ability to fully understand their aid options, and can include a dynamic checklist, award letter, and self-service financial counseling. Underscore ensures all portals are mobile-friendly, ADA compliant, and are built to be easy to edit and upkeep.

SCANNING EXISTING MARKETING PRACTICES, COMMUNICATION METHODS AND TEAM ORGANIZATION TO OFFER FEEDBACK ON HOW TO IMPROVE

We've proposed a marketing operations and communications review as part of JMU's scope of work. In this review, we'll work to understand existing marketing practices and communication methods, with emphasis on team organization and we'll present our findings in a one-hour virtual presentation so you have actionable insights for improving JMU's marketing function.

DESCRIBE YOUR FIRM'S ABILITY/EXPERIENCE WITH EACH OF THE FOLLOWING ITEMS. JMU IS LOOKING FOR A PARTNER THAT:

HAS A STRONG REPUTATION OF BEING COLLABORATIVE.

Time and time again, our clients tell us the value of choosing Carnegie is not only in the results we deliver, but the impact we make as a long-term strategic partner. We're committed to going above and beyond a transactional agency relationship and serving as an extension of JMU's team. We see your wins as our wins and will commit ourselves to your success at every step. As such we believe in frequent and transparent communication, collaborative sharing and access to data, and providing ongoing insights to optimizations and performance. In return we always want to hear from your team of both the qualitative and quantitative challenges, successes, and goals being met or missed on campus. Together with open and honest communication it is our goal for our teams to join forces as one.

HAS AN ESTABLISHED TRACK RECORD OF HELPING CLIENTS ACHIEVE ENROLLMENT GOALS.

Please see attached case studies for just a few of the institutions who have partnered with Carnegie for their enrollment growth goals.

HAS A REPUTATION OF BEING INNOVATORS.

For more than three decades, Carnegie has set the pace for excellence and innovation in higher education marketing. We continually seek what's next so we can drive results and deliver the best solutions for our clients:

- More than a decade ago, Carnegie pioneered digital marketing for higher education. As self-proclaimed digital geeks, we're committed to staying on the cutting edge of an ever-changing landscape. We have direct partnerships with multiple leading digital media platforms including but not limited to Google, Facebook, Instagram, LinkedIn, and Spotify. These relationships ensure we are continually tuned into innovations, data, insights, and beta opportunities in advance of other agencies.
- We engineered original, industry-leading psychographic marketing solutions that empower our clients to move forward with confidence. Beginning with a potent, peer-reviewed research model that builds consensus and empowers authentic storytelling, we define your true sense of self, equipping you with the strategic tools to bring clarity to your messaging, pinpoint your target audience, and distinguish yourself in the market.
- From our earliest days, Carnegie has set the pace for excellence and innovation in higher education marketing. From Premier Partnerships and presentations with industry leaders at Google, LinkedIn, NAGAP, NACAC, and more, Carnegie is recognized continually as a leader and innovator in higher education marketing.

CAN AUDIT EXISTING PRACTICES AND WORK WITH JMU STAFF TO IMPROVE THE ORGANIZATION OF OUR RECRUITMENT TEAMS.

As part of the marketing and enrollment strategy we've proposed for JMU, Carnegie's strategy team will audit existing practices in enrollment and marketing operations and communications. We'll deliver comprehensive documents reflective of all accumulated insights and recommendations. Darts audience segmentation will deliver strategic messaging for each JMU prospective student segment that recruitment teams can implement for more strategic communication.

HAS EXPERIENCE WITH CRM SLATE AND MARKETING INTEGRATION WITH SLATE.

In 2021, Carnegie merged with Underscore, the country's largest dedicated Slate development and optimization company and Technolutions' first Platinum Preferred Partner. Underscore's team of Slate experts have worked with more than 100 schools across the country to help optimize their Slate instances through implementation, student search marketing and enrollment communications, enrollment strategy, applications and portals, personalized training, and creative work. Slate is one of our clients' most frequently used CRMs, and we provide direct Slate integration into digital media planning, targeting, and tracking. Our team works hand in hand with client partners to integrate digital lead generation efforts and landing pages directly to the CRM whenever possible, and we can assist with providing directions and integration guides for the most frequently used CRMs. Utilizing an automation tool, Zapier, we can integrate campaigns running lead generation advertising on social media platforms like Facebook, Instagram, and LinkedIn. Our staff members are completely trained experts on setting up these integrations at the beginning of your campaign. Additionally, for clients utilizing Carnegie Clarity™—our proprietary website personalization and attribution tool—we can provide direct integration for web attribution and custom website interactions on a 1:1 identified user basis.

CAN INCORPORATE AND IMPROVE UPON THE PARTS OF JMU'S RECRUITMENT EFFORTS THAT HAVE BEEN SUCCESSFUL

We've proposed a comprehensive marketing and enrollment strategy scope of work that will build upon JMU's successful recruitment efforts while also consulting on best practices and possible improvements. Our enrollment and marketing analyses will encompass all relevant areas of recruitment marketing, including but not limited to channel frequency and segmentation, advertising strategies, student and parent communications, conversion metrics, and use of relevant market data and insights.

DESCRIBE IN DETAIL YOUR FIRM'S APPROACH TO MEETING THE RECRUITMENT GOALS OF JMU THAT THE REQUESTED MARKETING COMPANY IS EXPECTED TO SUPPORT.

Meeting enrollment goals has become an increasingly difficult proposition in the midst of well-documented challenges. Realizing your desired outcomes requires a comprehensive and integrated optimization of JMU's enrollment and marketing ecosystem based on market-centric, data-driven, and hyper-targeted strategies. We are ready to partner with JMU to ensure that each port of entry through which students engage is met with both messaging and metrics. This powerful combination has proven successful with many universities we partner with across the country from large, SEC schools to small, private liberal arts institutions. In fact, we've seen record enrollments from our partners despite the hyper competitive moment. This is all because we provide a road map towards ecosystem optimization that is:

- Segmented
- Targeted
- Differentiated
- Personalized

We work to understand the data behind where you stand in your market, how perceptions shape disruption opportunities, what your key audiences are interested in, and how to implement integrated campaigns and reputation strategies.

Using your existing data and any new market research, our team will create custom student persona clusters (Darts) to use as the foundation for segmentation within your Slate instance. Through a strategic communication flow strategy leaning on hyper-personalized messaging and creative, JMU will have the ability to gain brand affinity and communicate the value of JMU through the connection strategy that will best resonate with students at the household level.

Utilizing our in-house digital marketing team and proprietary digital strategies, JMU will have the ability to build awareness and interest with younger populations in a way that's targeted and efficient. Our only-found-here capabilities include Audience Select, the most precise Display advertising for higher education. We deliver unprecedented targeting by leveraging academic achievement-oriented data from our proprietary CollegeXpress database, layered with 700 different data points including geography, ethnicity, and household income. Our Mobile Footprints capability combines the power of geofencing, Mobile Location Targeting, and IP Targeting and enables delivery to any device in the household, putting your message not only in front of students but any decision-making stakeholders living under the same roof.

TO OFF-SET THE IMPACT OF THE HIGH SCHOOL GRADUATION CLIFF THAT HAS ALREADY HIT PARTS OF THE UNITED STATES AND BY 2026 WILL IMPACT 48 STATES DIRECTLY AND 50 DIRECTLY AND INDIRECTLY, JMU SEEKS TO CONTRACT WITH A MARKETING FIRM THAT CAN ASSIST IN DEVELOPING A LONG-TERM, COMPREHENSIVE MARKETING AND COMMUNICATIONS PLAN IN ORDER TO CONTINUE TO MEET ENROLLMENT GOALS, SPECIFICALLY INNOVATIVE, ECONOMICALLY FEASIBLE AND SUSTAINABLE RECRUITMENT METHODS IN NEW REGIONS AND INCREASED YIELD IN THE MIDST OF INCREASED COMPETITION

There is a growing body of literature on the psychology of choice and preference. We've harnessed the combination of demographics and psychographics to help JMU leverage key insights that lead to engagement. Because value emerges from a process of comparison, it is vital to know who you are, and how you are perceived. From there, we help you understand the competitive landscape and know exactly how you are being compared against the competitive set. When strategizing on market positioning, identifying incremental audiences, and new market potential, we leverage a set of market research tools to pinpoint where JMU can stand out from the crowd, design messaging that cuts through the clutter, and offers a realistic picture of what is possible from desired markets. The final piece is fulfilling personalized communication through well thought out, integrated communications.

your team
+ what to expect





Sheridan Thurber
REGIONAL DIRECTOR

As Regional Director, Sheridan Thurber advises and serves Carnegie’s clients, working to understand their challenges and align appropriate services to help them reach their goals. Sheridan serves as a resource for clients by understanding industry trends and cutting-edge solutions. During her time at the University of Missouri, Sheridan earned a degree in Communication and became heavily involved in nonprofit work. Upon graduation, she moved to Nashville and worked alongside country music artists to develop their authentic brands and social platforms. She then transitioned into the world of higher education, serving clients from coast to coast.



Eric Page
EVP, ENROLLMENT + MARKETING STRATEGY

With more than 15 years of experience leading and executing cutting-edge communications and marketing strategy, Eric Page brings a bold approach to identifying solutions for Carnegie’s clients. He has expertise in strategic planning, organizational dynamics, higher education enrollment and marketing, media and public relations, digital marketing, social media, website design, storytelling, and content marketing strategy. Eric previously led the admission recruitment and marketing team at the University of Iowa, where he engineered a 17% growth in enrollment over a two-year period. He holds a BS in Journalism from the University of Wisconsin–River Falls as well as a master’s degree in Organizational Leadership from St. Ambrose University.



