



CONTRACT RENEWAL

DATE: March 14, 2025

CONTRACT TITLE: Out of State Recruitment Services

CONTRACT NO: C0001052

LEGACY CONTRACT NO: N/A

NEW START DATE: 4/1/2025

NEW END DATE: 3/31/2026

RENEWAL NUMBER: 2 of 2 (Final Renewal)

CONTRACTOR: Capture LLC

PRICING:

Select one of the options below.

- ☐ Pricing remains the same as the previous contract period.
- ☒ Attached is the revised pricing in accordance with the contract terms.

EARLY PAYMENT DISCOUNT (EPD):

Please check one of the below. If you selected Paymode Basic above, select one of the options below. If you select "Other" below, please add a comment (e.g., 4.0% Net 15 / Net 30, enrolled in Virtual Card Program, etc.)

- ☐ 2.0% Net 15 / Net 30
- ☐ 1.5% Net 20 / Net 30
- ☐ 0.5% Net 25 / Net 30
- ☐ Other: _____

All other terms and conditions shall remain unchanged and in full force and effect.

RESPONSE:

Capture LLC
Name of Firm



Signature

Jim Lintner
Name Printed

CFO
Title

03/14/25
Date

Contract No C0001052 Renewal 2 Letter 03142025

Final Audit Report

2025-03-14

Created:	2025-03-14
By:	Lauren Gold (lgold@capturehighered.com)
Status:	Signed
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Proposal

Higher Education Recruitment Marketing Services

PREPARED FOR:

Virginia Commonwealth University

Vishon Luck

Director of Undergraduate Admissions

mvluck@vcu.edu

(804) 827-0422

910 W. Franklin St.
Richmond, VA. 23284

Proposal Issued:

1/10/2025

Proposal Valid Until:

Date 2/20/2025

Capture Higher Ed

2303 River Road, Suite 201
Louisville, KY 40206

www.capturehighered.com
(502) 585-9033

Company Representative:

Geoff Broome

Enrollment Solutions
Consultant

gbroome@capturehighered.com
(610) 563-1358

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Pricing & Payment Schedule

UNDERGRADUATE SOLUTIONS

	UNIT PRICE	DISCOUNT	YEAR I
Platform			
Behavioral Intelligence Platform ENGAGE: Behavioral Data & 20 pieces of Dynamic Content	\$85,000	(\$11,250)	\$73,750
Apply and Enroll Model	Included		Included
Inquiry, Application, and Enrollment Digital Recruitment Solutions			
Class of 2026 (3) 4-Month Google Search (3) 4-Month Google Display (1) 4-Month Social Media (TikTok, Reddit, META) (3) 4-Month Email targeting (WEB) (1) 4-Month Web Retargeting (2) 3-Month Email Targeting (WEB) (1) 4-Month HHIP Targeting Conversion Landing Page	\$146,800	(\$7,800)	\$139,000
Class of 2027/28 (1) 4-Month Google Search (2) 4-Month Google Display (1) 4-Month Social Media (TikTok, Reddit, META) (1) 4-Month Email targeting (WEB) Conversion Landing Page	\$52,200	(\$2,850)	\$49,350
Search			
SearchR and Student List Acquisition Consulting	\$16,000	(\$2,400)	\$13,600
Email and Print Marketing Solutions			
(3) Behavioral Email Series (Sr, Jr, So) (45) Ad-Hoc Emails	\$106,875	(\$11,793)	\$95,082
Print (75,000 Pieces) Set up, Postage Included	\$107,400	(\$10,740)	\$94,500
Total Capture Investment	\$514,275	(\$46,833)	\$467,442
*META require additional fees, paid directly by the school to these vendors (est. cost \$22,960).			

TRANSFER SOLUTIONS

	UNIT PRICE	DISCOUNT	YEAR I
Platform			
Behavioral Intelligence Platform ENGAGE: Behavioral Data & 10 pieces of Dynamic Content	\$20,000	(\$3,462)	\$16,538
Digital Recruitment Solutions			
Class of 2026 (1) 6-Month Google Search (1) 6-Month Google Display (1) 6-Month Email targeting (WEB) (1) 6-Month Web Retargeting	\$50,600		\$50,600
Email and Print Marketing Solutions			
(10) Ad-Hoc Emails	\$11,250		\$11,250
Total Capture Investment	\$81,850	(\$3,462)	\$78,388



VCU Procurement Services

CONTRACT RENEWAL

DATE: February 1, 2024

CONTRACT TITLE: Out of State Recruitment Services

CONTRACT NO: C0001052

LEGACY CONTRACT NO: N/A

NEW START DATE: 4/1/2024 20:14

NEW END DATE: 3/31/2025 23:59

RENEWAL NUMBER: 1 of 2

CONTRACTOR: Capture LLC

PRICING:

Select one of the options below.

- ☐ Pricing remains the same as the previous contract period.
- ☒ Attached is the revised pricing in accordance with the contract terms.

EARLY PAYMENT DISCOUNT (EPD):

Please check one of the below. If you selected Paymode Basic above, select one of the options below. If you select "Other" below, please add a comment (e.g., 4.0% Net 15 / Net 30, enrolled in Virtual Card Program, etc.)

- ☐ 2.0% Net 15 / Net 30
- ☐ 1.5% Net 20 / Net 30
- ☐ 0.5% Net 25 / Net 30
- ☐ Other: _____

All other terms and conditions shall remain unchanged and in full force and effect.

RESPONSE:

Capture LLC

Name of Firm



Signature

Jim Lintner

Name Printed

CFO

Title

02/02/24

Date



Proposal

Higher Education Recruitment Marketing Services

PREPARED FOR:

Virginia Commonwealth University

Vishon Luck

Director of Undergraduate Admissions

mvluck@vcu.edu

(804) 827-0422

910 W Franklin St.
Richmond, VA 23284

Proposal Issued:

10.16.23

Capture Higher Ed

2303 River Road, Suite 201
Louisville, KY 40206

Company Representative:

Steve Roche

Regional Account Executive

Proposal Valid Until:

2.15.24

www.capturehighered.com

(502) 585-9033

sroche@capturehighered.com

(937) 572-0223

Pricing & Payment Schedule

OUT OF STATE RECRUITMENT SERVICES

	Renewal '24
Platform	
Behavioral Intelligence Platform	\$52,094
ENGAGE: Behavioral Data and Dynamic Content Predictive Models: APPLY & ENROLL	Included
Seniors Enrollment Generation (Identify, Convert and Enroll)	
Direct Mail	
75,000 Pieces, 2 creative set ups (Seniors and Juniors) Includes creative, design, printing, production and postage	\$116,283
Digital Advertising	
Senior Enrollment Support Digital Bundle 10 (3) Month Campaigns of Google Search, Google Display, Email Targeting, Web ReTargeting and Social Marketing*	\$98,349
Social Marketing Direct Spend* Instagram and Facebook require additional fees paid directly by VCU to these vendors	\$8,250
Email Marketing	
Behavioral Email Series & 35 AdHoc Emails	\$49,101
Search Consulting	
Undergraduate Search	\$15,498
Sophomores and Juniors: Inquiry Generation (Identify and Convert)	
Digital Advertising	
Sophomore and Junior Inquiry Gen Digital Bundle 6 (3) Month Campaigns of Google Search, Google Display, Email Targeting and Social Marketing*	\$71,064
Social Marketing Direct Spend* Instagram and Facebook require additional fees paid directly by VCU to these vendors	\$16,500
Email Marketing	
Behavioral Email Series (included in Senior Pricing Above)	Included
Search Consulting	
Undergraduate Search (included in Senior Pricing Above)	Included
Out of State Services Total	\$427,139
Capture Discount	(\$11,613)
Total Out of State Services Investment	\$415,526






VCU Out of State Renewal 1

Final Audit Report

2024-02-02

Created:	2024-02-02
By:	Lauren Gold (lgold@capturehighered.com)
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Signature Date: 2024-02-02 - 4:19:39 PM GMT - Time Source: server- IP address: 68.253.152.105
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VCU

Procurement Services

COMMONWEALTH OF VIRGINIA STANDARD CONTRACT

Contract Number: C0001052

This Contract entered into by Capture, LLC dba Capture Higher Ed, hereinafter called the "Contractor" and Commonwealth of Virginia, Virginia Commonwealth 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:

PERIOD OF PERFORMANCE: From the execution of the contract by both parties through three (3) years with up to two (2) successive one (1) year renewal options.

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

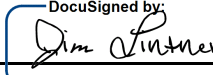
The Contract Documents shall consist of the following, and in the event of any conflict or inconsistency between the provisions of the Contract Documents, such conflict or inconsistency shall be resolved by giving precedence in the following order:

- (1) This signed form;
- (2) The Negotiated Clarifications Modifications, and Additions to the Contract dated March 19, 2021; and
- (3) The Request for Proposals # 136341808CK dated November 13, 2020 including Addendum 1 dated December 9, 2020; and
- (4) The Contractor's Proposal dated December 15, 2020.

All of which documents are incorporated herein by reference.

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

CONTRACTOR

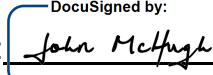
By: 
EB15B197E83F4ED...

Printed Name: Jim Lintner

Title: Chief Financial Officer

Date: 3/30/2021

VIRGINIA COMMONWEALTH UNIVERSITY

By: 
EE6DA7427C67468...

Printed Name: John McHugh

Title: Director, Procurement Services

Date: 3/30/2021

NEGOTIATED CLARIFICATIONS, MODIFICATIONS, AND ADDITIONS TO CONTRACT

Date March 19, 2021

RFP #136341808CK – Out of State Recruitment Services

Purchasing Agency and Contractor agree as follows:

1. Contractor shall offer \$1.31 per piece for postcards, tri-folds, or letters. This cost includes creative, design, printing, production and postage. There are no additional costs associated with print outside of this price point.
2. Contractor shall offer a total of 75,000 additional print pieces at no additional cost.
3. Contractor will help promote events VCU hosts via the University's relationship with the Conduit interactive platform by utilizing dynamic content on VCU's website and in digital ads through the use of the 35 ad-hoc e-mails to unlimited recipients.
4. Contractor shall offer videos within emails at no additional cost via creating a screen grab and use a still image or gif link to the video.
5. Contractor shall cover the costs of registration fees for two staff members to attend Capture conferences for the duration of the contract.
6. Contractor shall provide initial and ongoing training to staff and team members on how the product and system works at the start of the work and throughout the campaign at no additional cost.
7. Contractor's proposed pricing shall be modified as referenced in Attachment A.

Attachment A

Revised Initial Contract Term Pricing Overview

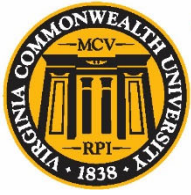
Column I Description	Column II Original Annual Cost (Not-to-exceed \$400,000)	Column II Revised Annual Cost (Not-to-exceed \$400,000)
Year 1	\$385,086	\$361,179
Year 2	\$394,678	\$378,063
Year 3	\$399,931	\$395,739

Revised Initial Contract Term Pricing Detail

Column I Description	Column II Revised Annual Cost (Not-to-exceed \$400,000)				
	Standard Price	Bundle Discount	Year 1	Year 2	Year 3
Capture s Behavioral Intelligence Platform					
ENGAGE - Undergraduate Unlimited users, 20 dynamic content campaigns/pieces) APPLY License for unlimited number of users, Daily iterations AID 15 iterations, 2 Model Re-specifications ENROLL 15 iterations, 2 Model Re-specifications	\$140,800	(\$95,800)	\$45,000	\$47,250	\$49,613
Solutions					
Direct Mail					
75,000 pieces, 2 creative set ups (Seniors and Juniors) Includes creative, design, printing, production and postage	\$100,450		\$100,450	\$105,473	\$110,746
Digital Advertising					
Senior Campaign 10 (3) month campaigns of Email Targeting, Web Retargeting, Household IP and Social Marketing*	\$99,950	(\$14,992)	\$84,958	\$89,206	\$93,666
Social Marketing Direct Spend *Instagram and Facebook require additional fees, paid directly by VCU to these vendors	\$8,250	Direct Spend	\$8,250	\$8,250	\$8,250
Digital Marketing					
Behavioral Email Series & 35 Ad-Hoc Emails	\$49,900	(\$7,485)	\$42,415	\$44,536	\$46,763
Search Consulting					
Undergraduate Search – 6 rounds of name purchase (Includes Seniors, Junior and Sophomore Search strategies)	\$15,750	(\$2,362)	\$13,388	\$14,057	\$14,760

Pricing continued on next page

Sophomores and Juniors: Inquiry Generation (Identify and Convert)					
Digital Advertising					
Sophomore & Junior Campaigns <i>8 (3) month campaigns of Email Targeting, Web Retargeting, Household IP and Social Marketing*</i>	\$72,220	(\$10,832)	\$61,388	\$64,458	\$67,680
Social Marketing Direct Spend <i>*Instagram and Facebook require additional fees, paid directly by VCU to these vendors</i>	\$16,500	Direct Spend	\$16,500	\$16,500	\$16,500
Digital Marketing					
Behavioral Email Series <i>(Included in Senior pricing above)</i>	\$47,000	(\$47,000)	Included	Included	Included
Search Consulting					
Undergraduate Search – 6 rounds of name purchase <i>(Included in Senior pricing above)</i>	\$15,750	(\$15,750)	Included	Included	Included
	Standard Price	Revised Discount	Year 1	Year 2	Year 3
Total Bundled Price	\$503,820	(\$194,221)	\$372,349	\$389,756	\$407,978
Additional Capture Discount			(\$11,170)	(\$11,693)	(\$12,239)
FINAL INVESTMENT			\$361,179	\$378,063	\$395,739



VCU Procurement Services

Request for Proposals

VIRGINIA COMMONWEALTH UNIVERSITY
REQUEST FOR PROPOSALS (RFP)
#136341808CK

Issue Date: NOVEMBER 13, 2020

Title: OUT-OF-STATE STUDENT RECRUITMENT SERVICES

Issuing and Using Agency: VIRGINIA COMMONWEALTH UNIVERSITY (VCU)

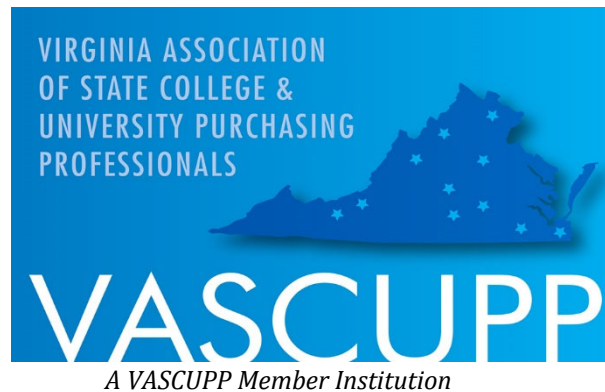
Direct Inquiries to: CHRISTOPHER C. KERSEY, CPPB, CUPO
ckersey2@vcu.edu

Proposal Due Date (Firm): DECEMBER 13, 2020
2:00 PM

Questions Due By: DECEMBER 1, 2020

Electronic Proposal Delivery: eproposals@vcu.edu
*Note: Do not send via US Mail.
Do not send to the Buyer E-mail.*

Access to Solicitation: This solicitation and any addenda are posted and may be accessed at any time at: <http://www.eva.virginia.gov>



OFFER FORM

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I. PURPOSE

A. Virginia Commonwealth University is seeking admissions geodemographic services to assist in maximizing recruitment communication and yield efforts, including search mailing, electronic mail, enrollment predictor, virtual platforms and calling campaigns, to increase enrollment in key areas. The focus will be on out-of-state enrollment, with the option to include in-state recruitment and yield initiatives as needed. Specific goals for the project include:

1. Increase the number of out-of-state freshmen enrolled annually through 2025.
2. Increase the percent of newly enrolled out-of-state freshmen to at least 20% by 2025.
3. Increase the number of potentially admissible out-of-state applicants in order to enroll a freshman class that is 20% out-of-state by 2025.
4. Provide technological services that have the ability to host virtual recruitment and yield events and peer to peer interactions.
5. Develop an enrollment predictor, which may include prospective students' academic profile, ability to pay, willingness to pay and general fit with the university.

Term: The initial contract term shall be three (3) year(s), with the option of up to two (2) one (1)-year renewals, to be exercised upon mutual signed agreement by authorized representatives of both parties.

The annual cost of the services, as outlined in the Statement of Needs, shall not exceed \$400,000.00.

B. COOPERATIVE PROCUREMENT: It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement, at the Contractor's discretion. Accordingly, any public body, public or private health or educational institution or lead-issuing institution's affiliated foundations may access any resulting contract(s) if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) may be extended to the entities indicated in the above paragraph to purchase at contract prices in accordance with contract terms. Upon request, the Contractor shall notify the lead-issuing institution in writing of any entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate. The Contractor shall provide usage reports for all entities accessing the Contract upon request. Participating entities shall place their own orders directly with the Contractor(s) and shall fully and independently administer their use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the lead-issuing institution. The lead-issuing institution 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 lead-issuing institution 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.

C. OPTIONAL-USE CONTRACT: The resulting contract(s) will be an optional use contract. VCU is in no way required to make purchases from the Contractor and may in its sole discretion purchase the identical and/or similar goods/services from other sources. Any estimates/quantities contained herein do not represent a purchase commitment by VCU.

II. THE UNIVERSITY

Located on two downtown campuses in Richmond, VCU enrolls more than 31,000 students in 217 certificate and degree programs in the arts, sciences and humanities. Thirty-eight of the programs are unique in Virginia, and VCU is one of just 28 public universities with an academic medical center

nationwide to receive Carnegie Foundation designations of “Highest Research Activity” and “Community Engaged.” As one of the nation’s top research universities, VCU attracts more than \$275 million a year in sponsored research funding.

The VCU Health brand represents the health sciences schools of VCU, the VCU Massey Cancer Center and the VCU Health System, which comprises VCU Medical Center (the only academic medical center and Level I trauma center in the region), Community Memorial Hospital, Children’s Hospital of Richmond at VCU, MCV Physicians (a practice of more than 750 physicians) and Virginia Premier Health Plan.

The university and its medical center are the largest-single employer in the Richmond area, with more than 22,000 employees, including more than 2,000 full-time instructional faculty — many of them nationally and internationally recognized in their fields. VCU’s total economic impact on Virginia is nearly \$6 billion, with more than \$3 billion in annual spending that supports more than 63,000 jobs.

VCU’s 17 varsity sports compete at the NCAA Division I level as members of the Atlantic 10 Conference. In recent years, VCU has participated in NCAA Tournaments in men’s and women’s basketball, baseball, golf, men’s soccer and men’s and women’s tennis, including the VCU men’s basketball team’s run to the Final Four in 2011.

III. STATEMENT OF NEEDS

This Section describes VCU’s requested goods and/or services and the areas to be addressed in Offeror’s Proposal. Please note that the utilization of the words “shall” or “must” indicates a mandatory requirement.

A. General

The Contractor shall provide and execute an out of state and key area recruitment plan to include the following:

1. Method to increase freshman applications and enrollment to include calls, direct mails, and videos, etc.
2. Method and ability to host virtual recruitment and yield events and peer to peer interactions.
3. An affordability predictor model to assist with predicting estimated family contributions.

B. Work Schedule/Timeline

Include a work schedule/timeline indicating when the elements of the work will be completed and when deliverables will be provided. Deliverables and costs per deliverable will be based on the proposed cost in Section VII, Item G - Price Proposal below.

Please note: A VPAT (Voluntary Product Accessibility Template) and HECVAT (Higher Education Community Assessment Tool) will be required. A Service Organization Controls (SOC 2) Type II may also be required – see Attachment A for more information.

IV. THE REQUEST FOR PROPOSALS PROCESS – GENERAL

- A. **Written Proposals:** To properly respond to this Request for Proposals, Offerors are required to prepare a written proposal in the format described below. This includes the submission of certain forms.
- B. **Electronic Delivery Required:** As noted on the solicitation cover sheet, proposals must be electronically delivered to a specific email address prior to a FIRM deadline. Physical submissions shall not be accepted.

- C. **Initial Evaluation and Oral Presentations:** Proposals will be evaluated against criteria specified below in this solicitation, after which firms may be invited to participate in oral presentations.
- D. **Discussions/Negotiations, Final Offers and Selection:** Following initial evaluations and oral presentations (if applicable), discussions and/or negotiations with at least the top two Offerors may occur. If so, these Offerors shall be invited to submit any written changes to their proposals and a final selection decision shall be made based on the initial proposals, oral presentations (if applicable) and any negotiated, written changes to proposals.
- E. Each of the above steps is described below in detail. It is incumbent upon all Offerors to read the entire solicitation to understand the entire solicitation process.

V. PREPARATION OF WRITTEN PROPOSALS – GENERAL

- A. Offerors shall submit:
 - 1. **Required Forms:** The following forms must be completed and returned with the proposal
 - a) The Offer Form on Page 2 of the RFP
 - b) Fully completed Appendix I (unless Offeror is a DSBSD-certified SWaM business), and
 - c) Fully completed Appendix II.
 - d) All forms must be executed by an official representative of the Offeror.
 - 2. **Electronic Copy of the Entire Proposal**
 - a) One electronic copy (via email) of the entire proposal including all attachments and proprietary information.

VI. SUBMISSION OF PROPOSALS

- A. Electronic proposals must be received in Virginia Commonwealth University's Office of Procurement Services on or before the date and time designated on the solicitation cover sheet.
- B. Physical and facsimile submissions shall not be accepted in lieu of an electronic-copy submission.
- C. Offerors are responsible for the timely delivery of their proposal. Proposals received after the official date and time specified on the solicitation cover sheet shall be rejected. The official date and time used in the receipt of responses is the timestamp associated when emails were received at eproposals@vcu.edu. **DO NOT SEND PROPOSALS TO THE BUYER EMAIL ADDRESS. Only proposals sent to eproposals@vcu.edu will be accepted.**
- D. The RFP number must be noted in the subject line of the email, date and time of proposal submission deadline, as reflected in the solicitation, must clearly appear in the body of the email. Example:

From:

Name of Contractor

Due Date

Time

Street or Box Number

RFP No.

City, State, Zip Code +4

RFP Title

Name of Contract/Purchase Officer or Buyer: _____

If a proposal is not clearly identified, the Contractor takes the risk that the proposal may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may NOT be hand-delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the email.

VII. PROPOSAL RESPONSE FORMAT

A. General

Proposal responses must be written in the same order as outlined below. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities. Emphasis should be placed on completeness and clarity of content. Proposals which are substantially incomplete or lack key information may be rejected.

B. Introduction

Provide an introduction of the Offeror and all major subcontractors who will be involved in the performance of the work. Include primary business experience, length of time in business, ownership, office locations, and specific location of the principal office from where VCU work will be performed and any other information of an introductory nature.

C. Qualifications of the Firm

Provide a response and describe how your firm's overall experience demonstrates your ability to successfully complete the Statement of Needs. Provide a detailed list of services you have provided to clients over the past three years, which are similar to those required by VCU.

D. Qualification of the Staff

Provide a response and identify the staff members who will provide the services required by the proposal, including years and type of experience for each person. Experience should include number of years at current firm as well as all prior service.

E. References

A list of three (3) references for whom similar services were provided, preferably institutions of higher education, or similarly-sized organizations.

F. Work Plan

The Work Plan must contain a comprehensive description of services, including the following elements:

1. General – This section of the proposal must contain sufficient detail to convey the methodology or work plan contemplated for use. Offerors must describe how the services listed in the Statement of Needs shall be performed.

2. Deliverables – Fully describe all of the deliverables to be submitted under the proposed contract.
3. Work Schedule/Timeline – Include a work schedule/timeline indicating when the elements of the work will be completed and when deliverables will be provided. Suggestions, if any, for streamlining the work schedule should be presented. Cost implications for streamlining the schedule should be presented, if applicable.
4. Outcomes and Performance Measurement – Describe the impacts/outcomes Offerors intend to achieve, including how these outcomes would be monitored, measured and reported to the University.
5. Overall Risk - Define risks significant to the success of the work. Include how you propose to effectively monitor and manage these risks, including the reporting of risks to the University (i.e., how you will manage staff turnover or other issues that may negatively impact the work, their potential and how you would propose to mitigate them).
6. Other – Provide any other information the Offeror deems relevant to describing the work plan.
7. Small, Women-Owned and Minority-Owned (SWaM) Business Commitment - Unless the firm is a Virginia Department of Small Business & Supplier Diversity (DSBSD) certified small business, it must submit and complete Appendix I (see Section IX and Appendix I below). DSBSD certified small businesses must include their certification number on the cover sheet of this RFP, but are not required to complete Appendix I.
8. Exceptions: Offeror must note any requested exceptions to any of the requirements and/or any of the terms and conditions stated in this RFP in *Appendix III: Exceptions*. See Appendix III for additional information.

G. Price Proposal

The proposal should include the elements listed below. Note VCU reserves the right to negotiate price.

Column I Description	Column II Annual Cost <i>(not-to-exceed \$400,000.00)</i>
Project Total Cost based on Section III, Statement of Needs	\$_____

VIII. SCHEDULE

A. Procurement Schedule

Below is a brief schedule for this solicitation, specifying the critical dates and milestones (subject to change).

Issue Date of RFP:	11/13/2020
Proposal Due Date:	12/13/2020

Oral Presentations	01/11/2021 - 01/28/2021
Negotiations:	03/01/2021 - 04/16/2021
Anticipated Contract Award	04/30/2021

B. Prompt Payment Discount

Discount Offer _____% Net number of days _____

IX. SMALL, WOMEN-OWNED, AND MINORITY-OWNED BUSINESS COMMITMENT (SWaM)

It is the policy of the Commonwealth of Virginia that 42% of its purchases be made from SWaM (Small, Women, and Minority-owned) businesses to contribute to the establishment, preservation, and strengthening of such businesses, and to encourage their participation in VCU 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 or other contractual opportunities.

Offerors must complete and submit Appendix I (see section XXV: Attachments) unless Offeror is currently a Department of Small Business and Supplier Diversity (DSBSD)-certified SWaM business. DSBSD-certified SWaM businesses must include their certification number on the coversheet of this RFP upon submission to VCU but are not required to complete Appendix I.

If Offeror is currently a DSBSD-certified SWaM business and is awarded a contract from this RFP, Offeror agrees to maintain such certification for the life of the contract (provided Offeror remains eligible). For assistance with SWaM certification, visit the DSBSD website at <http://www.sbsd.virginia.gov/>

If the awarded firm is not DSBSD certified but can qualify for certification under DSBSD guidelines, the awarded firm is strongly encouraged to apply for certification within 60 days after award of the contract. Eligibility will be determined by the DSBSD.

Use of Subcontractors: If the Offeror intends to use subcontractors to perform any portion of the work described in this RFP, the Offeror must clearly so state. VCU is placing an increased emphasis on its SWaM business program and is interested in identifying any potential opportunities that may be available to engage SWaM vendors to be certified by DSBSD through new or existing contracts. **Identify and list any such opportunities that your firm would commit to if awarded this Contract in Appendix I (Participation in VCU Procurement Transactions with Small Businesses and Businesses Owned by Women and Minorities).** The Offeror's response must include a description of which portion(s) of the work will be subcontracted, and must include the names and addresses of potential subcontractors that are currently certified as SWaM businesses through DSBSD.

SWaM REPORTING AND DELIVERY REQUIREMENTS:

Unless the Contractor is a DSBSD-certified SWaM business, the Contractor shall submit quarterly reports on the direct involvement of DSBSD-certified SWaM Businesses (subcontractors) in the performance of the contract. The report shall specify the actual dollars spent to date with Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses based upon the Contractor's commitment in Appendix I for utilization of certified SWaM businesses.

The Contractor shall provide this information quarterly to: swamreporting@vcu.edu

Failure to submit the required information shall be considered a contract compliance issue and will be addressed accordingly. In addition, failure to submit the required information may result in invoice payments being withheld until such time as the required information is provided, at VCU's discretion.

X. ADDENDA

- A. If this solicitation is amended by published addenda, then all terms and conditions which are not modified shall remain unchanged and effective.
- B. Offerors shall acknowledge receipt of any addendum to this solicitation by (1) signing and returning the addendum, or (2) by identifying the addendum number and date in the space provided on the Offer Form, or by (3) other written means of acknowledgement.

XI. PROPOSAL ACCEPTANCE PERIOD

Any proposal in response to this solicitation shall be valid for sixty (60) days. At the end of the sixty (60) days, the proposal may be withdrawn at the written request of the Offeror. If the proposal is not withdrawn at that time it remains in effect until an award is made or the solicitation is cancelled.

XII. CONFIDENTIAL / PROPRIETARY DATA AND INFORMATION

Virginia Commonwealth University (VCU) is a public institution of higher education and as such is subject to the Virginia Freedom of Information Act (Code of Virginia §2.2-3700, et seq.) (FOIA). Therefore, all proposals and other documentation submitted by Offeror may be subject to disclosure to third parties as required by FOIA and other applicable provisions of law.

Pursuant to the Code of Virginia §2.2-4342(F), VCU can withhold confidential information identified as proprietary, or as a trade secret, submitted by an Offeror in connection with a procurement transaction only if, prior to or at the time of submission of such information, the Offeror invokes the protections of §2.2-4342(F), identifies the information to be protected, and states the reasons why protection is necessary. To this end, when submitting proposals containing such information, Offerors must:

- A. Clearly denote on the cover page of the proposal that it contains proprietary information.
- B. Include as the first section of the proposal a written notice that identifies by section and page number the information to be protected as well as specific reasons why protection is necessary.
- C. Clearly denote by some distinct method, such as highlighting or underlining, the words, figures or paragraphs within the proposal identified in the written notice.

Failure to follow these instructions shall result in Offeror's full proposal being subject to public disclosure.

PLEASE NOTE: Offeror may not request that its entire proposal, or pricing, or fees or total proposal cost be treated as trade secrets, proprietary or confidential information. The classification of an entire Proposal document, or line item prices, or total Proposal prices as proprietary or trade secrets is not acceptable and, if Offeror does not promptly agree to withdraw this classification following submission, shall result in rejection and return of Proposal.

Section XII shall apply to all documents submitted by Offeror/Contractor throughout the duration of any negotiations, contracts, renewals, and extensions resulting from this solicitation.

XIII. LATE PROPOSALS

To be considered for selection, proposals must be received by the issuing office by the designated date and hour. The official date and time used in the receipt of responses is the timestamp associated when

emails were received at eproposals@vcu.edu. It is the sole responsibility of the Offeror to ensure that its proposal reaches the issuing office by the designated date and hour.

XIV. QUESTIONS AND EXPLANATIONS TO OFFERORS

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 solicitation cover sheet. Any revisions to the solicitation will be made only by addendum issued by the buyer.

Questions concerning this RFP must be received via email no later than: **December 1, 2020.**

XV. COMMUNICATIONS WITH VCU DURING THE RFP PROCESS

Communications regarding this Request for Proposals shall be formal from the date of issue for this RFP until either a Contractor has been selected or the University rejects all proposals. Formal communications shall be directed to the buyer listed on the solicitation cover sheet. Informal communications, including but not limited to requests for information or comments or speculations regarding this RFP to any University employee other than the buyer on the front of the solicitation cover sheet, may result in the rejection of the proposal from the non-compliant Offeror.

XVI. ORAL PRESENTATIONS

- A. Offerors who submit a proposal in response to this RFP may be required to conduct an oral presentation of their proposal to VCU. This provides an opportunity for the Offeror to clarify or elaborate on the proposal. Oral presentations are an option and may or may not be conducted, at VCU's sole discretion. Should an oral presentation be required, VCU will designate the date and location for the presentation; the date is critical and alternative dates will not be available. VCU reserves the right to rescore proposals following oral presentations
- B. Offerors who are invited to conduct an oral presentation shall include the individual(s) who would be the primary point of contact for VCU on the Offeror's presentation team.

XVII. BEST AND FINAL OFFERS (BAFO)

At the conclusion of negotiations, the Offeror(s) may be asked to submit, in writing, a best and final offer (BAFO). After the BAFO is submitted, no further negotiations shall be conducted with the Offeror (s). The Offeror(s) proposal will be re-evaluated to combine and include the information contained in the BAFO. The decision to award will be based on the final evaluation, including the BAFO.

XVIII. 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 the 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.

XIX. CANCELLATION OF SOLICITATION

The University 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 reason why a particular proposal was not deemed to be the most advantageous.

XX. EVALUATION CRITERIA

Proposals will be evaluated based upon the information provided in the Offeror's Proposal using the criteria specified below.

Qualifications and Experience	20%
Methodology/Approach	45%
Pricing Schedule	15%
SWaM Status/Utilization*	10%
Acceptance of all the terms, conditions, and specifications of this RFP	10%

**Offeror's status as a Virginia DSBSD-certified SWaM Business, or Offeror's plans to utilize Virginia DSBSD-certified SWaM Businesses in Offeror's performance of the contract (see Appendix I).*

***Offeror's failure to accept all the terms, conditions, and specifications of this RFP may result in lower overall scoring. See Appendix III for more information.*

XXI. AWARD OF CONTRACT

- A. 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 selected Offerors.
- B. After negotiations have been conducted with each Offeror so selected, the University shall select the Offeror which, in its opinion, has made the best proposal, and shall award the contract to that Offeror.
- C. 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.
- D. Upon the award or the announcement of the decision to award a contract as a result of this solicitation, Virginia Commonwealth University will publicly post such notice electronically at <http://www.eva.virginia.gov> for a minimum of 10 (ten) days.

XXII. 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 <https://vascupp.org/hem.pdf>.
- B. **APPLICABLE LAW 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 all applicable federal, state and local laws, rules and regulations. To the extent any provision of Contractor's Proposal, Quote, Statement of Work, Addenda, or other related documents is prohibited by Virginia law, or is otherwise not authorized by Virginia law, due to VCU's status as an agency of the Commonwealth of Virginia, such provision is null and void.
- 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, the Virginians With Disabilities Act, the Americans With Disabilities Act and Section 2.2-4311 of the *Virginia Public Procurement Act*. 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 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. (*Code of Virginia*, § 2.2-4343.1). 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) Virginia Commonwealth University is an equal opportunity/affirmative action institution providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability. As such, the Contractor will not discriminate against any employee or applicant for employment because of age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability or any other basis prohibited by state law related 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 who performs work relative to this RFP.
- 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 submitting their proposals, Offerors certify that they do not and will not during the performance of this contract employ illegal alien workers or otherwise violate the provisions of 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 the 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: 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 by the deadline for questions stated in this document. 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, and 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 receipt of 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 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 are 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 (Code of Virginia, § 2.2-4363).

2. To Subcontractors:

- 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 Subcontractor(s), 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.(a) 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.
- K. PRECEDENCE OF TERMS: Paragraphs A-J of these General Terms and Conditions 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 one 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 contract 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 contract 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's Purchasing Manual for Institutions of Higher Education and Their Vendors. Neither the existence of a claim or 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. TAXES: Sales to the Commonwealth of Virginia are normally exempt from State sales tax, State sales and use tax certificates of exemption, Form ST-12, will be issued upon request. Deliveries against this contract shall usually be free of Federal excise and transportation taxes. The Commonwealth's excise tax exemption registration number is 54-73-0076K.
- R. USE OF BRAND NAMES: Unless otherwise provided in this solicitation, the name of a certain brand, make or manufacturer does not restrict Offerors to the specific brand, make or manufacturer named, but conveys the general style, type, character, and quality of the article desired. Any article, which the public body, in its sole discretion, determines to be the equal of that specified, considering quality, workmanship, economy of operation, and suitability for the purpose intended, shall be accepted. The Offeror is responsible to clearly and specifically identify the product being offered and to provide sufficient descriptive literature, catalog cuts, and technical detail to enable the Commonwealth to determine if the product offered meets the requirements of the solicitation. This is required even if offering the exact brand, make or manufacturer specified. Unless the Offeror clearly indicates in its proposal that the product offered is an "equal" product, such proposal will be considered to offer the brand name product referenced in the solicitation.
- S. TRANSPORTATION AND PACKAGING: By submitting their proposals, all Offerors certify and warrant that the price offered for FOB destination includes only the actual freight rate costs at the lowest and best rate and is based upon the actual weight of the goods to be shipped. Except

as otherwise specified herein, standard commercial packaging, packing and shipping containers shall be used. All shipping containers shall be legibly marked or labeled on the outside with purchase order number, commodity description, and quantity.

- T. **INSURANCE:** By signing and submitting a proposal under this solicitation, the Offeror certifies that if awarded the contract, it will have the following insurance coverages 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 §§ 2.2-4332 and 65.2-800 et seq. of the *Code of Virginia*. The Offeror further certifies that the contractor and any subcontractors will maintain these insurance coverages 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. Worker's 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 requirements under the *Code of Virginia* during the course of the contract shall be in noncompliance with the contract.
 2. Employers Liability - \$100,000.
 3. Commercial General Liability - \$1,000,000 per occurrence. 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 per occurrence. (Only used if motor vehicle is to be used in the contract.)
 5. Cyber Security Liability - \$5,000,000 (applicable only to Information Technology contracts)
- U. **ANNOUNCEMENT OF AWARD:** Upon the award or the announcement of the decision to award a contract as a result of this solicitation, Virginia Commonwealth University will publicly post such notice electronically at <http://www.eva.virginia.gov> for a minimum of 10 days.
- V. **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 violation 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) includes 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.
- W. **NONDISCRIMINATION OF CONTRACTORS:** A bidder, Offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, national origin, age, disability, or against faith-based organizations or any other basis prohibited by state law relating to discrimination in employment. 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.

As applicable, federal law requires compliance with the following for all federal government contracts:

1. 41 CFR § 60-1.4 Equal Opportunity Clause prohibiting discrimination on the basis of race, color, religion, sex, or national origin.
2. 41 CFR 60-741.5(a) and 41 CFR 60-300.5(a). These regulations prohibit discrimination against qualified individuals on the basis of disability 60-741.5(a) and protected veteran status 41 CFR 60-300.5(a), and require affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities and qualified protected veterans.

X. eVA REGISTRATION AND FEES: Awarded Contractor agrees to self-register with the Commonwealth of Virginia's electronic procurement system, eVA (information on eVA can be found at <http://www.eva.virginia.gov>), and agrees to maintain self-registered status for the duration of this Contract. The Commonwealth shall assess eVA transaction fees as specified below for each order resulting from this solicitation/contract. The Vendor Transaction Fee is:

1. DSBSD-certified Small Businesses: 1%, capped at \$500 per order.
2. Businesses that are not DSBSD-certified Small Businesses: 1%, capped at \$1,500 per order.

The specified Vendor Transaction Fee will be invoiced by the Commonwealth of Virginia Department of General Services, approximately 30 days after the corresponding purchase order is issued and the invoice is payable 30 days after the invoice date.

Contractor is responsible for the security of its eVA account, including restricting access to it, maintaining the confidentiality of login information, and taking any other actions necessary to protect the security of the Contractor's account. VCU will not be responsible for a third party's fraudulent collection of VCU payments due to the Contractor's failure to update or protect its account information.