Dave Viggiano
EVP, RESEARCH, STRATEGY, CREATIVE

David Viggiano has more than two decades of experience delivering strategic communications, enrollment, and research solutions. He leads the Strategy team in coalescing its unique research and strategy to bring exceptional insights and value to bear on all projects. A skilled leader and strategist, “Vigg” has experience working with leadership at the highest levels of institutions. He is adept at ensuring that a partnership with Carnegie is fine-tuned to meet the most pressing needs of organizations across the country. Vigg spent 16 years at his alma mater, Syracuse University, advancing enrollment communications to the forefront of the industry. He has a BS from the Newhouse School and an MBA from the Whitman School at Syracuse.



Bethany Talbert
SVP, CREATIVE

Bethany Talbert is a fearless advocate for client transformation and the end-user experience. She captures clients’ stories and marries herself to their cause with creative on-point content strategy and crystal-clear execution. She cares about what makes content good, ensuring the brand comes through at every touchpoint and interaction. With over 10 years of consultancy experience with for- and not-for-profit organizations worldwide, her portfolio spans the breadth of creative know-how from copywriter and designer to web developer and marketer. Her multidisciplinary knowledge and collaborative approach make her a beloved friend and expert craftsman for complex organizations within diverse industries.



Katie Sentissi
AVP, DIGITAL STRATEGY

Katie has worked in digital marketing for over nine years, specializing in strategic campaign development across paid search, Display, social media, and streaming services. Katie is extremely passionate about higher education marketing and helping clients meet their enrollment goals through continued optimization of strategy, implementation, and testing of new digital marketing tactics. As AVP of Digital Strategy, Katie works with clients to set strategies and create comprehensive digital advertising campaigns that are aligned with achieving each institution's objectives and enrollment goals. From the proposal process to campaign implementation, optimization, and analysis, Katie works closely as a liaison between Carnegie's Digital team and clients to ensure successful campaigns.



Brenna Burke
ENROLLMENT STRATEGIST

Brenna will serve as your lead Enrollment Strategist, overseeing name-buy consultation, and keeping you informed of industry trends to ensure that your campaigns are as effective as they are efficient. If you want to speak the right language to your prospective students, have Brenna on speed dial. She's a master at monitoring campaigns like a hawk, always looking for a fresh way to connect to your ideal audience.



Jared Brickman
SVP, RESEARCH

With a decade of communication technology and campaign study and research experience, Jared Brickman considers himself a true data geek. Driven by teasing out stories from the numbers, his approach to research is practical and focused, using a variety of quantitative and qualitative methods. He has won local, national, and international awards for his overall research acumen as lead of projects focused on mobile health, viral web content, and online social support. He is an active member of the research review community and is an upcoming member of the editorial board for the peer-reviewed journal *New Media and Society*. Now residing in Vancouver, Washington, Jared earned all three of his degrees, including a doctorate, in Communication at Washington State University. He is a dog lover and volunteer for the Guide Dogs for the Blind organization.



Melissa Vangsness
SENIOR STRATEGIST

With over a decade in the industry, Melissa Vangsness has an exceptional passion for elevating brands and has gained recognition for her ability to move organizations forward. Known for her relentless work ethic, she is a fearless champion of everything she does. After relinquishing her post as Director of Communications and Marketing at the University of Minnesota, Morris, Melissa is now using her expertise at Carnegie to guide clients through research, strategy, creative, and strategic marketing. She holds a bachelor's degree from North Dakota State University and a master's in Strategic Communication from Concordia University, St. Paul. Melissa resides in Minnesota with her husband, Mike, and two daughters.

WHAT TO EXPECT

+ **Account Management**

We begin every project by meeting with your core team, reviewing the full scope of the project, and discussing immediate next steps. We dive deep into any relevant research previously conducted and analyze brand strategy that might be already in place. We confirm goals, audiences, and priorities then walk through our processes and systems for information access and sharing. A shared folder is provided so you have ongoing access to all research, assets, and files for review. Driven by the full scope of our work together, recurring meetings and/or milestone presentations will be scheduled to create a road map for our work together. Each account is assigned a dedicated account team. Your primary contact will be an account manager—all day-to-day communications funnel through this contact to provide you with a clear and consistent channel to your Carnegie team. Additional subject matter experts are also assigned to specific projects so you will always receive support from the industry's best minds. While your account manager facilitates the tactical production of work, the strategists and specialists on your account team are always available for strategic consultation. As any project or campaign concludes, your account team will circle back to the basics: What did we learn about your goals along the way? Which KPIs performed better than others? How did we adjust our approach along the way to address new challenges and unexpected events? What do next steps look like for maintaining success? And what level of support is desired in those next steps? While our goal is to become a long-term strategic partner, that looks different for every client. For some, that means a campaign is "always on" in one form or another. For others, our support is seasonal or in key moments of high-stakes need. In all scenarios, we remain agile and adaptable.

+ **The Carnegie difference**

We are award-winning designers, strategists, and storytellers, but most importantly, we're an extension of your marketing and communications team. We see your wins as our wins. Your story is like no one else's, and we're excited to work alongside you as your strategic partner in telling it. Ask any of the hundreds of schools that have entrusted their marketing to our expertise—we work hard, we invest deeply, and we pride ourselves on our long-lasting partnerships and the impact we make.

+ **Higher education expertise**

At Carnegie, higher education isn't just one area in which we work—it's been our passion and our main focus for the past three decades. We have a depth of knowledge of the nuances of this industry—prospective students and their expectations, organizational dynamics, internal politics, systems, processes—that you won't find anywhere else. What's more, many of our staff have worked inside the unique world of higher education. Unlike many agencies, you won't waste your time training us on your industry and its challenges. The world-class team we've assembled for James Madison come from diverse backgrounds and verticals but are well versed in crafting positioning platforms, brand standards, communications-flow materials, and more specific to higher education.

case studies





+ CHALLENGE

Samford University needed a partner who could produce exceptionally authentic recruitment pieces and the vast majority of its communications flow to prospective students. As a premier academic institution, it sought bold, persuasive cross-channel marketing, guided by robust data and rooted in its true character. **Samford required a partner who could match its exacting standards and bring its national reputation to the next level.**

+ STRATEGY

Carnegie provided data-driven strategies to determine Samford’s authentic personality, market position, and opportunities to increase reputational standing. These were developed through consensus-building campus workshops along with market perception studies, competitive analyses, and student persona identification (Darts) workshops that revealed precise, segmented understanding of Samford’s current and future students. **The resulting brand story equipped Carnegie to deliver a comprehensive set of targeted, personality-driven marketing collateral including new institutional and athletic logos, campaign concepts, print collateral, photography, microsites, email, website personalization, and digital ads.**

+ RESULTS

Samford’s and Carnegie’s partnership has resulted in more than five years of record growth in applications, admits, deposits, and academic and geographic profile, 18% enrollment growth, and 43% reduced spending on Search. **Samford’s clarity around its identity as an institution and its core offering to students has raised morale across campus and positioned admission leaders as a source of vision and momentum in connecting Samford with its audience in compelling and authentic ways that work.**

5

YEARS RECORD APPLICATION, ADMIT, AND DEPOSIT GROWTH

12

CONSECUTIVE YEARS OF RECORD ENROLLMENT GROWTH

18%

ENROLLMENT GROWTH OVER PAST FIVE YEARS

43%

REDUCED SPENDING ON SEARCH







+ CHALLENGE

St. Ambrose University was seeking a partner to better understand who it was as an institution and define brand messaging in order to ensure clear and consistent communications across departments. Enrollment was declining, marketing assets were out of date, and the institution was unhappy with the efforts of previous creative vendors. **It was time to revitalize its strategy and tell a better story.**

+ STRATEGY

Carnegie conducted live and online personality workshops, a competitive audit, and a perception study to arrive at a comprehensive understanding of St. Ambrose’s authentic personality and strategic positioning in the higher education market. A collateral and enrollment communications analysis, new market analysis, and student persona identification (Darts) further identified opportunities for strategic and targeted marketing. **Now armed with a clearly defined brand story, Carnegie helped bring it to life through a comprehensive set of campaign-integrated, Dart-targeted marketing collateral: print, photography, videos, and digital ads.**

+ RESULTS

The resulting “Believe In” campaign, 30–60-second videos, personified photography, and 32-page viewbook introduced a powerful story to key audiences, drawing new interest and deeper engagement among students. SAU has since extended its partnership with Carnegie into execution of personified, highly targeted digital strategies in key market areas and Darded student lists. In year one of implementation of these efforts, St. Ambrose experienced significant enrollment growth, including 20% first-year enrollment growth and 0% melt. **This solid increase is proof positive that putting the right message in front of the right people is key to increased engagement.**

20%
FIRST-YEAR
ENROLLMENT GROWTH

0%
MELT





As an innovator, we trust our heroes with an...
Our students and professors...
At St. Ambrose, you'll engage...
what it means to live a meaningful life...
from philosophers, artists and...
offers both new risks and new...
It all comes together as you...
to develop and use in the world...
comes together in the adventure...

We're with you.

A St. Ambrose University education equips you like no other—because St. Ambrose is a university like no other. You'll learn to think deeply, to travel boldly and to use your abilities for the good of others. Because at St. Ambrose, we don't wait for the future to arrive, we pursue it with everything we've got.

Let's start this journey together.

EMBARK

At the start of your journey...
Through every stage along the way...
As your future flashes brightly...
These things will serve you well:
Traditions that inspire and sustain.
Friends who bring out your best.
Professors who guide and challenge.
A community that thrives together.
Experiences that prepare you for all that lies ahead.

St. Ambrose University

www.sau.edu

"Being involved in Habitat for...
has been an incredibly eye-op...
experience. It has shown me...
blessed and fortunate to...
been an excellent oppo...
and help others in...

Augustana College

+ CHALLENGE

Augustana College, a private liberal arts institution in Illinois, came to Carnegie with a need for unified messaging and more effective and impactful recruitment marketing. **Facing shrinking market share and an enrollment plateau, Augustana needed to unify its voice and establish a foundation for growth.** Internally, personal preferences and anecdotal information were largely driving marketing decisions. The College also sensed misaligned perceptions in markets immediately surrounding campus, making enrollment growth in those markets challenging.

+ STRATEGY

We facilitated live workshops with more than 650 Augustana stakeholders—faculty, staff, alumni, leadership—to build consensus around its differentiators and brand personality. We also collected external perception data from surrounding DMAs and conducted an indepth analysis of Augustana’s messaging and that of its competitive set. This research confirmed a gap in perception between internal stakeholders and the public and also revealed unclaimed opportunity space in Augustana’s market for more imaginative and expressive storytelling. **Leveraging this research, we delivered a message platform that clarified Augustana’s authentic personality and formed a strong basis for ongoing marketing, internal communications, and beyond.** Grounded in this message platform, our Creative team delivered a campaign concept and on-campus multimedia shoot, arming Augustana with resources to communicate powerfully and cohesively across traditional and digital marketing, print materials, and more.

+ RESULTS

Augustana has experienced remarkable growth in the first year of implementation of its brand message and positioning strategy, including 24% growth in key counties within 100 miles of campus (against an original goal of 10% growth) and approximately 20% overall first-year enrollment growth. Armed with data to manage enrollment marketing and a unified toolkit for messaging across marketing, admissions, public relations, web, and more, Augustana now has an actionable toolkit to speak with one voice, train its team, and communicate authentically to its audiences. As Augustana continues to pursue goals of growth and enrollment diversity, our partnership has continued through a digital campaign to elevate awareness in key markets as well as personality-based enrollment audience segmentation.

20%

FIRST-YEAR
ENROLLMENT GROWTH

24%

ENROLLMENT GROWTH IN KEY COUNTIES
WITHIN 100 MILES OF CAMPUS





Augustana

INQUIRE BOLDLY INVENT BRIGHTLY

APPLY NOW

IMAGINE BRIGHTLY

Your curiosity can unlock incredible discoveries. Your passion can inspire powerful hope. Your creativity can change the world. At Augustana College, you turn your gifts into pathways of bold exploration. At Augustana, you don't just gain a degree and a pathway to your career. You find yourself transformed. And everything that lies ahead becomes bolder and brighter.

and bright future at Augustana.edu/boldly.

and when they make it their own, they find that it unleashes growth.

Augustana College
<http://Augustana.edu>
 About Academics Visit Us **A** Student Life FAQ Contact

EXPLORE BOLDLY DISCOVER BRIGHTLY

At Augustana College, we believe that how you do things makes all the difference in the world. And we don't do anything halfway.

APPLY NOW

1:39 LTE

ESPN NETWORKS

SPORTSCENTER

Latest ESPN programming: Check out the lineup

Augustana College

INQUIRE BOLDLY INVENT BRIGHTLY

APPLY NOW

AND COWBOYS

ATHLETES WHO INSPIRE

We're all inspired by a hero in the game. For athletes, it's the athletes, great athletes. We're all inspired by the way they're playing the game. We're all inspired by the way they're playing the game. We're all inspired by the way they're playing the game.

Next-Level Launchpads

CORE: Career Opportunities, Research, Exploration, Leadership, and more. You can make a difference. You can make a difference. You can make a difference.

TAKE THE NEXT STEPS TOWARD A BOLD AND BRIGHT FUTURE.

SIGN UP

Augustana College
 237 24th Street
 200 Robert Evans, 57201
 800-796-8114
 815-755-3000
www.augustana.edu

Facebook Twitter LinkedIn YouTube

BOLDLY, BRIGHTLY

It's an invitation

REFERENCES

We exist for the success of our clients, with over 600 institutions served and counting.
For a more comprehensive list, visit carnegiedartlet.com/about/client-list.



KERI RURSCH

AVP, Communication & Marketing

309-794-7721
kerirursch@augustana.edu

639 38th Street
Rock Island, IL 61201



JASON BLACK

*Assistant Vice President for Enrollment
Management/Dean of Admission*

205-936-2441
jjblack@samford.edu

800 Lakeshore Drive
Birmingham, AL 35229



ADAM BICKLE

Director of Marketing

563-333-6291
bickleadamr@sau.edu

518 W. Locust Street
Davenport, IA 52803

"Carnegie has been a huge asset to our recruitment process. Our partnership has allowed us to clearly communicate who we are and present our institution in the most true and transparent way. Carnegie has used an individualized approach and taken great care to pursue data that is specific to Samford. Their interest in our institution has provided an authentic and unique message that has contributed to our enrollment growth."

JASON BLACK

AVP for Enrollment Management/Dean of Admission

we're ready to tell your story.

We're proposing a partnership that will provide data-informed, stakeholder-driven marketing while also enabling you to breathe easier as a result of working with us. Time and time again, the individuals we work with describe the process, experience, and outcomes of our work to be game changing for them in their roles.

We are confident in our ability to move James Madison forward across the full breadth of your enrollment and marketing needs. We hope to have the opportunity to discuss these recommendations, and we would welcome the opportunity to review and adjust our proposed approach for your specific budget, priorities, and objectives. We look forward to working alongside you to propel you into unprecedented enrollment marketing success.

forms + attachments



ATTACHMENT A

OFFEROR DATA SHEET

TO BE COMPLETED BY OFFEROR

- 1. **QUALIFICATIONS OF OFFEROR:** Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirements.
- 2. **YEARS IN BUSINESS:** Indicate the length of time you have been in business providing these types of goods and services.

Years 36 Months _____

- 3. **REFERENCES:** Indicate below a listing of at least five (5) organizations, either commercial or governmental/educational, that your agency is servicing. Include the name and address of the person the purchasing agency has your permission to contact.

CLIENT	LENGTH OF SERVICE	ADDRESS	CONTACT PERSON/PHONE #
Missouri Online	2019 - present	136 Clark Hall Columbia, MO 65211	Chris Tipton <i>Interim Director, Marketing & Communications</i> 573-885-3151
University of Cincinnati	2012 - present	47 W. Correy Boulevard Cincinnati, OH 45221	Ashley Bleggi, <i>Director of Marketing</i> 513-556-6549
Northeastern Illinois University	2014- present	5500 N St Louis Ave Chicago, IL 60625	Matt Byerly, <i>Creative Director</i> 773-442-5627
University of Denver	2004 - present	2199 S University Blvd Denver, CO 80210	Renea Morris <i>Vice Chancellor, Division of Marketing & Communications</i> 303-871-2711
University of Wisconsin - Eau Claire	2015 - present	105 Garfield Ave PO Box 4004 Eau Claire, WI 54701	Becky Dienger <i>Director of Integrated Marketing and Communications</i> 715-836-4423

- 4. List full names and addresses of Offeror and any branch offices which may be responsible for administering the contract.

Meghan Dalesandro - 210 Littleton Ave, Suite 100, Westford MA, 01886

Sheridan Thurber - 210 Littleton Ave, Suite 100, Westford MA, 01886

Molly Fitzgerald - 210 Littleton Ave, Suite 100, Westford MA, 01886

Jorie Antuma - 210 Littleton Ave, Suite 100, Westford MA, 0188

- 5. **RELATIONSHIP WITH THE COMMONWEALTH OF VIRGINIA:** Is any member of the firm an employee of the Commonwealth of Virginia who has a personal interest in this contract pursuant to the [CODE OF VIRGINIA](#), SECTION 2.2-3100 – 3131?

YES NO

IF YES, EXPLAIN: _____

ATTACHMENT B

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Offeror Name: Carnegie Dartlet LLC Preparer Name: Rachel Stanback

Date: 10.6.2021

Is your firm a Small Business Enterprise certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes No X

If yes, certification number: Certification date:

Is your firm a Woman-owned Business Enterprise certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes No X

If yes, certification number: Certification date:

Is your firm a Minority-Owned Business Enterprise certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes No X

If yes, certification number: Certification date:

Is your firm a Micro Business certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes No X

If yes, certification number: Certification date:

Instructions: Populate the table below to show your firm's plans for utilization of small, women-owned and minority-owned business enterprises in the performance of the contract. Describe plans to utilize SWAMs businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.

Small Business: "Small business " means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years.

Woman-Owned Business Enterprise: A business concern which is at least 51 percent owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more women, and whose management and daily business operations are controlled by one or more of such individuals. For purposes of the SWAM Program, all certified women-owned businesses are also a small business enterprise.

Minority-Owned Business Enterprise: A business concern which is at least 51 percent owned by one or more minorities or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more minorities and whose management and daily business operations are controlled by one or more of such individuals. For purposes of the SWAM Program, all certified minority-owned businesses are also a small business enterprise.

Micro Business is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees AND no more than \$3 million in average annual revenue over the three-year period prior to their certification.

All small, women, and minority owned businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSD) to be counted in the SWAM program. Certification applications are available through SBSD at 800-223-0671 in Virginia, 804-786-6585 outside Virginia, or online at http://www.sbsd.virginia.gov/ (Customer Service).