Y. FERPA: The following provision applies only if Contractor will have access to the University's education records as defined under the Family Educational Rights and Privacy Act (FERPA): Contractor acknowledges that for the purposes of this contract it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use the education records only for the purpose of fulfilling its duties under this contract for University's and its students' benefit, and will not share such data with or disclose it to any third party except as provided for in this contract, required by law, or authorized in writing by the University.

Z. 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.

- AA. LIMITATION OF LIABILITY: (1) The total cumulative liability of the Commonwealth, its officers, employees, and agents in connection with this contract or in connection with any goods, services, actions or omissions relating to this contract, shall not under any circumstance exceed payment of the maximum purchase price. (2) Contractor shall be liable for the actual damages caused by the negligence of itself, its officers, employees, and agents in connection with this contract or any goods, services, actions, or omissions relating to this contract.
- BB. SOVEREIGN IMMUNITY: VCU is an agency of the Commonwealth of Virginia and is afforded the protection of sovereign immunity under Virginia law. Any claims against VCU or the Commonwealth are subject to the requirements established under Virginia law for bringing such claims against VCU or the Commonwealth, including the Virginia Tort Claims Act (Va. Code §§ 8.01-195.1 et seq.) and other applicable statutes relating to claims against the Commonwealth or its agencies. Notwithstanding any other provision, nothing in this contract shall be deemed to be or construed as a waiver of VCU's or the Commonwealth's sovereign immunity, or any other applicable requirements under Virginia law for bringing claims against VCU or the Commonwealth.
- CC. FORCE MAJEURE: Neither party will be responsible for any losses resulting from delay or failure in performance resulting from any cause, event, or occurrence beyond the control, and without negligence of, the parties. Such events, occurrences, or causes include, without limitation: war, strikes or labor disputes, pandemics, government orders, civil disturbances, fires, natural disasters, and acts of God.
- DD. AUDIT: The Contractor shall retain all books, records, 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 agency, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.
- EE. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that VCU shall be bound hereunder only to the extent the General Assembly appropriates funds, or other applicable funding sources provide funds, for the purpose of this contract.
- FF. 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 contract, 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 newly introduced during the term of the contract.
- GG. REALSOURCE: This solicitation and resulting contract shall result in a purchase order or purchase orders issued via VCU's source-to-pay platform, RealSource. Contractor shall register in RealSource upon award of contract. For information on registering, visit realsource.vcu.edu. Registration is free, and registered vendors shall have access to purchase order, invoice, and payment information. Contractor is responsible for the security of its RealSource portal account, including restricting access to it, maintaining the confidentiality of login information, and taking any other actions necessary to protect the security of the Contractor's account. VCU will not be responsible for a third party's fraudulent collection of VCU payments due to the Contractor's failure to update or protect its account information. If this is a cooperative procurement, this clause shall apply to orders placed by VCU only.

XXIII. SPECIAL TERMS AND CONDITIONS

- A. 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 Virginia Commonwealth University will be used in product literature or advertising. The Contractor shall not state in any of the advertising or product literature that the Commonwealth of Virginia or any agency or institution of the Commonwealth has purchased or uses its products or services.
- B. CANCELLATION OF CONTRACT: The purchasing agency reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon sixty (60) days written notice to the Contractor. In the event the initial contract period is for more than twelve (12) months, the resulting contract may be terminated by either party, without penalty, after the initial twelve (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. TERMINATION OF CONTRACT: VCU may terminate this contract if Contractor materially breaches this contract and such breach is not cured within thirty (30) days after written notice to Contractor.
- D. PROMPT PAYMENT DISCOUNTS: Virginia Commonwealth University will pay within 30 days after receipt and acceptance of an invoice. Offerors are encouraged to offer a prompt payment discount, in which Offeror provides a discount off the invoice total in exchange for VCU paying the invoice in fewer than 30 days. Offeror should describe such an offer at the bottom of their pricing proposal, indicating both A) the discount percentage offered and B) the net number of days in which payment would need to be made in order to achieve the discount. Such an offer, if present, shall be factored into the evaluation of Offeror's proposal.
- E. SPECIAL EDUCATIONAL OR PROMOTIONAL DISCOUNTS: The Contractor shall extend any special educational or promotional sale prices or discounts immediately to the Commonwealth during the term of the contract. Such notice shall also advise the duration of the specific sale or discount price.
- F. EXTRA CHARGES NOT ALLOWED: The proposal price shall be for complete installation ready for Commonwealth's use, and shall include all applicable freight and installation charges; extra charges will not be allowed.
- G. PRIME CONTRACTOR RESPONSIBILITIES: The Contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that it may utilize, using its best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime Contractor. The Contractor agrees that it is as fully responsible for the acts and omissions of his subcontractors and of persons employed by them as it is for the acts and omissions of its own employees.
- H. QUANTITIES: Quantities set forth in this solicitation are estimates only, and the Contractor shall supply at proposal prices actual quantities as ordered, regardless of whether such total quantities are more or less than those shown.
- I. RENEWAL OF CONTRACT: This contract may be renewed by the Commonwealth upon mutual written contract of both parties for two (2) successive one (1) year periods under the terms and conditions of the original contract. Price increases may be negotiated only at the time of renewal. Written notice of the Commonwealth's intention to renew should be provided approximately 60 days prior to the expiration date of each contract period.
- J. 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.

- K. WARRANTY (COMMERCIAL): The Contractor agrees that the supplies or services furnished under any award resulting from this solicitation shall be covered by the most favorable commercial warranties the Contractor gives any customer for such supplies or services and that the rights and remedies provided therein are in addition to and do not limit those available to the Commonwealth by any other clause of this solicitation. A copy of this warranty must be furnished with the proposal.
- L. POLICY OF EQUAL EMPLOYMENT: Virginia Commonwealth University is an equal opportunity/affirmative action employer. Women, minorities, and persons with disabilities are encouraged to apply. The University encourages all vendors to establish and maintain a policy to ensure equal opportunity employment. To that end, Offerors should submit along with their proposals, their policy of equal employment.
- M. ADDITIONAL USERS OF CONTRACT: It is the University's intent to provide other Virginia Association of State College and University Purchasing Professionals (VASCUPP) with access to the University's contracts and to provide Contractors with opportunities to do business with other VASCUPP institutions of higher education.

To that end and if agreeable with the Contractor, the following Colleges and Universities listed are the VASCUPP institutions and may have access to any contract resulting from this solicitation: College of William and Mary, University of Virginia, George Mason University, Virginia Military Institute, James Madison University, Old Dominion University, Virginia Polytechnic Institute & State University, Radford University, University of Mary Washington, and Longwood University. Upon written request from a VASCUPP institution, the Contractor may allow access to the contract. Although the University desires to provide access on such contract to VASCUPP, the Contractor is not required to provide such access. A Contractor's willingness to provide this access to VASCUPP members will not be a consideration in awarding this contract. Although the VASCUPP Agencies may have access to any resulting contract, VASCUPP is not bound to use the contract and any use of the contract is strictly optional.

If the VASCUPP institutions choose to access the contract and the Contractor agrees to such access, the terms and conditions of the contract will be in full force and effect as between the VASCUPP institutions and the Contractor. VCU will have no responsibility for the resolution of any contractual disputes, or for payment for services rendered which may arise from a VASCUPP institution accessing the contract. The Contractor understands and agrees that it shall not have any recourse against VCU with respect to any claim it may have against another VASCUPP institution that accessed this contract.

- N. GRAMM-LEACH-BLILEY ACT: The Contractor shall comply with the Act by implementing and maintaining appropriate safeguards to protect and prevent unauthorized release of student, faculty and staff nonpublic information. Nonpublic information is defined as social security numbers, or financial transactions, bank, credit, and tax information.
- O. CRIMINAL BACKGROUND INVESTIGATION: If Contractor employees and agents will be on the VCU campus, Contractor must comply with the following: Contractor shall ensure that its employees, full-time or part-time, including newly hired, re-hired, seasonal, and/or temporary, who may have access to VCU confidential or proprietary information, or data about VCU personnel or students, have passed a criminal background check pursuant to the Code of Virginia, § 2.2-1201.1. Criminal background checks shall comply with the standards set forth in VCU's employment policies found at:

<http://www.policy.vcu.edu/sites/default/files/Criminal%20Conviction%20Investigations.pdf>

Specifically, Contractor shall ensure an investigation is conducted by a third-party vendor utilizing courthouse records and national databases to obtain records within the past seven (7) years. Convictions related to drugs, violence and/or sexual behavior are generally considered job related due to the nature of the VCU environment and the need to provide reasonable levels of protection for students, patients, employees, visitors, and institutional resources.

- P. IDENTIFICATION CARDS: All Contractor employees authorized to work at VCU, must obtain a VCU identification card. Information on obtaining a card is available at <http://vcucard.vcu.edu/>. Contractor's employees must wear their VCU identification when they are on VCU property.
- Q. SECTION 508 COMPLIANCE: All information technology which, pursuant to this contract, is purchased or upgraded by or for the use of the University (the "Technology") shall comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. If requested, the Contractor must provide a detailed explanation of how compliance with Section 508 of the Rehabilitation Act is achieved and a validation of concept demonstration. The requirements of this Paragraph along with the Non-Visual Access to Technology clause below shall be construed to achieve full compliance with the Information Technology Access Act, §§ 2.2-3500 through 2.2-3504 of the Code of Virginia.
- R. NONVISUAL ACCESS TO TECHNOLOGY: All Technology shall comply with the following nonvisual access standards from the date of purchase or upgrade until the expiration of this Contract:
- (a) effective, interactive control and use of the Technology shall be readily achievable by nonvisual means;
 - (b) the Technology equipped for nonvisual access shall be compatible with information technology used by other individuals with whom any blind or visually impaired user of the Technology interacts;
 - (c) nonvisual access technology shall be integrated into any networks used to share communications among employees, program participants or the public; and
 - (d) the technology for nonvisual access shall have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.

Compliance with the foregoing nonvisual access standards shall not be required if University determines (i) the Technology is not available with nonvisual access because the essential elements of the Technology are visual and (ii) nonvisual equivalence is not available.

Installation of hardware, software, or peripheral devices used for nonvisual access is not required when the Technology is being used exclusively by individuals who are not blind or visually impaired, but applications programs and underlying operating systems (including the format of the data) used for the manipulation and presentation of information shall permit the installation and effective use of nonvisual access software and peripheral devices.

If requested, the Contractor must provide a detailed explanation of how compliance with the foregoing nonvisual access standards is achieved and a validation of concept demonstration. The requirements of this Paragraph shall be construed to achieve full compliance with the Information Technology Access Act, §§ 2.1-807 through 2.1-811 of the Code of Virginia.

XXIV. FEDERAL TERMS AND CONDITIONS

- A. For any purchase resulting from this RFP which is funded by a U.S. Government grant or contract, the following provisions found in Appendix II of the Uniform Administrative

Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule (2 CFR Part 200, et al) shall be incorporated and made a part of the purchase contract between the parties.

1. Equal Employment Opportunity (E.O. 11246 as amended by E.O. 11375 and supplemented by 41 CFR part 60).
2. For construction with Federal funds: the Davis-Bacon Act (40 U.S.C. 3141-3148) as supplemented by 29 CFR part 5.
3. Copeland "Anti-Kickback" Act (40 U.S.C. 3145 and 29 CFR part 3).
4. Where applicable, the Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708) as supplemented by 29 CFR part 5.
5. For non-profit organizations and small business, patent rights will be governed by 37 CFR part 401, "Rights to Inventions Made by Non-Profit Organizations and Small Business Firms under Government Grants, Contracts and Cooperative Contracts."
6. The Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387.), as amended.
7. Mandatory standards and policies relating to energy efficiency contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6201).
8. When applicable, this Order is subject to Debarment and Suspension (E.O.s 12549 and 12689) as provided in 2 CFR part 180.
9. The BYRD Anti-Lobbying Amendment (31 U. S. C. 1352): awards of \$100,000.00 or more will file the required certification.
10. **This contractor and subcontractor shall abide by the requirements of 41 CFR 60-1.4(a), 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, sexual orientation, gender identity, national origin, and for inquiring about, discussing or disclosing compensation. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability or veteran status.**

XXV. ATTACHMENTS

ATTACHMENT A: DATA AND INTELLECTUAL PROPERTY ADDENDUM

ATTACHMENT A

Data and Intellectual Property Protection Addendum

1. Definitions

- a. "End User" means the individuals authorized by the University to access and use the Services provided by Contractor under this Agreement.
- b. "Personally Identifiable Information" includes but is not limited to the following: personal identifiers such as name, address, phone number, date of birth, Social Security number, and student or personnel identification number; "personal information" as defined in Virginia Code section 18.2-186.6 and any successor laws of the Commonwealth of Virginia; personally identifiable information contained in student education records as that term is defined in the Family Educational Rights and Privacy Act, 20 USC 1232g; "medical information" as defined in Virginia Code Section 32.1-127.1:05; "protected health information" as that term is defined in the Health Insurance Portability and Accountability Act, 45 CFR Part 160.103; nonpublic personal information as that term is defined in the Gramm-Leach-Bliley Financial Modernization Act of 1999, 15 USC 6809; credit and debit card numbers and access codes and other cardholder data and sensitive authentication data as those terms are defined in the Payment Card Industry Data Security Standards; other financial account numbers, access codes, driver's license numbers; and state- or federal-identification numbers such as passport, visa or state identity card numbers.
- c. "Securely Destroy" means taking actions that render data written on physical (e.g., hardcopy, microfiche, etc.) or electronic media unrecoverable by both ordinary and extraordinary means. These actions must meet or exceed those sections of the National Institute of Standards and Technology (NIST) SP 800-88 guidelines relevant to data categorized as high security.
- d. "Security Breach" means a security-relevant event in which the security of a system or procedure used to create, obtain, transmit, maintain, use, process, store or dispose of data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- e. "Services" means any goods or services acquired by the University from Contractor.
- f. "University Data" includes all Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites or publications, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.

2. Rights and License in and to the University Data

The parties agree that as between them all rights, including all intellectual property rights in and to University Data, shall remain the exclusive property of the University, and Contractor has a limited, nonexclusive license to use these data as provided in this Agreement solely for the purpose of performing its obligations hereunder. This Agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property, except as expressly stated in the Agreement.

3. Intellectual Property Disclosure/Rights

- a. Unless expressly agreed to the contrary in writing, all goods, products, materials, documents, reports, writings, video images, photographs or papers of any nature including software or

computer images prepared by Contractor (or its subcontractors) for the University will not be disclosed to any other person or entity without the written permission of the University.

- b. Contractor warrants to the University that the University will own all rights, title and interest in any intellectual property created for the University as part of the performance of this Agreement and will have full ownership and beneficial use thereof, free and clear of claims of any nature by any third party including, without limitation, copyright or patent infringement claims. Contractor agrees to assign and hereby assigns to the University all rights, title, and interest in any and all intellectual property created for the University as part of the performance of this Agreement, and will execute any future assignments or other documents needed for the University to document, register, or otherwise perfect such rights. Nothing in this section is intended to or shall be construed to apply to existing intellectual property created or owned by the Contractor that the University is licensing under this Agreement. For avoidance of doubt, the University asserts no intellectual property ownership under this clause to any pre-existing intellectual property of the Contractor, and seeks ownership rights only to the extent Contractor is being engaged to develop certain intellectual property as part of its services for the University.
- c. Notwithstanding the foregoing, for research collaboration pursuant to subcontracts under sponsored research agreements administered by the University's Office of Sponsored Programs, intellectual property rights will be governed by the terms of the grant or contract to the University to the extent such grant or contract requires intellectual property terms to apply to subcontractors.

4. Data Privacy

- a. Contractor will use University Data only for the purpose of fulfilling its duties under this Agreement and will not share or disclose such data to any third party without the prior written consent of the University, except as required by this Agreement or as otherwise required by law.
- b. University Data will not be stored outside the United States without prior written consent from the University.
- c. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Contractor obligations under this Agreement. Contractor will ensure that employees who perform work under this Agreement have received appropriate instruction and understand how to comply with the data protection provisions of this Agreement.
- d. The following provision applies only if Contractor will have access to the University's education records as defined under the Family Educational Rights and Privacy Act (FERPA): Contractor acknowledges that for the purposes of this Agreement it will be designated as a "school official" with "legitimate educational interests" in University education records, as those terms have been defined under FERPA and its implementing regulations, and Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use the education records only for the purpose of fulfilling its duties under this Agreement for University's and its End User's benefit, and will not share such data with or disclose it to any third party except as provided for in this Agreement, required by law, or authorized in writing by the University.

5. Data Security

- a. Contractor will store and process University Data in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved. Without limiting the foregoing, Contractor warrants that all electronic University Data will be encrypted in

transmission (including via web interface) in accordance with industry best practices commensurate to the sensitivity of the information such as controls outlined in the Moderate or High control baselines in the latest version of National Institute of Standards and Technology Special Publication 800-53.

- b. If Contractor stores Personally Identifiable Information as part of this Agreement, Contractor warrants that the information will be stored in accordance with industry best practices commensurate to the sensitivity of the information such as controls outlined in the Moderate or High control baselines in the latest version of National Institute of Standards and Technology Special Publication 800-53.
- c. Contractor will use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods in providing Services under this Agreement.

6. Employee Background Checks and Qualifications

Contractor shall ensure that its employees, full-time or part-time, including newly hired, re-hired, seasonal, and temporary who may have access to University Data have passed a criminal background check pursuant to the Code of Virginia, §2.2-1201.1. Criminal background checks shall comply with the standards set forth in VCU's employment policies:

<http://www.policy.vcu.edu/sites/default/files/Criminal%20Conviction%20Investigations.pdf>

Specifically, Contractor shall ensure an investigation is conducted by a third-party vendor utilizing

Convictions related to drugs, violence, and sexual behavior are generally considered job related due to the nature of the VCU environment and the need to provide reasonable levels of protection for students, patients, employees, visitors and institutional resources. Individuals with failed background checks shall not participate in the performance of this Agreement and must undergo additional evaluation before access to information is provided. Contractor shall maintain records sufficient to document the completion of required criminal background checks. The University reserves the right in its sole discretion to perform audits of Contractor's compliance at the University's expense to ensure compliance with this term.

7. Data Authenticity and Integrity

Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor will be responsible during the terms of this Agreement, unless otherwise specified elsewhere in this Agreement, for converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration.

8. Security Breach

- a. Response. Upon becoming aware of a Security Breach or of circumstances that are reasonably understood to suggest a likely Security Breach, Contractor will timely notify the University consistent with applicable state or federal laws, fully investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, Contractor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from the University.
- b. Liability. If Contractor must under this Agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information, the following provisions apply: In addition to any other remedies available to the

University under law or equity, Contractor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach caused by Contractor, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year's credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach.

9. Response to Legal Orders, Demands or Requests for Data

- a. Except as otherwise expressly prohibited by law, Contractor will
 - i. immediately notify the University of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data;
 - ii. consult with the University regarding its response;
 - iii. cooperate with the University's reasonable requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and
 - iv. provide the University with a copy of its response upon the University's request.
- b. If the University receives a subpoena, warrant, or other legal order, demand (including request pursuant to the Virginia Freedom of Information Act) or request seeking University Data maintained by Contractor, the University will promptly provide a copy to Contractor. Contractor will promptly supply the University with copies of data required for the University to respond and will cooperate with the University's reasonable requests in connection with its response.

10. Data Transfer Upon Termination or Expiration

- a. Upon termination or expiration of this Agreement, Contractor will ensure that all University Data are securely returned or destroyed as directed by the University in its sole discretion. Transfer of University Data to the University or a third party designated by the University shall occur within a reasonable period of time and without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of the University or its transferee, and to the extent technologically feasible, the University will have reasonable access to University Data during the transition. In the event the University requests destruction of its data, Contractor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which Contractor might have transferred University Data. Contractor agrees to provide documentation of data destruction to the University.
- b. Contractor will notify the University of impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing the University access to Contractor's facilities to remove and destroy University-owned assets and data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the University. Contractor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to the University. Contractor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final transition date.

11. Audits

- a. The University reserves the right in its sole discretion to perform audits of Contractor at the University's expense to ensure compliance with the terms of this Agreement. Contractor shall reasonably cooperate in the performance of such audits. This provision applies to all agreements under which Contractor must create, obtain, transmit, use, maintain, process, or dispose of University Data.
- b. If Contractor must under this Agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information or financial or business data which has been identified to Contractor as having the potential to affect the accuracy of the University's financial statements, Contractor will at its expense conduct or have conducted at least annually a(n):
 - i. American Institute of CPAs Service Organization Controls (SOC 2) Type II audit, or other security audit with audit objectives deemed sufficient by the University, which attests Contractor's security policies, procedures and controls;
 - ii. vulnerability scan of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under this Agreement; and
 - iii. formal penetration test of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under this Agreement.

Additionally, upon University request, Contractor will provide the results of the above audits, scans and tests, and will promptly modify its security measures as needed based on those results in order to meet its obligations under this Agreement. The University may require, at University expense, Contractor to perform additional audits and tests, the results of which will be provided promptly to the University.

12. Compliance

- a. Contractor will comply with all applicable laws and industry standards in performing services under this Agreement. Any Contractor personnel visiting the University's facilities will comply with all applicable University policies regarding access to, use of, and conduct within such facilities. The University will provide copies of such policies to Contractor upon request.
- b. Contractor warrants that the service it will provide to the University is fully compliant with relevant laws, regulations, and guidance that may be applicable to the service, such as: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), Federal Export Administration Regulations, and Defense Federal Acquisitions Regulations.
- c. If the Payment Card Industry Data Security Standards (PCI-DSS) are applicable to Contractor service provided to the University, Contractor will, upon written request, furnish proof of compliance with PCI-DSS within 10 business days of the request.
- d. Section 508 Compliance: All information technology which, pursuant to this Agreement, is purchased or upgraded by or for the use of the University (the "Technology") shall comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. If requested, the Contractor must provide a detailed explanation of how compliance with Section 508 of the Rehabilitation Act is achieved and a validation of concept demonstration. The requirements of this Paragraph along with the Non-Visual Access to Technology clause below shall be construed to achieve full compliance with the Information Technology Access Act, §§ 2.2-3500 through 2.2-3504 of the *Code of Virginia*.
- e. Nonvisual Access to Technology: All Technology shall comply with the following nonvisual access standards from the date of purchase or upgrade until the expiration of this Agreement:

- i. effective, interactive control and use of the Technology shall be readily achievable by nonvisual means;
- ii. the Technology equipped for nonvisual access shall be compatible with information technology used by other individuals with whom any blind or visually impaired user of the Technology interacts;
- iii. nonvisual access technology shall be integrated into any networks used to share communications among employees, program participants or the public; and
- iv. the technology for nonvisual access shall have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.

Compliance with the foregoing nonvisual access standards shall not be required if University determines (i) the Technology is not available with nonvisual access because the essential elements of the Technology are visual and (ii) nonvisual equivalence is not available.

Installation of hardware, software, or peripheral devices used for nonvisual access is not required when the Technology is being used exclusively by individuals who are not blind or visually impaired, but applications programs and underlying operating systems (including the format of the data) used for the manipulation and presentation of information shall permit the installation and effective use of nonvisual access software and peripheral devices.

If requested, the Contractor must provide a detailed explanation of how compliance with the foregoing nonvisual access standards is achieved and a validation of concept demonstration. The requirements of this Paragraph shall be construed to achieve full compliance with the Information Technology Access Act, §§ 2.1-807 through 2.1-811 of the Code of Virginia.

13. No End User agreements

This Agreement is the entire Agreement between the University (including University employees and other End Users) and Contractor. In the event Contractor enters into terms of use agreements or other agreements or understandings, whether electronic, click-through, verbal or in writing, with University employees or other End Users, such agreements shall be null, void and without effect, and the terms of this Agreement shall apply.

14. Contractor Account Security

If Contractor is a registered vendor in eVA or RealSource, Contractor is responsible for the security of its portal account, including restricting access to it, maintaining the confidentiality of login information, and taking any other actions necessary to protect the security of the Contractor's account. University will not be responsible for a third party's fraudulent collection of University payments due to the Contractor's failure to update or protect its account information.

15. Survival

Contractor's obligations under Section 10 shall survive termination of this Agreement until all University Data has been returned or securely destroyed.

APPENDIX I

PARTICIPATION IN STATE PROCUREMENT TRANSACTIONS SMALL BUSINESSES AND BUSINESSES OWNED BY WOMEN AND MINORITIES

The following definitions will be used in completing the information contained in this Appendix.

Definitions

- **Small business** is an independently owned and operated business 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. Nothing in this definition prevents a program, agency, institution or subdivision from complying with the qualification criteria of a specific state program or federal guideline to be in compliance with a federal grant or program.
- **Women-owned business** is 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.
- **Minority-owned business** is a business that is at least 51 percent owned by one or more minority individuals 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 the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals, or any historically black college or university, regardless of the percentage ownership by minority individuals or, in the case of a corporation, partnership, or limited liability company or other entity, the equity ownership interest in the corporation, partnership, or limited liability company or other entity. Minority Individual: "Minority" means a person who is a citizen of the United States or a legal resident alien and who satisfies one or more of the following definitions:
 - "Asian Americans" means all persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands, including but not limited to Japan, China, Vietnam, Samoa, Laos, Cambodia, Taiwan, Northern Marinas, the Philippines, U. S. territory of the Pacific, India, Pakistan, Bangladesh and Sri Lanka and who are regarded as such by the community of which these persons claim to be a part.
 - "African Americans" means all persons having origins in any of the original peoples of Africa and who are regarded as such by the community of which these persons claim to be a part.
 - "Hispanic Americans" means all persons having origins in any of the Spanish speaking peoples of Mexico, South or Central America, or the Caribbean Islands or other Spanish or Portuguese cultures and who are regarded as such by the community of which these persons claim to be a part.
 - "Native Americans" means all persons having origins in any of the original peoples of North America and who are regarded as such by the community of which these persons claim to be a part or who are recognized by a tribal organization.
 - "Eskimos and Aleuts" means all persons having origins in any of the peoples of Northern Canada, Greenland, Alaska, and Eastern Siberia and who are regarded as such in the community of which these

persons claim to be a part.

- **Service Disabled Veterans:** Veterans who are small business owners can obtain Service Disabled Veteran-owned “status” in the SWaM vendor database. This is not a separate certification; it is a designation of those businesses that are owned by Service Disabled Veterans who are certified as such by the Virginia Department of Veteran Services. Veterans wishing to apply for service disabled veteran status must first seek eligibility certification from the Department of Veteran Services by calling (804) 786-0286 or visiting the DVS website at www.virginiaforveterans.com . Veterans can apply for small, women-owned or minority-owned certification with the Department of Small Business and Supplier Diversity before or after obtaining an eligibility certificate from DVS. Both services are available at no charge.
- **Disadvantaged Business Enterprise:** The Disadvantaged Business Enterprise (DBE) certification program is a Federal program. The purpose is to increase the participation of certified DBEs in projects funded by the US Department of Transportation and other federal sectors. Projects typically include heavy construction, such as building and designing roads, bridges, railroads, ports, and airports. The Program is governed by the U.S. Federal Regulations in 49 CFR Parts 26 and 23.
- **The Virginia Unified Certification Program** includes two certifying agencies:
 - The Department of Small Business and Supplier Diversity (DSBSD)
 - The Metropolitan Washington Airports Authority (MWAA)

There is no need to submit an application to both agencies. Federal DBE certification by either agency is fully accepted throughout Virginia.

If you plan to participate in the procurement process with one of the Commonwealth of Virginia’s state agencies that does not receive federal transportation funds, you need to apply for SWaM certification, not DBE certification. To apply for SWaM certification, please [click here](#).

- **Employment services organization (ESO):** is an organization that provides community-based employment services to individuals with disabilities that is an approved Commission on Accreditation of Rehabilitation Facilities (CARF) accredited vendor of the Department for Aging and Rehabilitative Services.
- **8a** is a SBA federal certification. If a firm provides documentation that they are certified as such they can participate in the SWaM program without any additional paperwork.
- **EDWOSB**-stands for economically disadvantaged woman owned small business. This too is a federal certification that is verified by WBENC. Again no additional paperwork is required other than the WBENC certification document.

PARTICIPATION BY SMALL BUSINESSES, BUSINESSES OWNED BY WOMEN,

BUSINESSES OWNED BY MINORITIES

This appendix should only be completed by firms that are not currently Virginia Department of Small Business and Supplier Diversity (DSBSD)-certified small businesses.

Offeror certifies that it will involve Small Businesses, Women-Owned Businesses, and/or Minority-Owned Businesses (SWaM) in the performance of this contract either as part of a joint venture, as a partnership, as Subcontractors, or as suppliers. VCU has an overall goal of 42% SWaM participation for all annual purchases and seeks the maximum level of participation possible from all its contractors.

SWaM Subcontracting Plan: *In the space below, please describe the areas in which you plan to utilize SWaM-certified businesses as subcontractors. Please be specific as to what types of goods and/or services these subcontractors will provide during the performance of the contract. If currently known, please list the exact SWaM-certified subcontractors you plan to utilize.*

Commitment for utilization of DSBSD SWaM Businesses:

_____ % of total contract amount that will be performed by DSBSD certified SWaM businesses.

Identify the individual responsible for submitting SWaM reporting information to VCU:

Name Printed: _____

Email: _____

Phone: _____

Firm: _____

Offeror understands and acknowledges that the subcontracting plan above represents a contractual commitment by the Offeror. Failure to achieve the percentage commitment will be considered a breach of contract and may result in contract default.

Acknowledged:

By *(Signature)*: _____

Name Printed: _____

Title: _____

Email: _____

Note: Small, Minority and/or Women-owned business sub-contractors are required to become certified and maintain certification through the Virginia Department of Small Business and Supplier Diversity (DSBSD; <https://www.sbsd.virginia.gov/certification-division/>) in order to fulfill the Offeror's commitment for utilization.

APPENDIX II

INVOICING AND PAYMENT

Invoicing:

The Contractor shall submit a fully itemized invoice to Virginia Commonwealth University, Accounts Payable, PO Box 3985 Scranton, PA 18505, that, at minimum, includes the following information: the Virginia Commonwealth University purchase order number; a description of the goods or services provided; quantities; unit prices; extended prices; and total prices. Payment will be issued in accordance with the payment method selected below and with the Commonwealth of Virginia Prompt Payment Legislation.

Upon request by VCU, the Contractor shall submit invoices electronically using the VCU RealSource vendor portal; and Contractor agrees to comply, to the extent commercially reasonable, with any future e-commerce initiatives including, but not limited to: procurement, procurement content, sourcing or any other electronic procurement and sourcing solutions.

Questions regarding this method of invoicing should be sent to: ecommerce@vcu.edu.

Payment:

Please review the payment methods described below and select one for your firm.

By selecting the payment method below, Contractor acknowledges that the selected payment method is **not specific to the contract resulting from this solicitation and will apply to all payments made to the Contractor** by Virginia Commonwealth University. For example, if the Contractor has an existing contract(s) and is currently receiving payment by paper check, but the Contractor is now electing to receive payment by the commercial card, **all payments** will be made using the method selected below.

Payment Methods

1. Electronically through a Wells Fargo Visa commercial card: Payment is processed thirty (30) days after receipt of a proper invoice for the amount due, or thirty (30) days after receipt of the goods or services, whichever is later.

It is the Contractor's responsibility to contact its banking institutions to determine any credit limit that may restrict the payment of invoices. It is the Contractor's responsibility to have its credit limit raised as necessary to facilitate the timely payment of all invoices. Invoices exceeding the Contractor's credit limit will be returned unpaid.

Questions regarding this method of payment should be sent to commcard@vcu.edu.

2. Paper Check

Contractor must indicate the method of payment selected:

_____ Commercial Card Payment (Wells Fargo VISA)

_____ Paper Check

Invoicing and Payment Method Acknowledgement:

Signature: _____

NamePrinted: _____

Title: _____

Name of Firm: _____

Date: _____

Please identify the following contact information for the individual who will serve as the appropriate point of contact within your company to be contacted by VCU Accounts Payable to implement the electronic invoicing and payment processes:

Name of the individual: _____

Title: _____

Mailing address: _____

Email address: _____

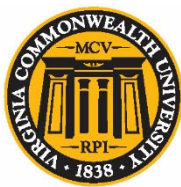
Phone number: _____

Fax number: _____

EXCEPTIONS

Unless specific exceptions are made within the firm's proposal, the University will assume that the Offeror accepts all the terms, conditions, and specifications of this RFP. In the event that VCU enters into negotiations with an Offeror, VCU may decide only to negotiate those items included as exceptions listed in Appendix III. If, during negotiations, the Offeror raises issues that were not included in the Offeror's Appendix III submittal, VCU may, at its sole discretion, terminate the negotiations.

[illegible]



VCU Procurement Services

RFP 136341808CK - Addendum 1

DATE: December 9, 2020

ADDENDUM NO. 1 TO ALL OFFERORS:

Reference - Request for Proposals: RFP# 136341808CK

Commodity/Title: Out-of-State Recruitment Services

Issue Date: November 13, 2020

Proposal Due: December 13, 2020

A. The above is hereby changed to read:

The RFP opening date has been extended to **Wednesday, December 16, 2020 by 2:00 PM EST.**

B. Responses to Questions Submitted:

1. Do you anticipate extending the bid due date?

Yes. The new RFP Opening Date is Wednesday, December 16, 2020.

2. What additional details are you willing to provide, if any, beyond what is stated in bid documents concerning how you will identify the winning bid?

Award will be made to the vendor who VCU believes will provide the best solution.

3. Was this bid posted to the nationwide free bid notification website at www.mygovwatch.com/free?

No.

4. Other than your own website, where was this bid posted?

eVA Procurement Portal at eva.virginia.gov.

5. Will questions be answered before the questioning deadline or will all questions be answered after the December 1st deadline to submit them?

All questions will be answered after December 1 via addendum.

6. Will there be a virtual question session for all respondents to join and ask questions or is email the only way to have questions answered?

There is no pre-proposal conference. Questions are to be submitted via e-mail until December 1, 2020.

7. Is VCU looking for technology to maintain, manage and run internally or is this RFP for a Firm/Partner to implement and run the recruiting efforts themselves?

The Firm will partner with VCU but the recruiting effort will be conducted by the Firm.

8. Section I. PURPOSE, page 4 - In order to have a clearer understanding of VCU's identified goals 1-3, please specify the following enrollment data for the university's fall 2019 class and fall 2020 class:

- a) The number of out-of-state freshmen enrolled

1) 2019: **445**

2) 2020: **433**

- b) The percent of the overall freshman class who are out-of-state students

1) 2019: **10%**

2) 2020: **11%**

9. Please clarify the university's \$400,000 annual cost of services - is this requirement only for the first year of the contract or does the university require the cost to remain firm at \$400,000 per year for the duration of the three-year contract?

\$400,000 per year for the duration of the three-year contract.

10. Cover Page and Section VIII. Schedule (p 8-9) - The RFP states a proposal due date of December 13, 2020, which is a Sunday and the university will be closed. Please clarify whether or not this is the date when bidders should submit their proposals.

The RFP Opening Date has been extended to December 16, 2020.

11. Are you looking for a recruitment services vendor to execute recruitment initiatives, or a recruitment platform for which your internal staff can utilize to execute recruitment activities?

Both, a recruitment services vendor to execute recruitment initiatives and provide recruitment platforms which internal staff can utilize to execute recruitment activities.

12. What are your current challenges or pain points with your current Out-of-State Student Recruitment Services process?

Limited resources and cost of attendance.

13. Do you use a platform for communication and engagement with your students and prospective Students? Do you use the same tool or other for internal communications with staff?

a) Yes.

b) We do not use the same tool; however, we have an intranet and a list serv for staff.

14. What tool/platform are you currently using as an enrollment predictor, and to drive enrollment in key areas? Is there an AI or machine learning component to this to continually improve its accuracy?

We currently use SAS and other statistical software packages for strategic decision making related to enrollment. AI and machine learning are used by our current provider, but not currently within the institution itself.

15. Are there any time sensitive issues we should be aware of driving your need to maximize recruitment communication and increase enrollment?

We are striving to increase the number of newly enrolled out-of-state freshmen to 20 percent or higher by 2025 and increase the number potentially admissible of out-of-state applicants in order to enroll a freshman class that is 20% out-of-state by 2025.

16. Is VCU currently using any other cloud platforms across the organization? If so, which cloud platforms are you using? Are there any other technologies that you are currently using?

Various cloud platforms and technologies are used across the institution for a variety of purposes. They are too numerous to list.

17. What is VCU's desired level of involvement in this project?

We expect to be full partners in this process.

18. Do you have a process for nurturing cold or stale leads?

Yes.

19. Can your team currently create compelling, dynamic, and personalized branded emails easily within the current system?

Yes.

20. Do you have a strategy for personalizing content to your constituents to increase engagement and click throughs?

Yes.

21. Do you have the ability to track the ROI of your outbound recruiting efforts?

Yes.

22. Do you currently struggle with qualifying prospective applicants in a high volume and noisy market?

Yes.

23. Does your current system allow you to gauge, in real time, the likelihood that a prospect will apply for a program?

No.

24. Are you currently able to evaluate your prospects against an ideal candidate profile? For example, geography, program interest, academic level etc?

No.

25. Do you plan to expand your current recruitment efforts into additional channels? For example, Social media, SMS, or live chat?

Yes, we are currently working to enhance our social media presence and SMS usage.

26. Does your current system allow you enhanced insights as to message engagement, send time optimization and effectiveness of copy?

Yes.

27. Is there an appetite for moving recruiting functions in-house to save money, given highly automated time-saving tools?

Not at this time.

28. What kind of drip campaigns (automated message sequences based on behavior) do you currently use if any?

Recruitment/marketing campaigns to seniors. Yield campaigns to seniors.

29. Should Juniors and Sophomores be included?

Yes.

30. Print, average number of pieces per year or anticipated need?

50,000 -150,000 pieces.

31. What percentage of enrollment is currently made up of out of state students?

13.5% of total enrollment.

32. Can VCU please provide the following funnel metrics for Fall 2019 and Fall 2020:
- a) Prospect - **Not available at this time**
 - b) Inquiries - **Not available at this time**
 - c) Applicant - **Fall 2019 - 19,200 (freshman); Fall 2020 - 19,184 (freshman)**
 - d) Deposit - **Not available at this time**
 - e) Enrolled - **Fall 2019 - 4,461 (freshman); Fall 2020 - 3,827 (freshman)**
33. What are VCU's Fall 2021 and Fall 2022 recruitment and enrollment goals:
- a) Prospect - **Not available at this time**
 - b) Inquiries - **Not available at this time**
 - c) Applicant - **Not available at this time**
 - d) Deposit - **Not available at this time**
 - e) Enrolled - **Not available at this time**
34. What are VCU's Fall 2021 and Fall 2022 recruitment and enrollment goals for out of state students in particular:
- a) Prospect - **Not available at this time**
 - b) Inquiries - **Not available at this time**
 - c) Applicant - **Not available at this time**
 - d) Deposit - **Not available at this time**
 - e) Enrolled - **Not available at this time**
35. Historically, how many senior names have been purchased?
- 250,000 split across two years of purchases (some as juniors, some as seniors).**
- a. How many applications did you receive from your Senior Search names?
TBD - new system implemented mid purchase cycle, so cannot assess yet.
36. Historically, how many junior names have been purchased?
- 100,000 to 150,000 per year.**
- a. How many inquiries did you receive from your Junior Search names?
TBD - new system implemented mid purchase cycle, so cannot assess yet.