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT B (CNT'D)
Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Procurement Name and Number: Admissions and Geodemographic Research and Marketing Services - RFP# JPG-1131 Date Form Completed: 10.6.21

Listing of Sub-Contractors, to include, Small, Woman Owned and Minority Owned Businesses
for this Proposal and Subsequent Contract

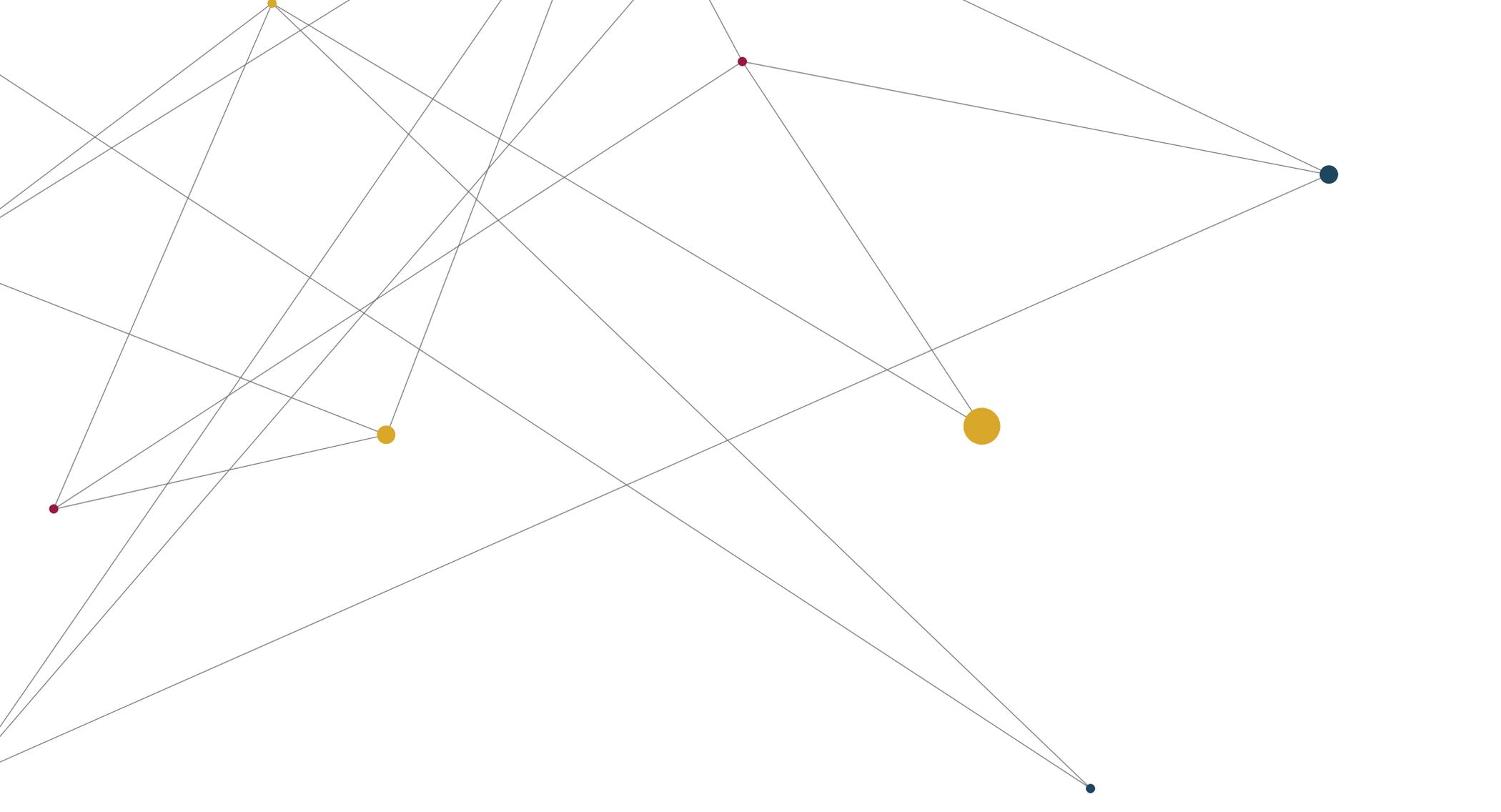
Offeror / Proposer: Carnegie Dartlet LLC 210 Littleton Road, Suite 100, Westford, MA 01886 Meghan Dalesandro - 978-692-5092
Firm Address Contact Person/No.

Sub-Contractor's Name and Address	Contact Person & Phone Number	SBSD Certification Number	Services or Materials Provided	Total Subcontractor Contract Amount (to include change orders)	Total Dollars Paid Subcontractor to date (to be submitted with request for payment from JMU)

(Form shall be submitted with proposal and if awarded, again with submission of each request for payment)

RETURN OF THIS PAGE IS REQUIRED

NOTE: Carnegie has the capabilities to perform all services in house but we are willing to work with any small business, women/military owned vendor that James Madison University requires.



CARNEGIE

210 LITTLETON ROAD, SUITE 100
WESTFORD, MA 01886
978-692-5092

info@carnegiedartlet.com
carnegiedartlet.com

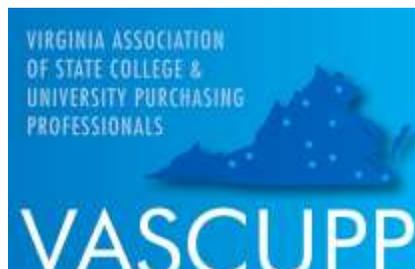


Request for Proposal

RFP# JPG-1131

**Admissions and Geodemographic Research and
Marketing Services**

September 15, 2021



REQUEST FOR PROPOSAL
RFP# JPG-1131

Issue Date: September 15, 2021
Title: Admissions and Geodemographic Research and Marketing Services
Issuing Agency: Commonwealth of Virginia
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Period of Contract: From Date of Award Through One Year (Renewable)

Sealed Proposals Will Be Received Until 2:00 PM on October 13, 2021 for Furnishing The Services Described Herein.

SEALED PROPOSALS MAY BE MAILED, EXPRESS MAILED, OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.

All Inquiries for Information and Clarification Should Be Directed To: Jeremy Good, Buyer Specialist, Procurement Services, goodjp@jmu.edu; 540-568-3131; (Fax) 540-568-7935 not later than five business days before the proposal closing date.

NOTE: THE SIGNED PROPOSAL AND ALL ATTACHMENTS SHALL BE RETURNED.

In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the goods/services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Name and Address of Firm:

By:

(Signature in Ink)

Name:

(Please Print)

Date:

Title:

Web Address:

Phone:

Email:

Fax #:

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1 _____ #2 _____ #3 _____ #4 _____ #5 _____ (please initial)

SMALL, WOMAN OR MINORITY OWNED BUSINESS:

YES; NO; *IF YES* ⇒ ⇒ SMALL; WOMAN; MINORITY ***IF MINORITY:*** AA; HA; AsA; NW; Micro

Note: This public body does not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

REQUEST FOR PROPOSAL

RFP # JPG-1311

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I. PURPOSE

The purpose of this Request for Proposal (RFP) is to solicit sealed proposals from qualified sources to enter into a contract to provide Admissions Geodemographic Research and Marketing Services for James Madison University (JMU), an agency of the Commonwealth of Virginia. Initial contract shall be for one (1) year with an option to renew for four (4) additional one-year periods.

II. BACKGROUND

About James Madison University

Founded in 1908, James Madison University (JMU) is a comprehensive public university located in Virginia's Shenandoah Valley. JMU is a community of higher learning that reaches beyond the pursuit of instruction, developing well-rounded citizens who make a real difference in the world. We are continually building a culture marked by strong relationships, engagement, teaching excellence, ethical reasoning, discovery, and a commitment to the liberal arts and sciences. Students often describe their experience as one where we "hold the door open" for each other. We see this as both literal – reflecting a warm and welcoming community – and figurative, where we open opportunities for our students by fostering the cultivation of ideas in and beyond the classroom. We offer the benefits and resources of large scale and mass while providing close relationships between students and faculty – the benefits of big with a small feel.

At JMU, that's what Being the Change is all about. JMU graduates are far more than merely educated. Members of a fellowship of doers, they know how to make things happen. They've honed their ability to think critically. They've learned the importance of a strong work ethic and have become committed to and skilled at collaborating with others. Equal parts intellect and action help mold JMU graduates. Crafting the knowledge. Walking the walk. Seizing the day. Being the Change.

In June 2020, JMU adopted a new strategic plan that positions the University to respond to the ever-changing needs of our local, regional, and global communities. JMU's strategic plan has four guiding priorities:

1. Being the Change at Work and in the World
2. Embracing Diversity, Equity, and Inclusion
3. Attracting the Students of Tomorrow
4. Recovery and Learning from COVID-19 and Beyond

In 2022, JMU will be reclassified as an R2 high research university, effectively making the institution a national university. This is due to growth in JMU's graduate and doctoral programs. While this reclassification will not change the essential offering of JMU, it will have an impact on external university rankings (such as U.S. News and World Report). The university has performed well in regional rankings thus far, but as we move to a national status, we anticipate typically ranked accolades to drop.

JMU has an enrollment of approximately 22,000 students and 4,000 faculty and staff with more than 600 departments that support seven academic divisions. The University offers over 120 majors, minors, and concentrations. Further information about the university can be found at the following website: www.jmu.edu.

About JMU Admissions

Undergraduate Admissions to JMU is selective. The Class of 2025 was selected from 22,040 applicants. The top schools with which JMU competes for applicants include large public research institutions and mid-size private liberal arts institutions. Of the 18,461 students admitted to JMU for the Class of 2025, approximately 4,800 enrolled for fall 2021; 79% in-state, and 21% are out-of-state. Approximately 41% of first-year students are male and 24% are students of color. Half the applicants admitted to JMU have an SAT score between 1180 and 1340 or an ACT score of 25 and 30.