37. Historically, how many Sophomore Names have been purchased?

None.

a. How many inquiries did you receive from your Sophomore Search names?

N/A

38. Is there an incumbent?

a. If so would VCU be willing to share what company?

Currently, VCU uses Ruffalo Noel Levitz.

39. We note that there are provisions in Article XXIV, Federal Terms and Conditions, that apply to an RFP funded by a U.S. government grant or contract. Will you please clarify whether such funds will be used to fund this RFP?

There will be no federal funds used for this RFP.

40. For the goals for participation by certified SWaM firms, can VCU please share if this is graded on a participation scale? Meaning if vendors show effort towards the participation goals, will they be provided a full score for this category in the evaluation criteria?

The SWaM Scoring is based on the percentage of the subcontracting a prime vendor gives to a Virginia (VA) DSBSD Certified SWaM vendor.

Note: If a prime vendor is a VA DSBSD Certified firm, the firm would receive the full SWaM percentage points.

41. For your affordability predictor model, to estimate EFC, would you be applying this to your Inquiry Pool? Your Application pool? Or Your Admit pool?

We would look to the vendor for their recommendations.

42. Is there an incumbent providing similar services to your institution? If yes, then please name the incumbent. If yes, then can you describe why you are proceeding with an RFP to procure services? Are there different / new services you'd like a new vendor to provide?

The current vendor, Ruffalo Noel Levitz, is performing services through a cooperative contract. This is a new solicitation from VCU.

43. Did VCU evaluate solutions that could meet its requirements through vendor presentations leading up to the RFP release? If so, what types and names of solutions and vendors were evaluated?

No.

44. Can VCU share who will be on the evaluation committee for this RFP? Who has the authority to sign the proposal and how do they make decisions?

This information will not be released at this time.

45. What is the current volume of out of state student names VCU purchases in a given year as Sophomores, as Juniors, and as Seniors? Is there a desire for change?

210,000 to 310,000, depending on year and recommendations from vendor and leadership

46. What is your current inquiry pool volume for entering class 2021 for out of state students?

14,000.

47. The RFP indicates a desire for senior search and a desire for marketing to these students through the application and yield stages. Is VCU interested in including senior search (new) names only or also previously purchased names and/or inquiry pool student names?

Previously purchased names and/or inquiry pool student names should be included as well.

48. Does VCU have an application platform preference (current institutional app, Common App, or custom application platform) or will VCU consider a custom or marketed application platform)?

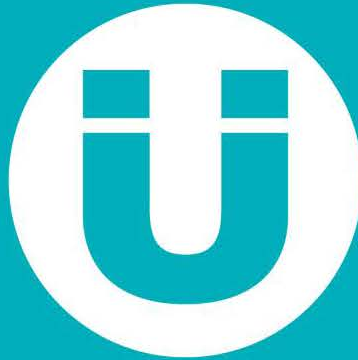
Common App.

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Name of Firm

Signature/Title

Date



— THE —
CAPTURE
SOLUTION

PREPARED FOR:

Virginia Commonwealth University

Out-of-State Student Recruitment
RFP# 136341808CK

DATE:

12/16/2020

**VIRGINIA COMMONWEALTH UNIVERSITY
REQUEST FOR PROPOSALS (RFP)
OUT-OF-STATE RECRUITMENT SERVICES
#136341808CK**

OFFER FORM

In compliance with this request for proposals and to all conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the services described herein in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation. Furthermore, the undersigned agrees not to start any work relative to this particular solicitation until a resulting formal Purchase Order is received by the Contractor from University Purchasing. Any work relative to this solicitation performed by the Contractor prior to receiving a formal Purchase Order shall be at the Contractor's own risk and shall not be subject to reimbursement by the University. **Signature below constitutes acknowledgement of all information contained through links referenced herein.**

A. GENERAL INFORMATION:

Name & Address of Firm:

Capture, LLC (dba: Capture Higher Ed)

Date: 12/15/2020

2303 River Road, Ste. 201

By (Signature In Ink):

Louisville, KY

Zip Code 40206

Name Typed: Jim Lintner

E-Mail Address: jlintner@capturehighered.com

Title: Chief Financial Officer

Telephone: (502) 585-9033

Fax Number: ()

Toll-free, if available

Toll-free, if available

DUNS NO.: 941853256

FEI/FIN NO.: 45-2508718

B. SMALL, MINORITY & WOMAN OWNED BUSINESS INFORMATION

MINORITY-OWNED BUSINESS: () YES (x) NO WOMEN-OWNED: () YES (x) NO
REGISTERED WITH eVA: (x) YES () NO SMALL BUSINESS: () YES (x) NO
VIRGINIA DSBSD CERTIFIED: () YES (x) NO VIRGINIA DSBSD CERTIFICATION#: _____

C. PROPRIETARY OR CONFIDENTIAL INFORMATION

<input type="checkbox"/>	Check the box to the left "if" your proposal contains proprietary or confidential information. If so, add an attachment sheet to this form with details.	See Paragraph XII for more information
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D. ACKNOWLEDGEMENT OF ADDENDA: Acknowledge your receipt of any addenda that may have been issued under this solicitation. **See Paragraph VIII for more information**

Addendum #	1	Addendum #	
Addendum Date	12 / 9 / 2020	Addendum Date	___/___/___
Addendum #		Addendum #	
Addendum Date	___/___/___	Addendum Date	___/___/___

Affix this Form as the FIRST PAGE of your proposal.

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Letter from the CEO

As a strategic partner and trusted advisor of dozens of higher education institutions, Capture Higher Ed has perfected the art of delivering mission fit, acceptable students to our partner schools.

At Capture, we believe:

- the trajectory of higher education recruitment today is unsustainable. Meaning that, buying more names will not guarantee you the class you want.
- the recruitment model is predicated upon a purchase funnel that dates back to 1898! The days of pushing students through a funnel are over. Students and families today are on a student decision journey.
- that there are more efficient and effective ways to market to prospective students based upon real-time student behavior and not post-time student-reported data.
- in Agile Environment. Every student's journey is different. The days of spamming students via email or direct mail is the wrong approach. Utilizing cutting-edge technologies to gain insights and market on a 1:1 basis is the future of the industry.

At Capture, we are:

- an eclectic group of techies, data wonks, and marketing mavens that endeavor every day to realize a new vision for higher education recruitment.
- in existence to build up the self-sufficiency of our partners by eliminating the distance between the university and its natural and ever-present population of mission-fit students.
- promoting the creation of a powerful, technological recruitment engine that achieves real-time breakthrough insights for our partners from an environment of continual innovation.

I am confident that Capture is uniquely positioned to offer your institution a data-driven solution to help achieve your recruitment goals. We continue to innovate and provide cutting-edge technologies uniquely tooled to help higher education.

I'm very excited about everything we are doing at Capture and know that we would be a great fit for you.

Sincerely,



Len Napolitano
Chief Executive Officer
Capture Higher Ed

I. Purpose

Virginia Commonwealth University is seeking admissions geodemographic services to assist in maximizing recruitment communication and yield efforts, including search mailing, electronic mail, enrollment predictor, virtual platforms and calling campaigns, to increase enrollment in key areas. The focus will be on out-of-state enrollment, with the option to include in-state recruitment and yield initiatives as needed.

Specific goals for the project include:

- Increase the number of out-of-state freshmen enrolled annually through 2025.
- Increase the percent of newly enrolled out-of-state freshmen to at least 20% by 2025.
- Increase the number of potentially admissible out-of-state applicants in order to enroll a freshman class that is 20% out-of-state by 2025.
- Provide technological services that have the ability to host virtual recruitment and yield events and peer to peer interactions.
- Develop an enrollment predictor, which may include prospective students' academic profile, ability to pay, willingness to pay and general fit with the university.

Term: The initial contract term shall be three (3) year(s), with the option of up to two (2) one (1)-year renewals, to be exercised upon mutual signed agreement by authorized representatives of both parties. The annual cost of the services, as outlined in the Statement of Needs, shall not exceed \$400,000.00.

III. Statement of Needs

This Section describes VCU's requested goods and/or services and the areas to be addressed in Offeror's Proposal. Please note that the utilization of the words "shall" or "must" indicates a mandatory requirement.

A. General

The Contractor shall provide and execute an out of state and key area recruitment plan to include the following:

- Method to increase freshman applications and enrollment to include calls, direct mails, and videos, etc.
- Method and ability to host virtual recruitment and yield events and peer to peer interactions.
- An affordability predictor model to assist with predicting estimated family contributions.

B. Work Schedule/Timeline

Include a work schedule/timeline indicating when the elements of the work will be completed and when deliverables will be provided. Deliverables and costs per deliverable will be based on the proposed cost in Section VII, Item G - Price Proposal below.

Please note: A VPAT (Voluntary Product Accessibility Template) and HECVAT (Higher Education Community Assessment Tool) will be required. A Service Organization Controls (SOC 2) Type II may also be required – see Attachment A for more information.

VII.B. Introduction

Provide an introduction of the Offeror and all major subcontractors who will be involved in the performance of the work. Include primary business experience, length of time in business, ownership, office locations, and specific location of the principal office from where VCU work will be performed and any other information of an introductory nature.

Founded in 2011 and headquartered in Louisville, Ky., Capture is a leading innovator of marketing platforms and services for higher education recruitment, enrollment management and university advancement. Capture is proud to have served hundreds of higher education institutions and programs across the country while being recognized by Inc. 5000 as a fastest-growing U.S. company.

- Length of time in Business: 9 years
- Ownership: LLC
- Principal and only office location: 2303 River Road, Suite 201, Louisville, KY 40206
- Subcontractors: N/A

One platform. Managed by experts.

Supporting the entire enrollment decision journey.

Researching options ... Gathering data ... Making decisions ... Committing ... These are experiences shared by prospective students and higher learning institutions alike. Choosing a college is not a gut decision, nor is it solely based on data. The ideal solution, for both student and school, is somewhere in the balance.

Behavioral Intelligence represents this critical crossroads between thoughts and terabytes. Students have more control than ever over their choice for a post-secondary education. Universities must deliver on these ever-increasing expectations or risk the long-term success of their institutions.

With industry-leading marketing automation, fully managed services and AI-powered predictive modeling built specifically for higher education, Capture gives you the control needed to effectively target interested students in relevant ways that increase engagement, drive admissions and improve student retention.

Capture's Behavioral Intelligence Platform (BIP) offers solutions throughout a student's decision journey: **ENGAGE, APPLY, AID and ENROLL.**

Shattering the dependency of aimless mass marketing to a monolithic block of prospects, BIP serves as a critical connection between student and school. Prospective students are provided with customized, timely and relevant experiences at each step of the enrollment decision journey. Universities gain the control to engage, target and identify students who are likely to apply, enroll and succeed at their school.

BIP is complemented with a fully managed services team of experienced enrollment, marketing and technology experts who will create impactful strategies, build powerful marketing automation programs and execute the campaigns that will lead to your success.

Capture Higher Ed's Behavioral Intelligence Platform is the foundation of our recruitment strategies. By combining our state-of-the-art marketing automation platform with our predictive modeling services, VCU will have access to the latest technology and solutions to optimize out-of-state recruitment and deploy modern search methods to generate institutional brand and program-level awareness.

VII.C. Qualifications of the Firm

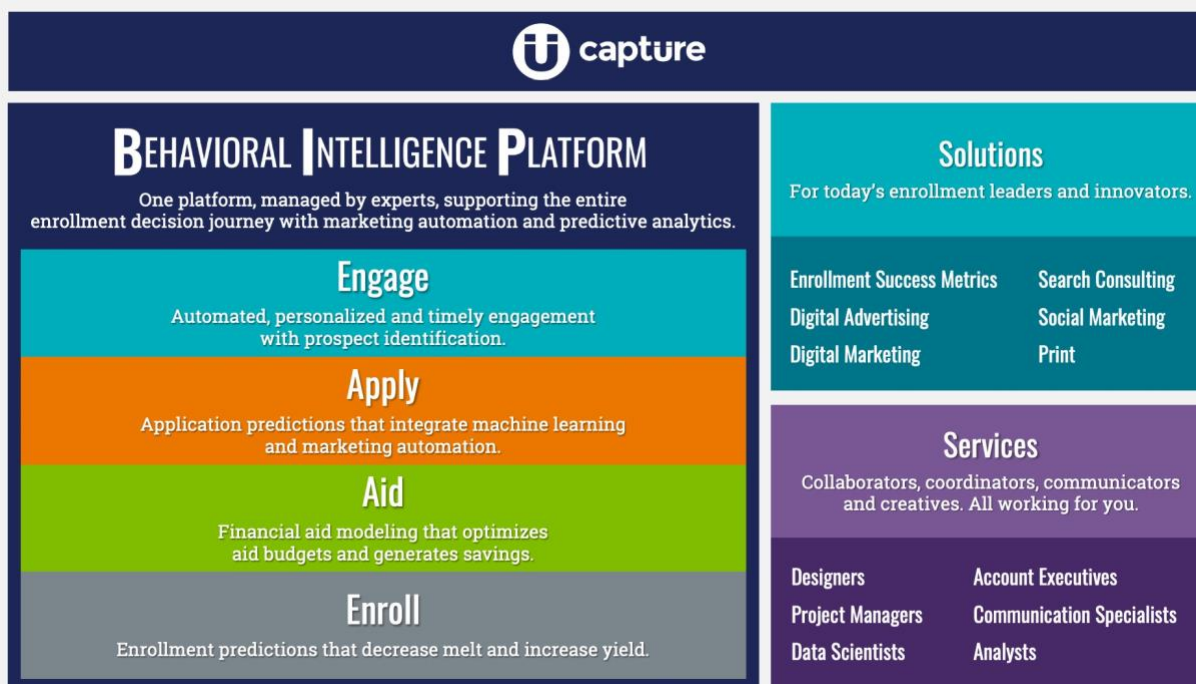
Provide a response and describe how your firm's overall experience demonstrates your ability to successfully complete the Statement of Needs. Provide a detailed list of services you have provided to clients over the past three years, which are similar to those required by VCU.

As a bold innovator, operating exclusively in the higher ed industry, Capture is pioneering an approach to how search and enrollment practice should be done -- along with a new benchmark for what you expect from a partner. Our practices are revolutionizing the way institutions see, use, and measure prospect engagement data. Capture is experienced in and prepared to meet VCU's expressed need to increase out of state enrollment as stated in [Section I: Purpose](#) and [Section III: Statement of Needs](#) of this RFP.

Capture solves one of the most important enrollment challenges today — discovering the genuine fit between a prospective student and a higher education institution. The need to create personalized and relevant engagement in a virtual world is essential for universities to connect emotionally & intellectually with students while making their enrollment decisions.

We believe every interaction needs to be relevant, personalized, data-driven, and measured. That's why our enrollment and data experts use the Behavioral Intelligence Platform — with products and solutions that integrate into your campus systems, helping institutions achieve their enrollment goals.

Capture's Behavioral Intelligence Platform stands in a class by itself – capitalizing on both behavioral engagement as well as machine learning and artificial intelligence. Our practices are revolutionizing the way institutions see, use, and measure prospect engagement data. As a managed service, Capture also owns the responsibility process – saving your internal resources and freeing up your team to concentrate on that which only they can do.



Capture Differentiators

We have four differentiators that make us unique:

- 1. Machine Learning and Artificial Intelligence**
With machine learning and expert human interaction, we believe that our solutions are the best in the industry.
- 2. Behavioral Engagement**
We have built and launched the only behavioral engagement data product in higher education today to ensure that a student's experience on your web site is customized and meaningful to them.
- 3. Data Transparency and Accessibility**
Capture was the first to market with a real-time dashboard accessible to all key stakeholders at our partner institutions. And we've not stopped there. From patent-pending predictive engines to digital advertising efficacy models, we are transparent in everything that we do.
- 4. Agile Enrollment Practices**
We believe in constant innovation and iteration of enrollment practices. More testing and data produce actionable intelligence on how an institution's brand is perceived in their highest priority markets, identifying key strengths and weaknesses when marketing your institution to any constituency.

Experience in Higher Education

Capture was founded in 2011 by a group of industry leaders from the business, technology and education sectors. Since then, Capture has served hundreds of institutions of higher education across the country ranging from small, private, liberal arts institutions to large, public, state, universities. Additionally, from Enrollment Management to Institutional Research, many Capture employees have worked in the education space prior to joining the company.

The following products and marketing solutions will support VCU's out-of-state market growth and have been provided to our current clients over the past three years:

Products

- **ENGAGE**, Capture's industry-leading tool provides automated, personalized and timely engagement with prospect identification. Engage tracks and measures the engagement and behavior of your prospective students.
- **APPLY** provides application predictions that apply machine learning and marketing automation.
- **AID** optimizes aid at the group and individual level to maximize enrollment and safeguard the overall discount rate.
- **ENROLL** provides enrollment predictions powered by machine learning that help decrease melt and increase yield.

Solutions

- **Search**: Account Executives provide data analysis, search strategy and continuing recommendations for purchasing names from selected sources. Recommendations are based on your specific enrollment goals and use an iterative, data-driven approach to produce the most qualified, right-fit prospects.
- **Digital Advertising** strategies target prospective students and their influencers like parents to build brand awareness and support funnel conversions. Tools that will be used include Email Address Targeting, Household IP Targeting and Website Retargeting.
- **Digital Marketing** is focused on Behavioral Email Series, Dynamic Website Content, Behavior-based Triggered Emails
- **Social Marketing** strategies provide highly engaging and customized ads served on social channels like Facebook and Instagram.
- **Print** measurable strategies optimized by data insights, user-level behavior and personalization to improve engagement while still controlling the expense.

VII.D. Qualifications of the Staff

Provide a response and identify the staff members who will provide the services required by the proposal, including years and type of experience for each person. Experience should include number of years at current firm as well as all prior service.

Capture assigns an expansive team of professionals to each of our clients. This VCU team consists of an Account Executive to ensure success with dedicated support and enrollment guidance, a Campaign Project Manager (Project Management/Team Lead) to coordinate your campaign; a Communications Specialist responsible for creating the communications Capture sends on your behalf; and a Designer who designs all communications in accordance with your institution's brand. This core group works with additional team members to create campaigns in line with your state goals and supports the technology and data needs of your institution.

Account Executive



Tom VerDow

Tom joined Capture as an Account Executive in 2020. Prior to Capture, he spent 22 years in various leadership roles at several higher education institutions in New York and Tennessee. Tom holds a bachelor's degree in Psychology from SUNY Polytechnic Institute and a master's degree in Leadership from East Tennessee State University.

Email: tverdow@capturehighered.com

Project Manager



Mac Wortham

Mac has been a Project Manager with Capture Higher Ed for three years. He works with partner institutions to ensure a successful launch of their contracted services and helps implement and maintain their strategies. Mac completed his undergraduate degree at Western Kentucky University.

Email: mwortham@capturehighered.com

Communications Specialist



Laura Hagan

Laura joined Capture in 2015. Prior to her time at Capture, she had 11 years of experience working for local newspapers as a reporter, photographer and editor. At Capture, Laura works as a Senior Communication Specialist, where she uses her knowledge of social media, digital marketing, and content creation to design and manage superior marketing campaigns.

Graphic Designer



Annalisha Johnson

Annalisha is a Graphic Designer responsible for designing high-quality digital advertising and email communication graphics for multiple partner institutions. She joined the Capture in 2018. Prior to joining the team at Capture, she worked as an in-house graphic designer at a university in West Virginia.