JMU's retention and graduation rates are above the national average; 90% retention rate and 6-year graduation rate of 82%. After graduation, 98% of 2020 JMU graduates were employed in graduate school or involved in other career endeavors within six months of graduation. Recently, JMU has experienced shifts in the type of student who applies (in and out-of-state), a 10% decline in applications primarily from out-of-state applicants, and a slight decline in the academic profile of the student who enrolls. JMU's recruitment model leverages strategies based on past performance, academic profile, historical travel patterns, and final enrollment yield. JMU is experiencing downward trends in the yield from admitted applicants. JMU's ability to reach the type of prospective students who would enroll if admitted has declined. Out of state, JMU has seen a decline in yield from regions that typically provide students. This trend will continue unless efforts are made to expand JMU's brand awareness, identify new and emerging markets, and develop a robust targeted marketing plan. We historically work with a modest marketing budget and staffing resources.

JMU has continued to refine recruitment strategies to attract inquiries, applications, and enrollees in primary market areas. A personal approach to the individual inquiry/applicant has been a priority, yet due to increased competition and the increasing financial need of our applicant pool, our efforts have been inhibited. In June 2021, Undergraduate Admissions made the switch to use Slate as the primary CRM, expanding communication options and data management beyond our previous capabilities.

JMU seeks to work with a marketing firm whose background and mission is to work with universities on market analysis, marketing strategies, and enrollment efforts; a firm that supports the full admissions life cycle of student recruitment.

III. SMALL, WOMAN-OWNED AND MINORITY PARTICIPATION

It is the policy of the Commonwealth of Virginia to contribute to the establishment, preservation, and strengthening of small businesses and businesses owned by women and minorities, and to encourage their participation in State procurement activities. The Commonwealth encourages contractors to provide for the participation of small businesses and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other contractual opportunities. Attachment B contains information on reporting spend data with subcontractors.

IV. STATEMENT OF NEEDS

1. The Office of Admissions at JMU is seeking admissions geodemographic research and marketing services to identify new and emerging markets, develop marketing strategies to attract students in existing and new markets, and increase overall student yield. Respond to each area below in detail and describe your firm's background in these general categories.

- a. Geodemographic and market analysis of new and existing markets to identify new pipelines of students in and out of state.
 - b. Identify and develop a 5-year comprehensive strategy to increase enrollment from underrepresented student populations and programs of study.
 - i. Increase male enrollment by 10%.
 - ii. Increase racial and ethnic diversity enrollment from 24% to 30%.
 - iii. Increase first-generation enrollment by 10%.
 - iv. Increase the percentage of Science, Technology, Engineering, and Mathematics (STEM) applicants by 10%.
 - v. Increase the number out-of-state applications in existing and emerging markets.
 - vi. Stabilize and improve out-of-state enrollment with an enrollment goal of 30% out-of-state representation.
 - c. Developing inquiries and leading the inquiries to applicants.
 - d. Increasing the percent of admitted students who matriculate.
 - e. Maintaining and strengthening university presence in existing markets.
 - f. Expanding brand awareness to a national scale.
 - g. Identifying advertising opportunities with a high return - including digital, print and out-of-home formats.
 - h. Working with colleges that are moving to a higher Carnegie reclassification.
 - i. Building successful strategies for CRM implementation (preferably in Slate). Describe other CRM technologies for which you support integration.
 - j. Scanning existing marketing practices, communication methods and team organization to offer feedback on how to improve.
2. Describe your firm's ability/experience with each of the following items. JMU is looking for a partner that:
- a. Has a strong reputation of being collaborative.
 - b. Has an established track record of helping clients achieve enrollment goals.
 - c. Has a reputation of being innovators.
 - d. Can audit existing practices and work with JMU staff to improve the organization of our recruitment teams.
 - e. Has experience with CRM Slate and marketing integration with Slate.

- f. Can incorporate and improve upon the parts of JMU's recruitment efforts that have been successful, including:
 - i. Use of geodemographic data
 - ii. Purchasing of names
 - iii. The JMYOU platform
 - iv. Taking in-state/out-of-state inquiries to the applicant stage
 - v. Regional advertising strategies
 - vi. Budget allocation for recruitment, advertising and marketing
 - vii. Translation of the university's brand for prospective students
 - viii. Digital advertising strategies
 - ix. Student and parent communication methods/strategies
3. Describe in detail your firm's approach to meeting the recruitment goals of JMU that the requested marketing company is expected to support.
 - a. Allow JMU to dominate its primary markets relating to inquiries generated, applications received, and students enrolled.
 - b. With the impending high school graduate decline, JMU is looking for a partner with an innovative approach to enrollment marketing that will:
 - i. Incorporate the existing geodemographic data that JMU uses to identify regions that possess students who might be interested in JMU.
 - ii. Provide messaging and instant replies tailored to the student's specific interests.
 - iii. Incorporate internally generated names from university outreach in admissions recruitment efforts.
 - iv. Develop organized marketing initiatives that work collectively to attract and maintain the interest of potential students from 7-12th grade.
 - v. Help JMU increase its market share in key in-state and out-of-state regions.
 - vi. Help raise JMU's name recognition and the value of the JMU educational experience.
 - vii. Develop and implement a comprehensive plan to market the value of a JMU degree in new and existing market areas.
 - viii. Increase the yield of admits to enrolled, to enable JMU to meet annual enrollment targets.

- ix. Develop organized marketing initiatives that work collectively to close the deal and move admits to enrollees.
 - x. Help JMU increase yield in key in-state and out of state regions.
 - xi. Raise the recognition of the value of JMU's educational experiences to increase matriculates.
 - xii. Identify where JMU should increase and decrease recruitment efforts in order to maximize impact on enrollment.
 - xiii. Incorporate the various academic and co-curricular parts of JMU into the yield effort.
 - xiv. Increase the JMU name recognition in current markets.
4. In addition, to off-set the impact of the high school graduation cliff that has already hit parts of the United States and by 2026 will impact 48 states directly and 50 directly and indirectly, JMU seeks to contract with a marketing firm that can assist in developing a long-term, comprehensive marketing and communications plan in order to continue to meet enrollment goals, specifically:
- a. JMU's primary out-of-state regions will be impacted heavily. JMU needs a marketing plan to identify innovative, economically feasible and sustainable recruitment methods in new regions. Describe in detail how your firm would work to meet this goal.
 - b. JMU's primary in-state and out-of-state regions will see an influx of new competitors as they try to increase the yield from these same regions. JMU must be ready to defend these regions and increase the portion of students who seriously consider our University. Describe in detail how your firm would work to meet this goal.

V. PROPOSAL PREPARATION AND SUBMISSION

A. GENERAL INSTRUCTIONS

To ensure timely and adequate consideration of your proposal, offerors are to limit all contact, whether verbal or written, pertaining to this RFP to the James Madison University Procurement Office for the duration of this Proposal process. Failure to do so may jeopardize further consideration of Offeror's proposal.

1. RFP Response: In order to be considered for selection, the **Offeror shall submit a complete response to this RFP**; and shall submit to the issuing Purchasing Agency:
 - a. **One (1) original and seven (7) copies** of the entire proposal, INCLUDING ALL ATTACHMENTS. Any proprietary information should be clearly marked in accordance with 3.f. below.
 - b. **One (1) electronic copy in WORD format or searchable PDF (CD or flash drive)** of the entire proposal, INCLUDING ALL ATTACHMENTS. Any proprietary information should be clearly marked in accordance with 3.f. below.
 - c. Should the proposal contain **proprietary information**, provide **one (1) redacted hard copy** of the proposal and all attachments with **proprietary portions removed or**

blacked out. This copy should be clearly marked “*Redacted Copy*” on the front cover. The classification of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. JMU shall not be responsible for the Contractor’s failure to exclude proprietary information from this redacted copy.

No other distribution of the proposal shall be made by the Offeror.

2. The version of the solicitation issued by JMU Procurement Services, as amended by an addenda, is the mandatory controlling version of the document. Any modification of, or additions to, the solicitation by the Offeror shall not modify the official version of the solicitation issued by JMU Procurement services unless accepted in writing by the University. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, JMU reserves the right to decide, on a case-by-case basis in its sole discretion, whether to reject such a proposal. If the modification or additions are not identified until after the award of the contract, the controlling version of the solicitation document shall still be the official state form issued by Procurement Services.
3. Proposal Preparation
 - a. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in the purchasing agency requiring prompt submissions of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by the purchasing agency. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.
 - b. Proposals shall be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
 - c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page. The proposal should contain a table of contents which cross references the RFP requirements. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at the appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.
 - d. As used in this RFP, the terms “must”, “shall”, “should” and “may” identify the criticality of requirements. “Must” and “shall” identify requirements whose absence will have a major negative impact on the suitability of the proposed solution. Items labeled as “should” or “may” are highly desirable, although their absence will not have a large impact and would be useful, but are not necessary. Depending on the overall response to the RFP, some individual “must” and “shall” items may not be fully satisfied, but it is the intent to satisfy most, if not all, “must” and “shall” requirements.

The inability of an offeror to satisfy a “must” or “shall” requirement does not automatically remove that offeror from consideration; however, it may seriously affect the overall rating of the offeror’ proposal.

- e. Each copy of the proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.
 - f. Ownership of all data, materials and documentation originated and prepared for the State pursuant to the RFP shall belong exclusively to the State and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by the offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the offeror must invoke the protection of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret materials submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and will result in rejection and return of the proposal.
4. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to James Madison University. This provides an opportunity for the Offeror to clarify or elaborate on the proposal. This is a fact-finding and explanation session only and does not include negotiation. James Madison University will schedule the time and location of these presentations. Oral presentations are an option of the University and may or may not be conducted. Therefore, proposals should be complete.

B. SPECIFIC PROPOSAL INSTRUCTIONS

Proposals should be as thorough and detailed as possible so that James Madison University may properly evaluate your capabilities to provide the required services. Offerors are required to submit the following items as a complete proposal:

1. Return RFP cover sheet and all addenda acknowledgements, if any, signed and filled out as required.
2. Plan and methodology for providing the goods/services as described in Section IV. Statement of Needs of this Request for Proposal.
3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
4. Offeror Data Sheet, included as *Attachment A* to this RFP.
5. Small Business Subcontracting Plan, included as *Attachment B* to this RFP. Offeror shall provide a Small Business Subcontracting plan which summarizes the planned utilization of Department of Small Business and Supplier Diversity (SBSD)-certified small businesses which include businesses owned by women and minorities, when they have received

Department of Small Business and Supplier Diversity (SBSD) small business certification, under the contract to be awarded as a result of this solicitation. This is a requirement for all prime contracts in excess of \$100,000 unless no subcontracting opportunities exist.

6. Identify the amount of sales your company had during the last twelve months with each VASCUPP Member Institution. A list of VASCUPP Members can be found at: www.VASCUPP.org.
7. Proposed Cost. See Section X. Pricing Schedule of this Request for Proposal.

VI. EVALUATION AND AWARD CRITERIA

A. EVALUATION CRITERIA

Proposals shall be evaluated by James Madison University using the following criteria:

1. Quality of products/services offered and suitability for intended purposes
 2. Qualifications and experience of Offeror in providing the goods/services
 3. Specific plans or methodology to be used to perform the services
 4. Participation of Small, Women-Owned, & Minority (SWaM) Businesses
 5. Cost
- B. **AWARD TO MULTIPLE OFFERORS**: Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The Commonwealth reserves the right to make multiple awards as a result of this solicitation. The Commonwealth may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should the Commonwealth determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.

VII. GENERAL TERMS AND CONDITIONS

- A. **PURCHASING MANUAL**: This solicitation is subject to the provisions of the Commonwealth of Virginia's Purchasing Manual for Institutions of Higher Education and Their Vendors and any revisions thereto, which are hereby incorporated into this contract in their entirety. A copy of the manual is available for review at the purchasing office. In addition, the manual may be accessed electronically at <http://www.jmu.edu/procurement> or a copy can be obtained by calling Procurement Services at (540) 568-3145.

- B. APPLICABLE LAWS AND COURTS: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the courts of the Commonwealth. The Contractor shall comply with applicable federal, state and local laws and regulations.
- C. ANTI-DISCRIMINATION: By submitting their proposals, offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and §10 of the Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1 (available for review at <http://www.jmu.edu/procurement>). If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender, sexual orientation, gender identity, or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*§6 of the Rules Governing Procurement*).

In every contract over \$10,000 the provisions in 1. and 2. below apply:

1. During the performance of this contract, the contractor agrees as follows:
 - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
 - c. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting these requirements.
 2. The contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.
- D. ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or subcontractor in connection with their proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.
- E. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into a written contract with the Commonwealth of Virginia, the Contractor certifies that the Contractor does

not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.

- F. DEBARMENT STATUS: By submitting their proposals, offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of goods and/or services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.
- G. ANTITRUST: By entering into a contract, the contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.
- H. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS RFPs: Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, the Commonwealth reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.
- I. CLARIFICATION OF TERMS: If any prospective offeror has questions about the specifications or other solicitation documents, the prospective offeror should contact the buyer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the buyer.
- J. PAYMENT:
 - 1. To Prime Contractor:
 - a. Invoices for items ordered, delivered and accepted shall be submitted by the contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the state contract number and/or purchase order number; social security number (for individual contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).
 - b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.
 - c. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the contractor at the contract price, regardless of which public agency is being billed.
 - d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.

- e. Unreasonable Charges. Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, the Commonwealth shall promptly notify the contractor, in writing, as to those charges which it considers unreasonable and the basis for the determination. A contractor may not institute legal action unless a settlement cannot be reached within thirty (30) days of notification. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1 § 53; available for review at <http://www.jmu.edu/procurement>*).

2. To Subcontractors:

- a. A contractor awarded a contract under this solicitation is hereby obligated:
 - (1) To pay the subcontractor(s) within seven (7) days of the contractor's receipt of payment from the Commonwealth for the proportionate share of the payment received for work performed by the subcontractor(s) under the contract; or
 - (2) To notify the agency and the subcontractors, in writing, of the contractor's intention to withhold payment and the reason.
 - b. The contractor is obligated to pay the subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the contractor that remain unpaid seven (7) days following receipt of payment from the Commonwealth, except for amounts withheld as stated in (2) above. The date of mailing of any payment by U. S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier contractor performing under the primary contract. A contractor's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of the Commonwealth.
3. Each prime contractor who wins an award in which provision of a SWAM procurement plan is a condition to the award, shall deliver to the contracting agency or institution, on or before request for final payment, evidence and certification of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWAM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by the agency or institution, or other appropriate penalties may be assessed in lieu of withholding such payment.
4. The Commonwealth of Virginia encourages contractors and subcontractors to accept electronic and credit card payments.

K. PRECEDENCE OF TERMS: Paragraphs A through J of these General Terms and Conditions and the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors, shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.

- L. QUALIFICATIONS OF OFFERORS: The Commonwealth may make such reasonable investigations as deemed proper and necessary to determine the ability of the offeror to perform the services/furnish the goods and the offeror shall furnish to the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect offeror's physical facilities prior to award to satisfy questions regarding the offeror's capabilities. The Commonwealth further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such offeror fails to satisfy the Commonwealth that such offeror is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.
- M. TESTING AND INSPECTION: The Commonwealth reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.
- N. ASSIGNMENT OF CONTRACT: A contract shall not be assignable by the contractor in whole or in part without the written consent of the Commonwealth.
- O. CHANGES TO THE CONTRACT: Changes can be made to the contract in any of the following ways:
1. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
 2. The Purchasing Agency may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The contractor shall comply with the notice upon receipt. The contractor shall be compensated for any additional costs incurred as the result of such order and shall give the Purchasing Agency a credit for any savings. Said compensation shall be determined by one of the following methods:
 - a. By mutual agreement between the parties in writing; or
 - b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the Purchasing Agency's right to audit the contractor's records and/or to determine the correct number of units independently; or
 - c. By ordering the contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The contractor shall present the Purchasing Agency with all vouchers and records of expenses incurred and savings realized. The Purchasing Agency shall have the right to audit the records of the contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to the Purchasing Agency within thirty (30) days from the date of receipt of the written order from the Purchasing Agency. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the

Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this contract shall excuse the contractor from promptly complying with the changes ordered by the Purchasing Agency or with the performance of the contract generally.

- P. DEFAULT: In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.
- Q. INSURANCE: By signing and submitting a proposal under this solicitation, the offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with § 25 of the Rules Governing Procurement – Chapter 2, Exhibit J, Attachment 1, and 65.2-800 et. Seq. of the Code of Virginia (available for review at <http://www.jmu.edu/procurement>) The offeror further certifies that the contractor and any subcontractors will maintain these insurance coverage during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED FOR MOST CONTRACTS:

1. Workers' Compensation: Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirement under the Code of Virginia during the course of the contract shall be in noncompliance with the contract.
 2. Employer's Liability: \$100,000
 3. Commercial General Liability: \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.
 4. Automobile Liability: \$1,000,000 combined single limit. *(Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third-party owner of such motor vehicle.)*
- R. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract over \$100,000, as a result of this solicitation, the purchasing agency will publicly post such notice on the DGS/DPS eVA web site (www.eva.virginia.gov) for a minimum of 10 days.
- S. DRUG-FREE WORKPLACE: During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a

controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

T. NONDISCRIMINATION OF CONTRACTORS: An offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the offeror employs ex-offenders unless the state agency, department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

U. eVA BUSINESS TO GOVERNMENT VENDOR REGISTRATION, CONTRACTS, AND ORDERS: The eVA Internet electronic procurement solution, website portal www.eVA.virginia.gov, streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet procurement solution by completing the free eVA Vendor Registration. All offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the proposal being rejected. Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

1. For orders issued July 1, 2014 and after, the Vendor Transaction Fee is:
 - a. Department of Small Business and Supplier Diversity (SBSD) certified Small Businesses: 1% capped at \$500 per order.
 - b. Businesses that are not Department of Small Business and Supplier Diversity (SBSD) certified Small Businesses: 1% capped at \$1,500 per order.
2. For orders issued prior to July 1, 2014 the vendor transaction fees can be found at www.eVA.virginia.gov.

3. The specified vendor transaction fee will be invoiced by the Commonwealth of Virginia Department of General Services approximately 60 days after the corresponding purchase order is issued and payable 30 days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes.
- V. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the Commonwealth of Virginia shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.
- W. PRICING CURRENCY: Unless stated otherwise in the solicitation, offerors shall state offered prices in U.S. dollars.
- X. E-VERIFY REQUIREMENT OF ANY CONTRACTOR: Any employer with more than an average of 50 employees for the previous 12 months entering into a contract in excess of \$50,000 with James Madison University to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to any awarded contract.
- Y. CIVILITY IN STATE WORKPLACES: The contractor shall take all reasonable steps to ensure that no individual, while performing work on behalf of the contractor or any subcontractor in connection with this agreement (each, a "Contract Worker"), shall engage in 1) harassment (including sexual harassment), bullying, cyber-bullying, or threatening or violent conduct, or 2) discriminatory behavior on the basis of race, sex, color, national origin, religious belief, sexual orientation, gender identity or expression, age, political affiliation, veteran status, or disability.