VII.E. References

A list of three (3) references for whom similar services were provided, preferably institutions of higher education, or similarly-sized organizations.

Colorado State University - Pueblo

Address: 2200 Bonforte Blvd. Pueblo, Colorado 81001

Contact: Chrissy Holliday; Vice President of Enrollment Management, Communication and Student Affairs

e: chrissy.holliday@csupueblo.edu | p: (719) 549-2645

George Mason University

Address: 4400 University Dr. Fairfax, VA 22030

Contact: Caitlin Shear; Director of Integrated Enrollment Marketing

e: cshear@gmu.edu | p: (703) 993-1000

University of Toledo

Address: 2801 W Bancroft, Toledo, OH 43606

Contact: Collin Palmer; Director of Undergraduate Admissions

e: collin.palmer@utoledo.edu | p: (419) 530-5740

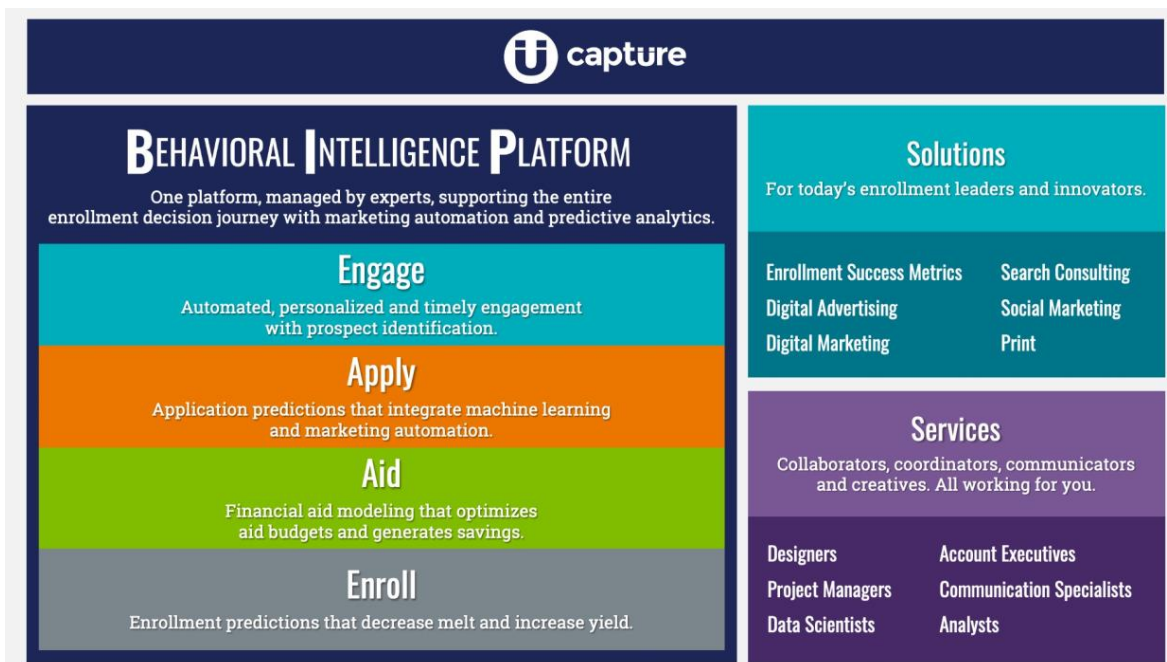
VII.F. Work Plan

F.1 General

This section of the proposal must contain sufficient detail to convey the methodology or work plan contemplated for use. Offerors must describe how the services listed in the Statement of Needs shall be performed.

Capture employs integrated technology and data-driven methodologies to provide strategic solutions with measurable results to our clients. We work tirelessly to exceed the goals that are most important to your institution. The Behavioral Intelligence Platform is the foundation for our recruitment strategies – a platform that is founded on three primary components.

- Industry Leading Technology
- Deployed through Innovative Solutions
- Delivered as a Managed Services



Leveraging core products and solutions from our Behavioral Intelligence Platform, Capture will deliver three critical outcomes for VCU:





These products and solutions will identify VCU's out-of-state target audience:

- *Search Consulting*
- *ENGAGE*
- *Social Marketing*

SEARCH CONSULTING

Student search in higher ed must be done better – smarter. By applying technology and industry insight, Capture created a better way!

Based on out-of-state enrollment trends unique to VCU, Capture will leverage machine learning and artificial intelligence to design a search model that will make predictions on every zip code in the United States, including the likelihood that a search name from that zip code will apply. This solution enables us to precisely target those zip codes where VCU has been successful in the past as well as find new markets that are similar to the historic markets.



As part of Capture Search Consulting solution, we will provide VCU with an extensive historic data analysis, a dynamic search strategy that focuses out-of-state enrollment and recommendations for purchasing names from selection service agencies. These strategies and recommendations will be based on specific goals and will follow industry best practices. Our data-driven approach will maximize your opportunity to gather the best fit, pre-qualified out-of-state prospects while minimizing waste.

ENGAGE

Capture achieves exceptional results with clients who leverage marketing automation with ENGAGE Progressive Identification (PID) forms.

- These highly customizable forms are programmed to display proactively on strategic URLs throughout the VCU website – showing value for multiple cohorts of students.
- Capture optimizes the power of the current website by turning anonymous out-of-state web traffic into active prospects and future applicants.
- The submissions from these forms will be regularly passed to the VCU CRM so that other communications and outreach can be deployed.

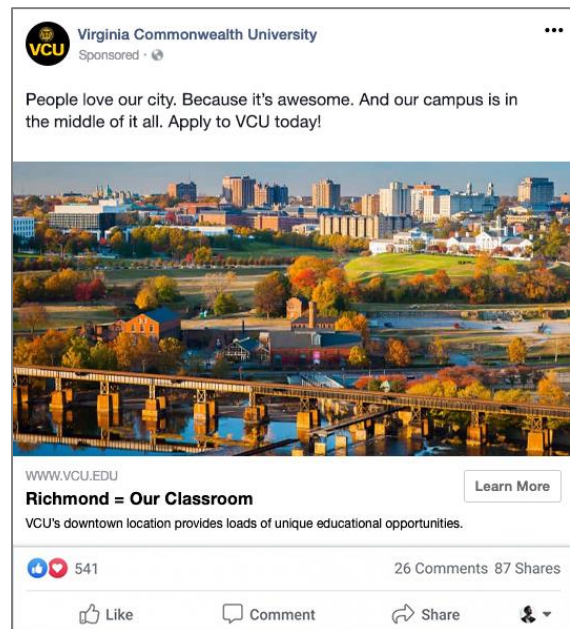


SOCIAL MARKETING

As test optional admissions has become more prolific and more students spend more time on social media, Capture continues to expand our lead generation capabilities through these channels.

Using targeted profile information and features, Capture team will build campaigns that display VCU's value proposition(s) to precise out-of-state audience(s). The campaign will display in the social media feed—redirecting the user back into the native VCU web environment using various calls to action. Capture harnesses the power of social media to prompt underclassmen to visit, inquire, and learn more about Virginia Commonwealth University.

To the right is an example of a VCU Social Marketing ad.





Building on the previous section, IDENTIFY, Capture also uses the tools below to move VCU's out-of-state target audience forward through the application and yield process:

- *ENGAGE*
- *APPLY*
- *Digital Marketing*
- *Digital Advertising*
- *Print*
- *Virtual Events through Conduit, by PlatformQ Education*

The student decision journey is comprised of a series of conversions – including numerous variables for every student and family. Communicating the right message at the right time is paramount. Capture integrates a behavioral intelligence powered, multi-channel approach in order to effectively move VCU's out-of-state prospects forward in the decision process. A combination of email marketing, digital marketing, digital advertising and print, all influenced by the real-time behavior of your prospects, will be used to expand and strengthen the conversion process.

As we communicate the “next steps” message(s) with the out-of-state prospects who are already in the pipeline, Capture's Behavioral Intelligence Platform continues to maximize the power of your website – throughout the cycle – by identifying additional engaged prospects and moving them seamlessly into the VCU inquiry pipeline.

ENGAGE

ENGAGE plays a central role in Capture Behavioral Intelligence Platform, delivering three critical deliverables that are central to understanding the behavior of non-Virginia prospects along with communicating with them dynamically, effectively and personally:

- Behavior-Generated Enrollment Metrics
- Online Dashboard and Reporting
- Dynamic Content
- Behavior-Generated Enrollment Metrics – converting activity to inquiries

ENGAGE uses two proprietary algorithms to calculate a prospect's level of interest and are used to implement conversion strategies and maximize engagement:

- Engagement Score
- Affinity Index, are used to implement strategies to maximize engagement.

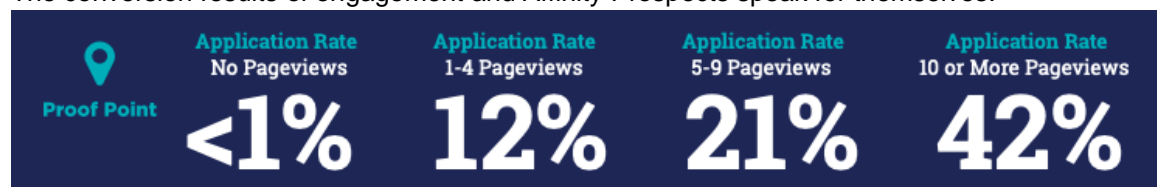
Using these scores, ENGAGE delivers Capture Prospects – both in-state and out-of-state – directly to the VCU CRM. This component of the Platform, will automate the conversion of this behavior into inquiry growth. Capture prospects are delivered for all identified web visitors – both senior and underclassmen campaigns.

ENGAGE delivers two types of Capture Prospects:

- Organic Prospects
 - Identified site visitors sourced from completing a Progressive Identification (PID) form.
 - 8% of website visitors who are served a PID complete it, on average.
 - 75% of submissions are brand new organic leads for the partner (not already in the CRM).
- Affinity Prospects
 - Website visitors who behave like “traditional” inquiries and are just as likely to apply.

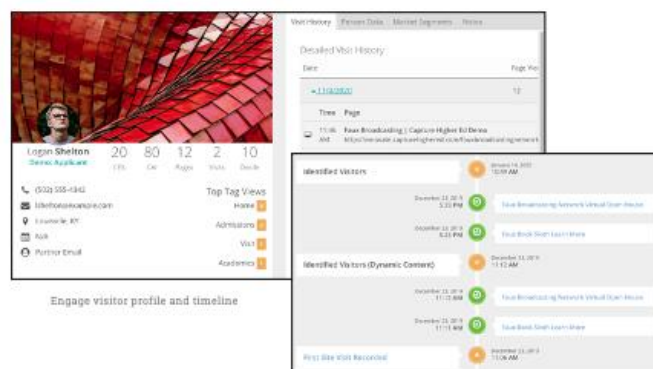
These include prospective students who are engaged on the website but have not yet completed a traditional inquiry form. The Affinity Index threshold varies by school and over time so that it is always a reliable proxy for the equivalent of a traditional inquiry. Affinity is measured on both the volume of page views respective to the content to the pages.

The conversion results of engagement and Affinity Prospects speak for themselves:

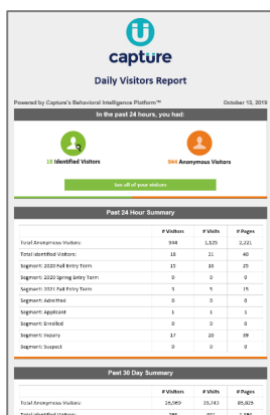


Online Dashboard and Reporting

Measurement and data transparency are crucial to campaign performance excellence. Capture’s ENGAGE dashboard is available for all VCU stakeholders to assess each tactic associated with the student journey. Capture will deliver regular reports in order to discuss and optimize campaign performance.



The Daily Visitor Report (DVR) provides Capture clients a concrete speed to engagement tool. Providing a comprehensive summary of the previous 24-hours of website activity, the DVR can also be customized by territory so VCU staff members gain visibility into strategic out-of-state web visitor activity.



The DVR will directly link VCU staff members to these insights:

- Links to social media profiles connected to that student’s email address.
- Detailed information on pages visited, tag clouds to show an overall view of important features to the student, etc.
- Full browsing history on your website (data is never deleted).

Dynamic Content

Marketing automation using Dynamic Content from ENGAGE offers more than a dozen customizable tools to communicate with visitors in real-time across your website. While delivering strategic insight and actionable data through all stages of the enrollment funnel, Capture's account team will build a dynamic content strategy that aligns the best form of outreach to the targeted segment.

ENGAGE leverages your native web visitor stream, empowering VCU to leverage a personalized experience for prospects who are engaged and need a nudge toward the completion of the next step – from application conversion through the yield process.

The integration with the VCU CRM ensures that Capture is leveraging the most accurate student data.

To the right is a sample dynamic content "popover" that could be served to Florida prospects on the VCU website.






APPLY

APPLY, one of the predictive modeling products within Capture's Behavioral Intelligence Platform, leverages machine learning to predict which students are most likely to apply to Virginia Commonwealth University. **APPLY** is managed by a team of data scientists and accessible through the online dashboard. Having access to better predictions, the VCU team can make the most effective, strategic and tactical decisions to help enroll a diverse, highly qualified out-of-state population while maintaining the institutional budget.

APPLY leverages thousands of variables to predict outcomes with unprecedented precision. Capture utilizes pre-college data, institutional historical enrollment data, thousands of contextual variables learning outcome academic data, and individual level student online behavioral data gathered through ENGAGE.

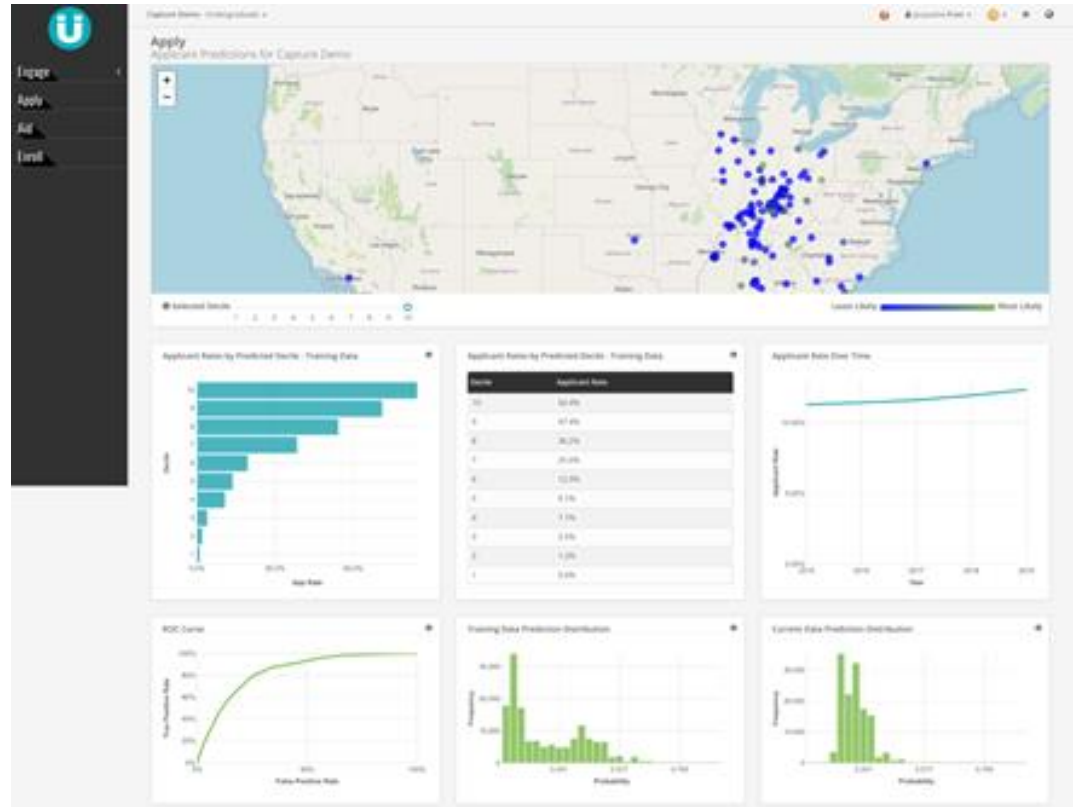
Applicant models pick up on trends so subtle or complicated that a theoretical approach would have difficulty revealing it. These models provide an accurate ranking of individual students.

APPLY includes:

		
An interactive dashboard featuring student-level applicant rankings grouped by likelihood to apply.	Predictions are updated daily and available for download at any time.	Use all of your search names in conjunction with prior years' data to identify students who are likely to apply.

The iterative models are updated regularly with 24/7 access available through the online dashboard.

- *APPLY* gives VCU the ability focus outreach to students with the highest likelihood to convert – enabling the best return on investment and overall use of resources.
- *APPLY* is used to precisely target digital outreach as well as other costly outreach efforts (e.g. print, etc).
- *APPLY* model scores can be regularly imported into the VCU CRM through the integration.



Email has been a central tool for prospect communication for years. It is a cost effective and powerful channel in delivering value messaging. However, with the increased presence of BOTs in this medium, the accuracy of performance metrics has been drastically degraded – making it impossible to demonstrate if email has been effective in the process of converting prospects, applicants and strengthening yield.

Capture will use email marketing to tell a broad story of value and outcomes for VCU in the outreach to out-of-state prospect – but we leverage this channel in a better way.

The Behavioral Email Series represents the next generation of email marketing in the industry. Designed specifically for higher ed, after years of research and message and deployment testing, this solution is responsive to prospect email open and clicks -- allowing for greater exposure to VCU's out-of-state markets while still offering list hygiene and the necessary opt-out process.

- **Behavioral Email Series** communication flows will be used throughout the student journey, taking students to the “next step.”
- Capture's **Managed Services** Team will provide the necessary expertise to create, test, and optimize messaging to various out-of-state populations.
- Communication flows created for the Behavioral Email Series, including **creative work, copywriting, and email templates are owned by your institution**, not held captive by Capture.
- The **real-time dashboard analytics** will give the VCU team immediate performance insight – from actual prospects – allowing you to track the student journey for every email campaign.



{{Student Name}},

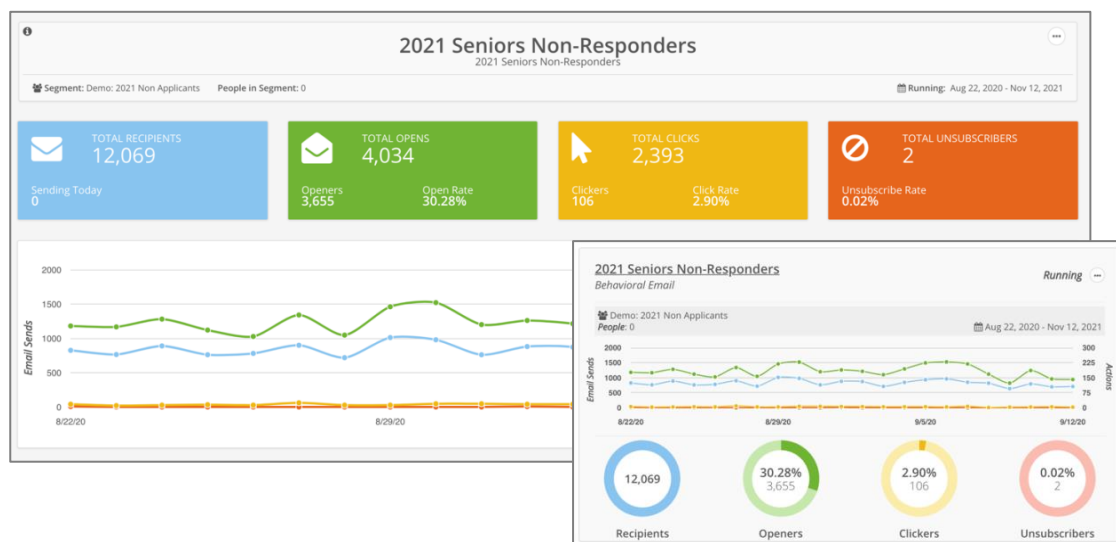
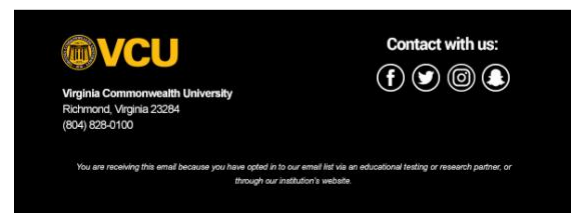
Thank you for your interest in Virginia Commonwealth University! We are excited you are considering a future here and can't wait to get to know you!

Nestled in the heart of Richmond, Virginia – one of the oldest major cities in America – there is never a dull moment at VCU. In fact, The New York Times listed Richmond as one of the “52 Places to Go in 2020.” From Minor League Baseball games, to canal cruises through the city, there is something for everyone in Richmond.

While we love our hometown, we also pride ourselves in being the best university around. We offer over 200 programs, are in the Top 100 institutions for minority students, and our men's basketball team was the first (and only!) team to go from First Four to Final Four.

{{First Name}}, VCU could be the perfect place for you to pursue your degree. Take a virtual tour today and experience VCU from the comfort of your own home!

Sincerely,
Director of Admissions



DIGITAL ADVERTISING

Leveraging the use of digital ads to convert prospects into inquiries, inquiries into applicants or admitted students into enrollments, is important for campaign success. Capture's digital advertising products strategically selected based on the micro-conversion goal of different campaigns. The various tactics and best practice recommendations will be determined throughout the launch and strategy building process. Several types of digital advertising will be used through the duration of the contract in order to build the out-of-state prospects pools along with attaining the best conversion to enrollment. Full descriptions of these tools are included later in this response.

This list below represents the digital methodologies that Capture would leverage for VCU to identify, convert and enroll out of state students:

- Email Targeting
- Social Targeting
- Website Retargeting
- Social Retargeting
- Household IP Targeting
- Geo-IP Targeting

Why Digital?

Using digital advertisements allows Capture to keep VCU top of mind for the prospects that will build your out-of-state enrollment. By deploying digital strategies across the web and social media, Capture is able to engage with prospects and bring them back to the VCU website for tracking and other personalized messaging (based on funnel status).



Capture's apply model enables the optimization of digital outreach to target students who have the highest likelihood to apply and enroll – increasing VCU's efforts on the best audience.

PRINT

Personalized print will be strategically used to convert high value, target market prospects through to enrollment at VCU. Capture believes in the power of data-driven print deployed using the top ranked out-of-state prospect from the APPLY model.

Capture uses this solution judiciously and strategically, with high likelihood audiences, to provide VCU maximum impact.

Full-service design, production, mailing services and postage are included.



VIRTUAL EVENTS

Conduit, by PlatformQ + ENGAGE –

No additional cost. This is an added benefit because of your current partnership with PlatformQ.

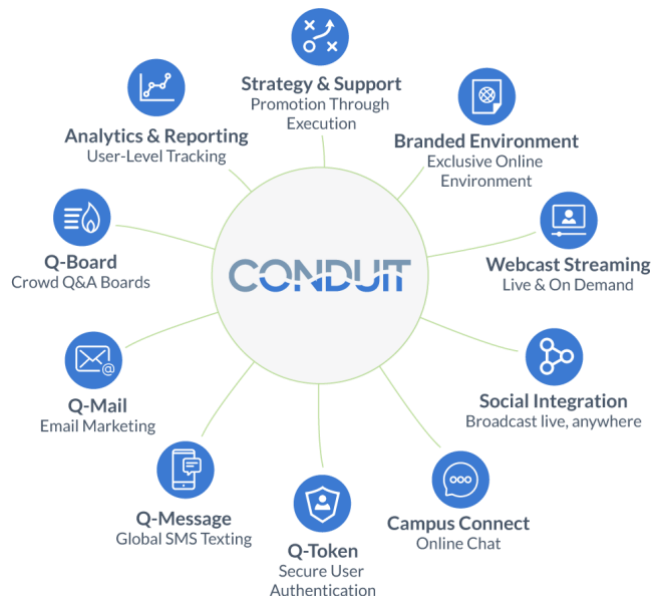
Virtual events have quickly become an integral part of a complete enrollment marketing plan. Conduit, developed by PlatformQ Education, aligns webcasting and social media streaming software with live online chat technology in a single unified experience that enables continuous engagement on an institutionally branded platform.

Unlike standalone web meeting software platforms that make institutions look the same, Conduit will allow VCU's out-of-state prospects to experience distinct, branded experiences that support conversion and yield at each phase of the student journey. Conduit, as a managed service, includes managed services for content production, marketing and strategy.



Features of Conduit:

- A dedicated engagement marketing strategist to lead event planning and development
- A customized virtual environment for hosting live, pre-recorded and on-demand video content for identified audiences
- Simulcasting to social media including Facebook, YouTube and Twitter
- Live online chat capability contained to the platform to accompany virtual events and extendable to the institution's main ".edu" website.
- Managed marketing services promoting attendance to virtual events and engagement with on-demand content via email and global SMS
- On-demand and automated reporting capabilities delivered via SFTP to CRM and integrated within Engage Behavioral Intelligence Platform..



Conduit + Engage

Event activity in Conduit is integrated into the Capture Behavioral Intelligence Platform, Engage. This intelligence provides immediate insight into the outcomes of virtual events on desired next steps. This data can be used to inform each prospective student's Engagement Score and Affinity Index.

Engage drives attendance to upcoming virtual events and on-demand programs with dynamic content. This allows Conduit to identify additional prospects from organic traffic on your website.



Building on and continue to leverage the previous marketing strategies and solutions described in IDENTIFY and CONVERT – Capture will use the following additional tool to support the yield process and enrollment VCU's out-of-state audience:

- AID
- ENROLL

Throughout the cycle, Capture continues the strategic use of digital marketing and digital targeting, along with the many powers of ENGAGE. All solutions will be used in the stages of the enrollment pipeline where their impact will be most profound. The Capture team will discuss these strategies regularly with members of the VCU team in order to ensure the proper usage and deployment. Moreover, Capture's online dashboard and online reporting will be used to measure every campaign – optimizing when needed to get the most out of every tool.

As Capture works on behalf of VCU to identify, convert and enroll the best possible out-of-state student body, AID and ENROLL will be added to the mix to ensure that:

- Student aid is administered at JUST the right amount – prevent over-awarding while still overcoming the obstacle of out-of-state tuition for the target audience.
- Maximize NTR while minimizing the discount rate as VCU expands the market reach.
- ENROLL's predictive model rankings are used to ensure all yield campaigns are directed at the right market segments of students to maximize VCU's out-of-state enrollments.

AID

The AID module of Capture's Behavioral Intelligence Platform is a financial aid model that predicts the total disbursement of institutional aid based on a set of 'currently admitted' or 'hypothetically admitted' prospects. It allows the leveraging of student aid at the individual level so Virginia Commonwealth University can spend resources efficiently to maximize enrollments.

With Capture's prediction methodology and machine-learning models, our clients can recommend an optimized aid amount for each student that maximizes their individual enrollment probability, while simultaneously minimizing the amount of aid that you need to offer them. Adjustments are based on the individual elasticity of demand for each student. This ensures that optimized adjustments in institutional aid will effectively influence the likelihood of enrollment

AID Differentiators

Modern Algorithmic Approach

Ensemble modeling is a process where multiple diverse models are created to predict an outcome. Capture leverages 3-5 years of VCU's historic enrollment and financial aid data, using some of this data for "training sets" and holding out other year's results for testing the model ("testing sets"). When the model is fully trained and tested, the results provide VCU both stunning accuracy and maximum individual and group-level prediction performance.

Continuous Prediction Adjustments

Capture is an iterative company. For VCU, this means that each time Capture runs an updated set of predictions, current acceptance, deposit data are incorporated along with updated FAFSA details – meaning each iteration accounts for the changing behavior and data of students.

Inclusive Feature Sets

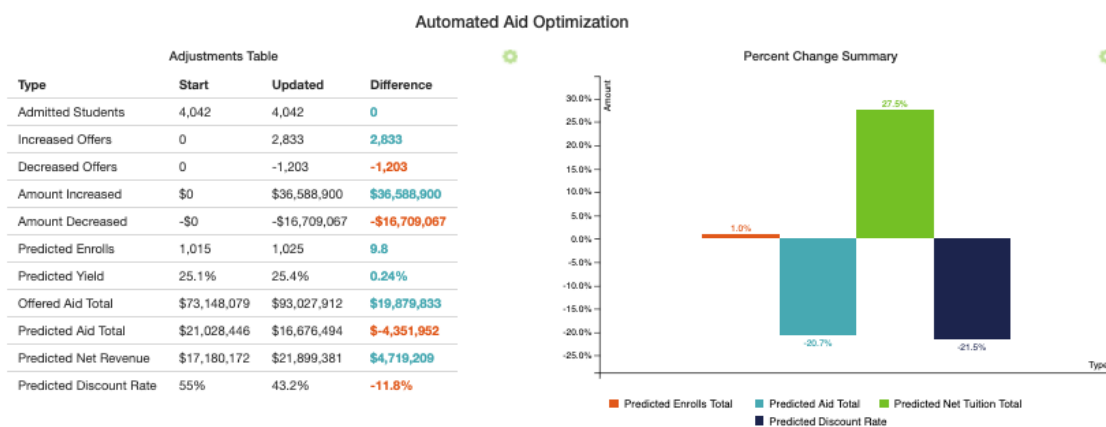
Other industry models rely only on institutional student record data; however, Capture's data scientists draw updated funnel status information, contextual neighborhood-level data from key public sources, and student record data.

Aid Optimized Enrollments

Everyone needs more time. Capture's AID product is designed to maximize enrollments specifically for out-of-state students. The AID dashboard enables VCU to automate the optimization process or modify individual student awards, by constant or varying amounts, to maximize enrollments, given a set aid budget. **No other enrollment platform offers student-level control over award sizes to maximize enrollments.**

Real-time Hypothetical Testing

The interactive AID dashboard allows partners to test adjustments to their aid awarding strategy and get real time results in a risk-free environment.



AID's manual optimization tool provides transparency into the outcomes of the what-if situations, including specific individual level prediction details of the sub-groups listed above for the following areas:

- Number of offers modified
- Change in overall FA spend
- Predicted Enrollment Total
- Predicted Yield
- Predicted Aid Total
- Predicted Net Revenue
- Predicted Discount Rate

Transparency in Performance

While the machinations of the multiple prediction frameworks and machine learning models may be complex, Capture provides partners with a detailed description of how well this framework predicts student behavior on data that were intentionally left out during model construction. Also included in the dashboard is a feature importance section that displays the contribution toward the model made by each predictor.

Capture will build a financial aid awarding model (AID) that will optimize VCU's financial aid spend to meet out-of-state expanded enrollment and revenue targets. Additionally, Capture's AID performance dashboard clients will have full transparency into both training data sets and testing set performance.


Present both individual and sub-group enrollment probabilities.

Financial aid matrices and other conventional rubrics struggle to offer an effective solution for modern university awarding strategies. They rely on a handful of student characteristics to determine institutional aid amounts for groups of students is time-consuming, labor-intensive, and awards very different students the same way.

Only Capture's AID module provides VCU with institutional award recommendations at the individual student level, while also offering capability on looking at group level predictions and aid recommendations.

Group Level
Accuracy
90%

Furthermore, the below Group Prediction Table (below) is an example of the various group outputs that Capture clients can select to zoom into. These groups are customizable based on the enrollment growth goals and targets.

Group Prediction Table 						
Group	Subgroup	Predicted	Actual	Predicted_SD	Plus_1_SD	Minus_1_SD
Overall	None	1015.00	0	175	1190.00	840
Gender	Female	582.00	0	17	599.00	565
Gender	Male	433.00	0	16	449.00	417
Pincome	High	291.00	0	13	304.00	278
Pincome	Low	260.00	0	13	273.00	247
Pincome	Middle	322.00	0	12	334.00	310
Pincome	Unknown	143.00	0	10	153.00	133
Soc	SOC	197.00	0	11	208.00	186
Soc	White	818.00	0	21	839.00	797

ENROLL

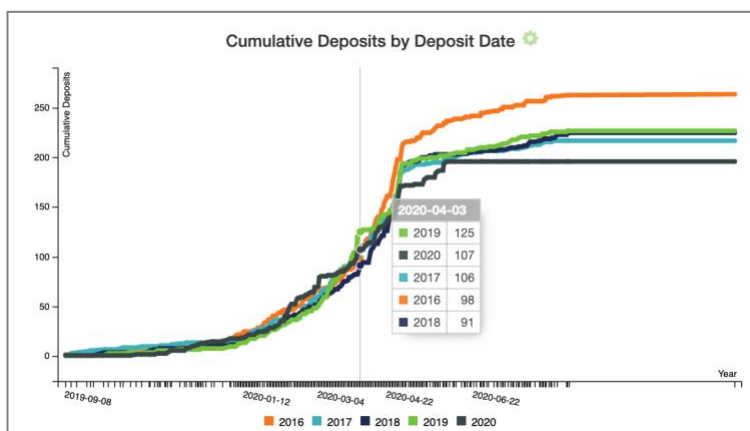
ENROLL, Capture's admit forward predictive model, empowers the VCU team with the ability to focus your late cycle yield efforts toward admitted in state and out-of-state students who have a high predicted probability of moving forward. ENROLL will help you understand each admitted student's probability to enroll along with a whole class prediction.

Powered by machine learning, ENROLL accepts inputs of over 10,000 data points to produce models using more than 700 of the most powerful predictors including behavioral data.

With this solution, VCU will have a highly accurate gauge on your class.

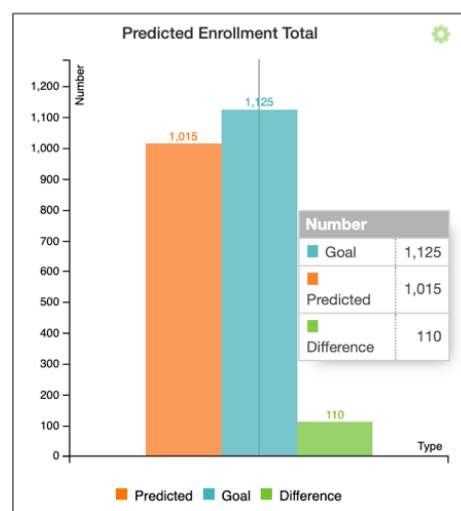
With an industry-leading 96% accuracy, ENROLL gives you the control to make decisions that shape your enrollment class confidently as well as know where to spend your marketing resources.

With indicators from ENROLL, coupled with solid yield strategies, VCU will decrease your melt, increase yield and hit enrollment goals year after year.



How will Capture use ENROLL for VCU:

- Determine how this year's out of state and general admitted group stacks up to previous years including who is most likely to enroll.
- Learn how to predict variations in enrollment yield, enabling VCU to target tactics to the right out-of-state admitted and/or hypothetically admitted students.
- Know whether or not the composition of the current admit pool will produce an enrolled class with demographics that reflect your institutional priorities.



The details and transparency are important parts of ENROLL. That's why the dashboard provides the following sections:

- Group Predictions
- Model Performance
- Strategy

Group Predictions

This section of the dashboard provides VCU big picture insight showing where the whole class and the out of state population will land after each set of admissions decisions is released. VCU will understand the characteristic composition of the class including gender split, diversity information and more.

Model Performance

Since the inception of Capture's predictive modeling products, we have averaged a 96% accuracy across all clients. ENROLL models are based on an ensemble methodology which blends 5-10 separate predictive algorithms to find patterns in the last 3-5 years of historic CRM student data as well as hundreds of other strategic data points. VCU will rely on the model performance to confidently reach out to those with a high likelihood to enroll – saving time and money.

Strategy

The ENROLL product comes with a team of experts to support its adoption and application into your institutions late-cycle process.

You will receive 15 model iterations and the option (if necessary) to rebuild the model two times during the cycle.

Model Performance Statistics

Stats	Values	Data
Accuracy	98.32%	Training Set
RMSE	0.347	Training Set
AUC	0.856	Training Set
Accuracy	95.77%	Testing Set
RMSE	0.346	Testing Set
AUC	0.849	Testing Set

ENROLL iterations are based on your enrollment cycle, representing your timing intervals. As more students (general and out of state) are admitted and awarded financial aid, the model becomes even more important. Our team works with you to determine which periods of time may need to have an increased frequency of iterations.

ENROLL Product Features

- **Interactivity:** *ENROLL* is not just predictions! Capture's predictive models are powerful and dynamic tools that will be critical to VCU reaching the out-of-state goals that are set annually.
- **Empirical Approach:** Our algorithmic approach selects models based on how well they actually perform, rather than relying on theory, assumptions, or guesses.
- **Ensemble Algorithm Selection:** We test dozens of machine learning algorithms grounded in over 10,000 variables and select the combination of algorithms that will most accurately predict your data outcomes. Our competitors, on the other hand, rely on a single predictive algorithm using limited data variables.
- **Extensive Testing:** Capture rigorously tests our predictive models on data other than those it was constructed on – giving us a realistic picture of how accurate our future predictions will be.

ENROLL Benefits

- **Individual Level Predictions:** See who is likely to enroll and who is not – reduce the yield noise to help the VCU focus the late cycle strategies to yield or reduce melt.
- **Iterate Regularly:** Test multiple scenarios and view predictions on those most likely to apply and enroll.
- **VCU is in control:** Using this tool helps achieve target market goals WHILE having dynamic, accurate predictions along the way.
- **Raw data:** The data is yours. View adjustments in simple flat files, or upload into your CRM for more frequent use with internal communication flows and tactics.

96%
accuracy

Giving you the control to confidently shape your class and know where to spend your resources.

F.2. Deliverables

Fully describe all of the deliverables to be submitted under the proposed contract.

In addition to the information articulated in Section VII, F.3, the table below details the high-level deliverables of the items included in the VCU RFP response.

Product/Solution/Service	Senior	Junior	Sophomore
ENGAGE			
Behavioral Tracking	Yes	Yes	Yes
Dynamic Content	Up to 20 Campaigns to Identify, Convert and Enroll		
Online Dashboard and Reporting Access	Yes	Yes	Yes
SOLUTIONS			
Search Consulting	Up to 6 buys		
Digital Marketing	Behavioral Email – Designed to Identify, Convert and Enroll		
Digital Advertising	10 3-month campaigns	4 3-month campaigns	4 3-month campaigns
Social Marketing	Yes	Yes	Yes
Print	50,000 pieces annually—variable audience allocations		
APPLY			
Iterations	Unlimited	N/A	N/A
Interactive Dashboard Access	Yes	N/A	N/A
AID			
Iterations	Up to 15 iterations	N/A	N/A
Interactive Dashboard Access	Yes	N/A	N/A
ENROLL			
Iterations	Up to 15 iterations	N/A	N/A
Interactive Dashboard Access	Yes	N/A	N/A

F.3 Work Schedule/Timeline

Include a work schedule/timeline indicating when the elements of the work will be completed and when deliverables will be provided. Suggestions, if any, for streamlining the work schedule should be presented. Cost implications for streamlining the schedule should be presented, if applicable.