The contractor shall provide each Contract Worker with a copy of this Section and will require Contract Workers to participate in training on civility in the State workplace. Upon request, the contractor shall provide documentation that each Contract Worker has received such training.

For purposes of this Section, "State workplace" includes any location, permanent or temporary, where a Commonwealth employee performs any work-related duty or is representing his or her agency, as well as surrounding perimeters, parking lots, outside meeting locations, and means of travel to and from these locations. Communications are deemed to occur in a State workplace if the Contract Worker reasonably should know that the phone number, email, or other method of communication is associated with a State workplace or is associated with a person who is a State employee.

The Commonwealth of Virginia may require, at its sole discretion, the removal and replacement of any Contract Worker who the Commonwealth reasonably believes to have violated this Section.

This Section creates obligations solely on the part of the contractor. Employees or other third parties may benefit incidentally from this Section and from training materials or other communications distributed on this topic, but the Parties to this agreement intend this Section to be enforceable solely by the Commonwealth and not by employees or other third parties.

VIII. SPECIAL TERMS AND CONDITIONS

- A. AUDIT: The Contractor hereby agrees to retain all books, records, systems, and other documents relative to this contract for five (5) years after final payment, or until audited by the

Commonwealth of Virginia, whichever is sooner. The Commonwealth of Virginia, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.

- B. CANCELLATION OF CONTRACT: James Madison University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
- C. IDENTIFICATION OF PROPOSAL ENVELOPE: The signed proposal should be returned in a separate envelope or package, sealed and identified as follows:

From: _____

Name of Offeror	Due Date	Time
Street or Box No.	RFP #	
City, State, Zip Code	RFP Title	
Name of Purchasing Officer: _____		

The envelope should be addressed as directed on the title page of the solicitation.

The Offeror takes the risk that if the envelope is not marked as described above, it may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may be hand-delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

- D. LATE PROPOSALS: To be considered for selection, proposals must be received by the issuing office by the designated date and hour. The official time used in the receipt of proposals is that time on the automatic time stamp machine in the issuing office. Proposals received in the issuing office after the date and hour designated are automatically non responsive and will not be considered. The University is not responsible for delays in the delivery of mail by the U.S. Postal Service, private couriers, or the intra university mail system. It is the sole responsibility of the Offeror to ensure that its proposal reaches the issuing office by the designated date and hour.
- E. UNDERSTANDING OF REQUIREMENTS: It is the responsibility of each offeror to inquire about and clarify any requirements of this solicitation that is not understood. The University will not be bound by oral explanations as to the meaning of specifications or language contained in this solicitation. Therefore, all inquiries deemed to be substantive in nature must be in writing and submitted to the responsible buyer in the Procurement Services Office. Offerors must ensure that written inquiries reach the buyer at least five (5) days prior to the time set for receipt of offerors proposals. A copy of all queries and the respective response will be provided in the form of an addendum to all offerors who have indicated an interest in responding to this solicitation. Your signature on your Offer certifies that you fully understand all facets of this solicitation. These questions may be sent by Fax to 540/568-7935.
- F. RENEWAL OF CONTRACT: This contract may be renewed by the Commonwealth for a period of four (4) successive one year periods under the terms and conditions of the original

contract except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the Commonwealth's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.

1. If the Commonwealth elects to exercise the option to renew the contract for an additional one-year period, the contract price(s) for the additional one year shall not exceed the contract price(s) of the original contract increased/decreased by no more than the percentage increase/decrease of the other services category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.
2. If during any subsequent renewal periods, the Commonwealth elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the other services category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

G. SUBMISSION OF INVOICES: All invoices shall be submitted within sixty days of contract term expiration for the initial contract period as well as for each subsequent contract renewal period. Any invoices submitted after the sixty day period will not be processed for payment.

H. OPERATING VEHICLES ON JAMES MADISON UNIVERSITY CAMPUS: Operating vehicles on sidewalks, plazas, and areas heavily used by pedestrians is prohibited. In the unlikely event a driver should find it necessary to drive on James Madison University sidewalks, plazas, and areas heavily used by pedestrians, the driver must yield to pedestrians. For a complete list of parking regulations, please go to www.jmu.edu/parking; or to acquire a service representative parking permit, contact Parking Services at 540.568.3300. The safety of our students, faculty and staff is of paramount importance to us. Accordingly, violators may be charged.

I. COOPERATIVE PURCHASING / USE OF AGREEMENT BY THIRD PARTIES: It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement. Accordingly, any public body, (to include government/state agencies, political subdivisions, etc.), cooperative purchasing organizations, public or private health or educational institutions or any University related foundation and affiliated corporations may access any resulting contract if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor(s) and shall fully and independently administer its use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.

The Contractor will notify the University in writing of any such entities accessing this contract. The Contractor will provide semi-annual usage reports for all entities accessing the contract. The University shall not be held liable for any costs or damages incurred by any other

participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that the University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes as needed.

J. SMALL BUSINESS SUBCONTRACTING AND EVIDENCE OF COMPLIANCE:

1. It is the goal of the Commonwealth that 42% of its purchases are made from small businesses. This includes discretionary spending in prime contracts and subcontracts. All potential offerors are required to submit a Small Business Subcontracting Plan. Unless the offeror is registered as a Department of Small Business and Supplier Diversity (SBSD)-certified small business and where it is practicable for any portion of the awarded contract to be subcontracted to other suppliers, the contractor is encouraged to offer such subcontracting opportunities to SBSBD-certified small businesses. This shall not exclude SBSBD-certified women-owned and minority-owned businesses when they have received SBSBD small business certification. No offeror or subcontractor shall be considered a Small Business, a Women-Owned Business or a Minority-Owned Business unless certified as such by the Department of Small Business and Supplier Diversity (SBSD) by the due date for receipt of proposals. If small business subcontractors are used, the prime contractor agrees to report the use of small business subcontractors by providing the purchasing office at a minimum the following information: name of small business with the SBSBD certification number or FEIN, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product/service provided. **This information shall be submitted to: JMU Office of Procurement Services, Attn: SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807.**
2. Each prime contractor who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to the contracting agency or institution with every request for payment, evidence of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the small business subcontracting plan. **This information shall be submitted to: JMU Office of Procurement Services, SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807.** When such business has been subcontracted to these firms and upon completion of the contract, the contractor agrees to furnish the purchasing office at a minimum the following information: name of firm with the Department of Small Business and Supplier Diversity (SBSD) certification number or FEIN number, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product or service provided. Payment(s) may be withheld until compliance with the plan is received and confirmed by the agency or institution. The agency or institution reserves the right to pursue other appropriate remedies to include, but not be limited to, termination for default.
3. Each prime contractor who wins an award valued over \$200,000 shall deliver to the contracting agency or institution with every request for payment, information on use of subcontractors that are not Department of Small Business and Supplier Diversity (SBSD)-certified small businesses. When such business has been subcontracted to these firms and upon completion of the contract, the contractor agrees to furnish the purchasing office at a minimum the following information: name of firm, phone number, FEIN number, total dollar amount subcontracted, and type of product or service provided. **This information shall be submitted to: JMU Office of Procurement Services, Attn: SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807.**

- K. AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH: A contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law. Any business entity described above that enters into a contract with a public body shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.
- L. PUBLIC POSTING OF COOPERATIVE CONTRACTS: James Madison University maintains a web-based contracts database with a public gateway access. Any resulting cooperative contract/s to this solicitation will be posted to the publicly accessible website. Contents identified as proprietary information will not be made public.
- M. CRIMINAL BACKGROUND CHECKS OF PERSONNEL ASSIGNED BY CONTRACTOR TO PERFORM WORK ON JMU PROPERTY: The Contractor shall obtain criminal background checks on all of their contracted employees who will be assigned to perform services on James Madison University property. The results of the background checks will be directed solely to the Contractor. The Contractor bears responsibility for confirming to the University contract administrator that the background checks have been completed prior to work being performed by their employees or subcontractors. The Contractor shall only assign to work on the University campus those individuals whom it deems qualified and permissible based on the results of completed background checks. Notwithstanding any other provision herein, and to ensure the safety of students, faculty, staff and facilities, James Madison University reserves the right to approve or disapprove any contract employee that will work on JMU property. Disapproval by the University will solely apply to JMU property and should have no bearing on the Contractor's employment of an individual outside of James Madison University.
- N. INDEMNIFICATION: Contractor agrees to indemnify, defend and hold harmless the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the contractor/any services of any kind or nature furnished by the contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the using agency to use the materials, goods, or equipment in the manner already and permanently described by the contractor on the materials, goods or equipment delivered.
- O. ADDITIONAL GOODS AND SERVICES: The University may acquire other goods or services that the supplier provides than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms, and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services that are newly introduced during the term of this Agreement. Such additional goods and services will be provided to the University at favored nations pricing, terms, and conditions.
- P. ADVERTISING: In the event a contract is awarded for supplies, equipment, or services resulting from this proposal, no indication of such sales or services to James Madison University will be used in product literature or advertising without the express written consent

of the University. The contractor shall not state in any of its advertising or product literature that James Madison University has purchased or uses any of its products or services, and the contractor shall not include James Madison University in any client list in advertising and promotional materials without the express written consent of the University.

- Q. **OWENERSHIP OF DATA:** Ownership of all data, material, and documentation originated and prepared for James Madison University pursuant to the RFP shall belong exclusively to James Madison University.
- R. **PRIME CONTRACTOR RESPONSIBILITIES:** The contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that he may utilize, using his best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime contractor. The contractor agrees that he is fully responsible for the acts and omissions of his subcontractors and of persons employed by them as he is for the acts and omissions of his own employees.
- S. **SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.

IX. METHOD OF PAYMENT

The contractor will be paid based on invoices submitted in accordance with the solicitation and any negotiations. James Madison University recognizes the importance of expediting the payment process for our vendors and suppliers; we request that our vendors and suppliers enroll in our bank's Comprehensive Payable options: either the Virtual Payables Virtual Card or the PayMode-X electronic deposit (ACH) to your bank account so that future payments are made electronically. Contractors signed up for the Virtual Payables process will receive the benefit of being paid Net 15. Additional information is available online at:

<http://www.jmu.edu/financeoffice/accounting-operations-disbursements/cash-investments/vendor-payment-methods.shtml>

X. PRICING SCHEDULE

The offeror shall provide pricing for all products and services included in proposal indicating one-time and on-going costs. The resulting contract will be cooperative and pricing shall be inclusive for the attached Zone Map, of which JMU falls within Zone 2.

Specify any associated charge card processing fees, if applicable, to be billed to the university.

Vendors shall provide their VISA registration number when indicating charge card processing fees. Any vendor requiring information on VISA registration may refer to <https://usa.visa.com/support/small-business/regulations-fees.html> and for questions <https://usa.visa.com/dam/VCOM/global/support-legal/documents/merchant-surcharging-qa-for-web.pdf> .

XI. ATTACHMENTS

Attachment A: Offeror Data Sheet

Attachment B: Small, Women, and Minority-owned Business (SWaM) Utilization Plan

Attachment C: Standard Contract Sample

Attachment D: Zone Map

ATTACHMENT A

OFFEROR DATA SHEET

TO BE COMPLETED BY OFFEROR

- 1. **QUALIFICATIONS OF OFFEROR:** Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirements.
- 2. **YEARS IN BUSINESS:** Indicate the length of time you have been in business providing these types of goods and services.

Years _____ Months _____

- 3. **REFERENCES:** Indicate below a listing of at least five (5) organizations, either commercial or governmental/educational, that your agency is servicing. Include the name and address of the person the purchasing agency has your permission to contact.

CLIENT	LENGTH OF SERVICE	ADDRESS	CONTACT PERSON/PHONE #

- 4. List full names and addresses of Offeror and any branch offices which may be responsible for administering the contract.

- 5. **RELATIONSHIP WITH THE COMMONWEALTH OF VIRGINIA:** Is any member of the firm an employee of the Commonwealth of Virginia who has a personal interest in this contract pursuant to the [CODE OF VIRGINIA](#), SECTION 2.2-3100 – 3131?

YES NO

IF YES, EXPLAIN: _____

ATTACHMENT B

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Offeror Name: _____ Preparer Name: _____

Date: _____

Is your firm a **Small Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: _____ Certification date:_____

Is your firm a **Woman-owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: _____ Certification date:_____

Is your firm a **Minority-Owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: _____ Certification date:_____

Is your firm a **Micro Business** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: _____ Certification date: _____

Instructions: *Populate the table below to show your firm's plans for utilization of small, women-owned and minority-owned business enterprises in the performance of the contract. Describe plans to utilize SWAMs businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.*

Small Business: "Small business " means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years.

Woman-Owned Business Enterprise: A business concern which is at least 51 percent owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more women, and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWAM Program, all certified women-owned businesses are also a small business enterprise.**

Minority-Owned Business Enterprise: A business concern which is at least 51 percent owned by one or more minorities or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more minorities and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWAM Program, all certified minority-owned businesses are also a small business enterprise.**

Micro Business is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees **AND** no more than \$3 million in average annual revenue over the three-year period prior to their certification.

All small, women, and minority owned businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSD) to be counted in the SWAM program. Certification applications are available through SBSD at 800-223-0671 in Virginia, 804-786-6585 outside Virginia, or online at <http://www.sbsd.virginia.gov/> (Customer Service).

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT B (CNT'D)
Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Procurement Name and Number: _____

Date Form Completed: _____

Listing of Sub-Contractors, to include, Small, Woman Owned and Minority Owned Businesses
 for this Proposal and Subsequent Contract

Offeror / Proposer:

_____ Firm

_____ Address

_____ Contact Person/No.

Sub-Contractor's Name and Address	Contact Person & Phone Number	SBSD Certification Number	Services or Materials Provided	Total Subcontractor Contract Amount (to include change orders)	Total Dollars Paid Subcontractor to date (to be submitted with request for payment from JMU)

(Form shall be submitted with proposal and if awarded, again with submission of each request for payment)

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT C



COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract No. _____

This contract entered into this _____ day of _____ 20____, by _____ hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF CONTRACT: The Contractor shall provide the services to the Purchasing Agency as set forth in the Contract Documents.

PERIOD OF PERFORMANCE: From _____ through _____

The contract documents shall consist of:

- (1) This signed form;
(2) The following portions of the Request for Proposals dated _____:
(a) The Statement of Needs,
(b) The General Terms and Conditions,
(c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
(d) List each addendum that may be issued
(3) The Contractor's Proposal dated _____ and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
(a) Negotiations summary dated _____.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:

PURCHASING AGENCY:

By: _____ (Signature)

By: _____ (Signature)

(Printed Name)

(Printed Name)

Title: _____

Title: _____

ATTACHMENT D

Zone Map



Virginia Association of State College & University Purchasing Professionals (VASCUPP)

List of member institutions by zones

<u>Zone 1</u> George Mason University (Fairfax)	<u>Zone 2</u> James Madison University (Harrisonburg)	<u>Zone 3</u> University of Virginia (Charlottesville)
<u>Zone 4</u> University of Mary Washington (Fredericksburg)	<u>Zone 5</u> College of William and Mary (Williamsburg) Old Dominion University (Norfolk)	<u>Zone 6</u> Virginia Commonwealth University (Richmond)
<u>Zone 7</u> Longwood University (Farmville)	<u>Zone 8</u> Virginia Military Institute (Lexington) Virginia Tech (Blacksburg) Radford University (Radford)	<u>Zone 9</u> University of Virginia - Wise (Wise)

ADDENDUM NO.: One

To ALL OFFERORS:

REFERENCE:	Request for Proposal No.:	RFP# JPG-1131
	Dated:	September 15, 2021
	Commodity:	Admissions and Geodemographic Research and Marketing Services
	RFP Closing On:	October 13, 2021

Please note the clarifications and/or changes made on this proposal program:

- Question:** What is the intended first enrollment period for execution of the requested strategy?
Answer: Fall 2023
- Question:** How many student records (College Board, Encoura, etc.) does JMU intend to purchase, and which graduation years?
Answer: JMU purchases between 75-100k search names annually. In 2021, JMU purchased graduation years 2022, 2023, & 2024.
- Question:** Regarding page 3 (Sec IV, 1.b): *“Identify and develop a 5-year comprehensive strategy to increase enrollment from underrepresented student populations and programs of study.”* Is JMU looking to optimize their academic program portfolio mix by looking at the health of current offerings and opportunity associated with new programs? Or are you simply looking to better understand how to enroll students interested in specific areas of study?
Answer: JMU is looking to enroll students interested in specific areas of study to strengthen/increase participation in existing programs that are stagnant or declining enrollment.
- Question:** Is there a desired annual budget we should be aware of?
Answer: The university does not disclosure budget information for a project.
- Question:** Are current budget dollars funding this RFP, or is JMU looking to invest new budget dollars?
Answer: New budget dollars.
- Question:** Since the size and quality of enrollment audiences is the goal of this work, we assume financial aid needs to be part of the scope but there is little mention of cost/aid in the RFP. Can you elaborate on what you expect the firm to do and not do with JMU’s financial aid processes and systems?
Answer: The scope of this project does not include financial aid or scholarship strategy.
- Question:** Why is JMU interested in this initiative at this time?
Answer: In 2022, JMU will be reclassified as an R2 high research university which is moves the university from regional to the national list. The goal of admissions is to be prepared to identify new markets in and out of state as JMU moves to a national university. This project is about expanding JMU’s brand awareness in and out of state.
- Question:** Who are the last outside firms to conduct audience research, do enrollment planning, and execute brand initiatives, and when did they last work with JMU?
Answer: That information is not available.
- Question:** The research requested does not include primary research with your audiences (e.g., surveys of prospective students), which would benefit all enrollment- and marketing-related parts of the project. Would you consider an approach that includes survey research?
Answer: Yes
- Question:** Is the digital campaign meant to focus only on undergraduate populations, or should it extend to grad/online? If not, it may compete.

Answer: The focus is on undergraduate admissions only. We do not offer online degree programs and the graduate school is a separate entity with a very different audience.

11. **Question:** In the RFP, the university wishes to engage 7-12 grade prospects. What sort of outreach does the university currently engage in with 7-9 grade students?

Answer: JMU has a Middle School Leadership Academy, a summer program. The program has been on hold since 2019 due to the pandemic.

12. **Question:** How extensive are the university's electronic and print fulfillment communications?

Answer: The current digital and print communications are adequate for the high school senior prospects that have expressed interest in JMU, reside in known regions, or purchased names. There is an opportunity to expand digital and print communication strategies for high school underclassmen.

Signify receipt of this addendum by initialing "*Addendum # 1*" on the signature page of your proposal.

Sincerely,

Jeremy Good

Buyer Specialist

Phone: (540-568-3131)