Capture's goal is to have VCU engaging with out-of-state prospect students, using our products/services, within 30 days of the initial kick-off call. This call is hosted in the same week as the executed contract is received. Our on-boarding process includes 3-phases:

- Launch: Discovery and Initial Set-up
- Implementation: Strategy and Campaign Development
- Execution

Launch, Implementation and Execution

Program launch will commence with a launch meeting with your Capture Team that occurs typically within one week of contract execution. Your Project Manager plans, organizes, and implements the client launch process and ensures efficient approval, launch and optimization of campaigns. Once each search purchase is complete, the data is imported from your CRM into the Behavioral Intelligence Platform to begin executing all campaigns.

Below is an overview of the workflow:



PHASE 1: DISCOVERY AND INITIAL SET-UP, Month 1:

Capture requests historic enrollment data (from your CRM) and our data science team begins a deep dive into the historic patterns of inquiry, application and enrollment. The insight gained from this deep dive will provide the foundation for how Capture makes recommendations for search profile information, purchasing and market development. This insight will also serve as a building block for future predictive modeling efforts.

Concurrent with the data science work, the team of Capture professionals who are assigned to your account (e.g. account executive, graphic designer, copywriters, project manager, communication specialists, etc.) will host a communications call to make sure that our work flawlessly reflects your institution's brand, messaging and tonality. During this phase, your Capture team will conduct a full assessment of your institution's website and copy.

Capture will execute these items during this phase:

- Initial Kick-Off Call
- Basecamp Setup
- Initial Data Request
- Marketing Assets Request
- Email Template(s) Development

PHASE 2: STRATEGY AND CAMPAIGN DEVELOPMENT, Month 1

Capture is an iterative company. As such, the strategy development that you will experience will be dynamic and responsive to the goals and/or needs that are presented throughout the enrollment cycle. Capture's account executive will draft a startup strategy that will begin immediately.

Capture works in 4 to 6-month strategy sprints, depending on the client's enrollment and marketing calendars. Your account executive crafts a comprehensive Partner Success Plan incorporating all the products included in your contract. After the startup, your strategy plan is implemented as the onboarding process is being completed. The strategy plans are created in early summer and re-created at the mid-point of the enrollment cycle. This cadence accounts for pivots that may be needed throughout the cycle.

PHASE 3: IMPLEMENTATION and EXECUTION, Month 1-2

With the goals in place, the messaging agreed upon, the initial strategy laid out, and behavioral tracking tools in place, Capture will initiate the launch of the campaign. Our goal is to produce user traffic within 30 days of a signed contract. Capture recognizes that the time in each enrollment cycle is limited, and our goal is to be pushing to make the most of the opportunities.

Since our products and solutions are integrated through the enrollment cycle – not all being deployed at the same time -- the overview below provides a broad snapshot of how different tactics will be implemented throughout each year.

Below is a sample timeline for projects similar to the scope of this RFP:

Products	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.
ENGAGE															
Behavioral Tracking	Code Added		Active Tracking												
Dynamic Content	Starter Pack		Push to App/Brand Awareness					App Completion			Yield and Melt Control				
Student Search															
Senior Search	First Buy		Active Buying Season--varies by client												
Junior Search					First Buy		Active Buying Season								
Sophomore Search								First Buy		Active Buying Season					
Behavioral Email Series															
Senior Messaging	Push to Apply								Final Spaces						
Junior Messaging						Inquire & Visit Push					Transition to Apply				
Sophomore Messaging								Tips and 'How To'			Transition to Visit & Inquire				
Transfer Messaging							Transfer Push to Inquire and/or Apply						Transfer Yield		
Influencer Messaging					Outcomes Push				Value Push			Community Push			
Digital Advertising															
Paid Social Prospecting	Launch Lead Gen Campaign														
Retargeting	Launch Retargeting Campaign(s)														
Email & Social Targeting						App Push Campaigns					Completion & Yield Campaign(s)				
Other DDA Forms	Launch other DDA Campaigns (TBD)														
Predictive Modelling															
APPLY Modelling	Model Built		Active Iterations												
ENROLL Modelling (Option)					Model Built		Active Iterations								

POST-LAUNCH EXECUTION and OPTIMIZATION, Months 2-12

As an iterative company, Capture does not believe that campaign development is a ‘set it and forget it’ practice. In fact, the exact opposite — we are proponents of optimization.

- Search parameters, analysis and estimate build will occur prior to each schedule name release from the list provider.
- Your dedicated service team will request regular bi-weekly conference calls with campus stakeholders to identify successes and address any hurdles/pivots.
- Your data team updates predictive models to your account for changes or data loads.
- Your operations team will regularly evaluate campaign performance in order to make sure that response rates and click-throughs fit in the reasonable industry standard — and if they aren’t, Capture will recommend changes to optimize the performance.

Client Roles & Responsibilities

To support the onboarding process and ongoing partnership, the Client is expected to make the following personnel available to communicate with Capture:

Primary Point of Contact

The primary point of contact will be responsible for the majority of communication with Capture. This individual must be identified at the time of contract signing and is responsible for coordinating with other members of the Client’s team. In addition, this individual will be responsible for approving all strategy and content.

The Primary Point of Contact must be able and willing to use project management tools as provided by Capture, such as Basecamp and the Behavioral Intelligence Platform. Capture requires the Primary Point of Contact to respond to questions or approvals within ~2 business days.

During Onboarding, the Primary Point of Contact can expect to dedicate 4 hours/week; during Execution, 2 hours/week.

Executive Sponsor

The executive sponsor serves as the champion for the Capture engagement within the partner institution, and is responsible ensuring there is cross-functional support for the implementation of Capture products and services.

Representative	Time Commitment
Primary Point of Contact	2 - 4 hours/week
Data	30 min – 2 hours/week
Technology	30 min – 1 hour/week
Marketing	30 min – 1 hour/week
Executive Sponsor	1 hour/quarterly
Billing Contact	30 min quarterly

Additionally, the executive sponsor will be asked to engage in quarterly performance/ROI reviews and represent the institution in contractual discussions.

Subject Matter Experts

In addition to the primary point of contact, the Client must also be able to provide representatives from Data, Technology, and Marketing departments as needed to address specific onboarding and implementation items.

Data Representative

- During Onboarding, the Client data representative can expect to dedicate 2 hours per week.
- During Execution, the Client data representative can expect to dedicate 30 min per week.

Technology Representative

- During Onboarding, the Client technology representative can expect to dedicate 2 hours per week.

Marketing Representative

- During Onboarding, the Client marketing representative can expect to dedicate 30 min per week.

Billing Contact

The Billing Contact is responsible for processing payment of invoices submitted by Capture’s Admin team. This person also communicates the Client’s Accounts Payable process, such as purchase order requirements or vendor registration, if necessary. Any inquiries regarding billing would be directed to this person throughout the term of the contract.

F.4 Outcomes and Performance:

Describe the impacts/outcomes Offerors intend to achieve, including how these outcomes would be monitored, measured and reported to the University.

Capture actively engages with ongoing assessment, optimization and agile strategy development of our partners campaigns to achieve (and surpass) VCU's out-of-state enrollment goals. In short, we don't practice "set it and forget" enrollment management. Here is what our process looks like:

- Capture operates in 6-month strategy sprints
- During the regular campaign strategy calls, the VCU team and Account Executive will discuss
 - hits and misses
 - where strategy needs to be adjusted
 - items that are needed, stalled or upcoming
 - other important campaign related items


A team of operations and communications professionals will be monitoring campaign performance and will coordinate with your Account Executive when optimizations to campaigns are needed to ensure successful outcomes.

Analysis occurs in the following ways:

Evaluations: Leadership reviews occurs on a quarterly basis, whereas all other evaluations are scheduled either monthly or bi-weekly depending on the initiative. During the first 30 days, milestone reviews are scheduled.

Benchmarks: The following are just a few of the benchmarks measured beyond applications, deposits, yield, and are available via your dashboard, and reports provided by your account executive and data scientist.

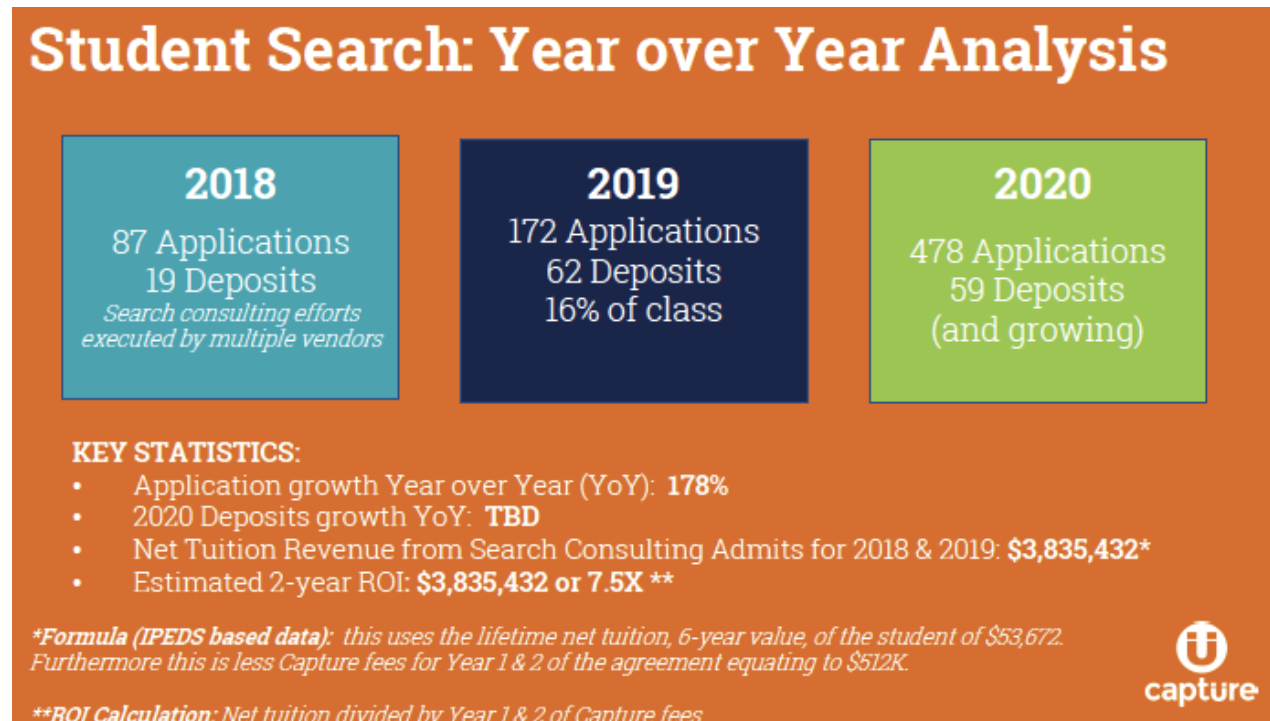
- Click Thru Rates (CTR): the number of clicks of a piece of digital content. Each piece has a different benchmark, and the image to the right is one of the modules within your dashboard to obtain real-time performance of your various campaigns.
- Benchmark: industry average is .07%, Capture strives to achieve 2x the industry average for all of our campaigns.
- Net Tuition ROI: Using IPEDS data, the lifetime net tuition, 6-year value (NTR) of the student less Capture fees for each year agreement.
- Net Lead ROI: Using industry benchmarks for cost per lead and the number of leads generated through all channels.



MESSAGING EFFECTIVENESS <i>Based on an Adoption Score of >90%</i>			
	Engage Client Avg.	Your Avg.	
Toaster CTR	3%	6.1%	↑
Popover CTR	8%	8.5%	↑
PID Form Submissions	7%	7.3%	↑
Triggered Email CTR	19%	58.8%	↑

Below is a Capture ROI example from an institution in the northeast. This report illustrates our commitment to frequent ROI reporting with our clients.

In this example the institution is estimated to experience a return of \$3.8 million in NTR (7.5x return on their investment).



F.5 Overall Risk:

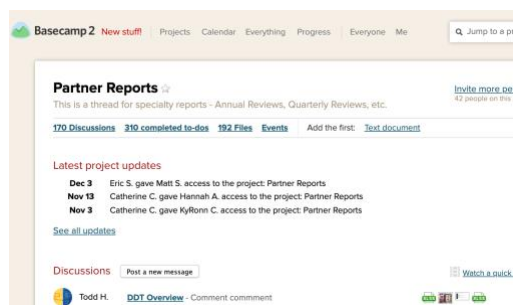
Define risks significant to the success of the work. Include how you propose to effectively monitor and manage these risks, including the reporting of risks to the University (i.e., how you will manage staff turnover or other issues that may negatively impact the work, their potential and how you would propose to mitigate them).

In order to ensure the seamless deployment of Capture products and solutions, the managed services at team places in high regard the partnership with critical VCU stakeholders. Timely and frequent interaction between the Capture Account Executive and the VCU Primary Point of Contact is critical to the success of the work.

Below are listed a few of the ways this interaction happens:

Project Management and Communication: BaseCamp

- Capture will set up a BaseCamp immediately at the start of the VCU contract that will include all necessary Capture staff members. VCU staff will be added during the kick-off process, along with a determination of who has “final approval” on marketing materials.
- The project team at Capture, including the Account Executive and the Campaign Project Manager will interact frequently with the VCU team through the “Discussions” section of Basecamp. This interaction will occur relative, but not limited to, campaign materials, marketing approvals, general questions, reports, search purchase estimates, and more.
- Reporting of risks to the success of the campaign is proactively done through our communication platform Basecamp. We use this tool in order to collect and organize all communication and proactively inform our partners of risks or any transitions.
- Regarding the transitions of staff turnover, Capture Directors – embedded within each of our departments – who work very closely with the individual team members assigned to our client teams. Additionally, Capture has standardized processes that are implemented if there are staff turnovers. The procedures ensure equal and undisturbed service delivery. The Director of the department is familiar with each client as well and will help train or step in when necessary during staff transition.



Regular Video/Conference Calls and Meetings

- As a managed service, Capture believes in the power of regular communication to deliver service excellence. Capture’s Account Management team will set up regular bi-weekly or monthly calls in order to carry out these important tasks:
 - Discuss upcoming campaigns or items (search purchases, mail drops, etc)
 - Remind the VCU of outstanding items for approval or data needs
 - Gain approval on strategy/tactics that are needed to meet the goal
- As former seated professionals in on-campus roles, Capture’s Account Executives will provide a strategic sounding board for you and your team. This regular engagement will help Capture’s account team to understand developing hurdles that might be happening at VCU and build strategies to overcome these roadblocks.

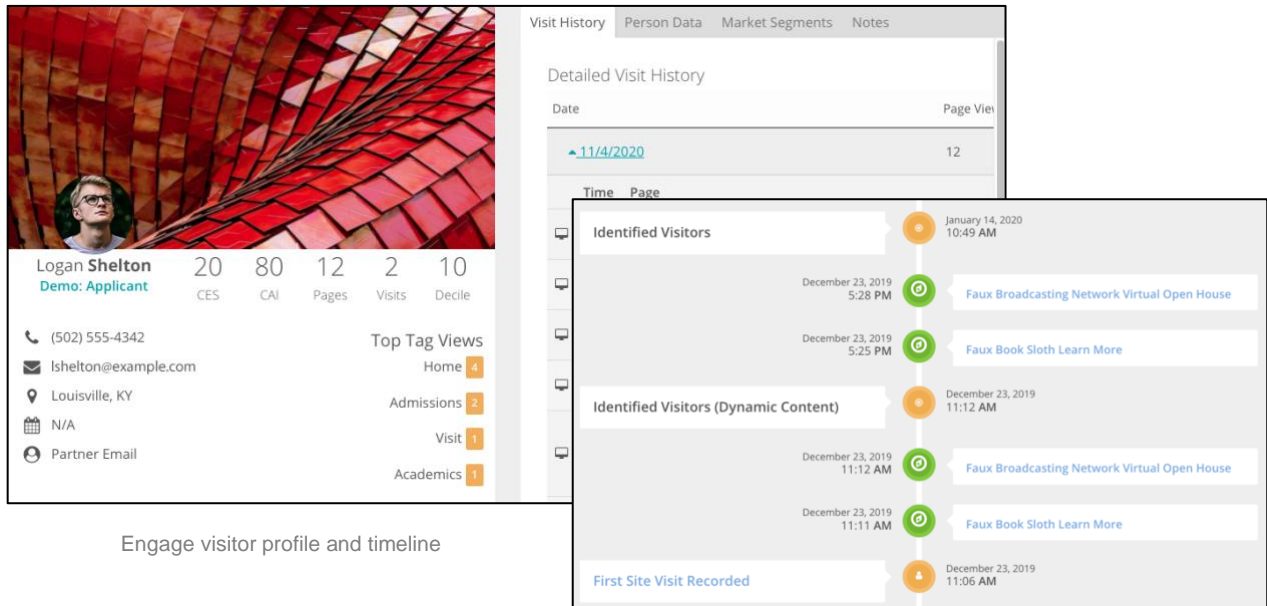
Slow approvals, missing data, and lacking communication will pose the most significant risks to the success of any campaign.

F.6 Other -- Capture Product Details

In this section, please find extended descriptions of our products and solutions

ENGAGE

Identify students. Reduce marketing spend per student. Increase enrollment.



Engage visitor profile and timeline

ENGAGE, the industry's premier marketing automation for higher education, uses the power of Behavioral Intelligence to identify students and generate robust, data-rich profiles for all prospective students based on engagement throughout a student's enrollment journey. By delivering customized, timely and relevant experiences at each step of a student's decision process, ENGAGE reduces the time and cost required to create a meaningful relationship between student and school while eliminating the dependency on aimless mass marketing.

Students often ignore requests to complete passive web forms. But interested prospects — those interacting with your website as well as opening and clicking-through messages sent by Capture — will be identified and delivered to your CRM as new prospects.

Also, ENGAGE is managed by a team of experienced enrollment, marketing and technology experts. An extension of your team, they help you develop strategy, implement processes and maximize engagement.

Engage Benefits:

- **Powered** by Behavioral Intelligence and machine learning.
- **Tailors student experience** by delivering automated, personalized, 1:1 messaging automatically, when students want it, without additional resources to your team.
- **Identifies prospective students who are not on lists** by engaging and identifying anonymous/stealth prospects who have not identified themselves in traditional ways, i.e. through testing agencies.
- Reduces marketing costs per student improving overall ROI.

- **Prioritizes enrollment and marketing staff outreach** by providing unique insights into each website visitor through daily reporting, behavioral scoring and online dashboards.
- **Marketing automation software built specifically for higher education** with reporting metrics, prospect profile pages, campaign reports and much more.
- **Offers automated or semi-automated data exchanges** with CRM to ensure the most up-to-date status on all prospect data.

Behavior Generated Enrollment Metrics

Behavior-based enrollment metrics impact every enrollment and marketing professional by improving the speed to relevant conversations and reducing the time to conversion. Behavioral data is the most impactful at every level of the organization. Proprietary algorithms calculate a prospect's level of interest, outputting scores that inform on student behavior and interest. Capture's Services Team uses those scores to provide specialized strategies to maximize engagement.



Engagement Score

Enables your team to:

- Execute agile communications strategies when a visitor is most engaged with your website
- Target those who have visited the website in real-time
- Access visitor stream page information
- Integrate with CRM

The Engagement Score uses a proprietary algorithm to calculate a visitor's level of interest, from 0-100, over a 7-day period.



Affinity Index

Enables your team to:

- Segment students for recruitment or yield efforts, data analytics or communications
- Prioritize Inquiry and Applicant outreach communications
- Determine which non-deposited students are deciding to attend or not to attend.

Affinity Index uses a proprietary algorithm to produce a real-time score based on a prospect engagement level on your website since the moment of identification.

Ranging from 0-100, it represents a cumulative, lifetime score.

Engagement Score + Affinity Index = More Possibilities

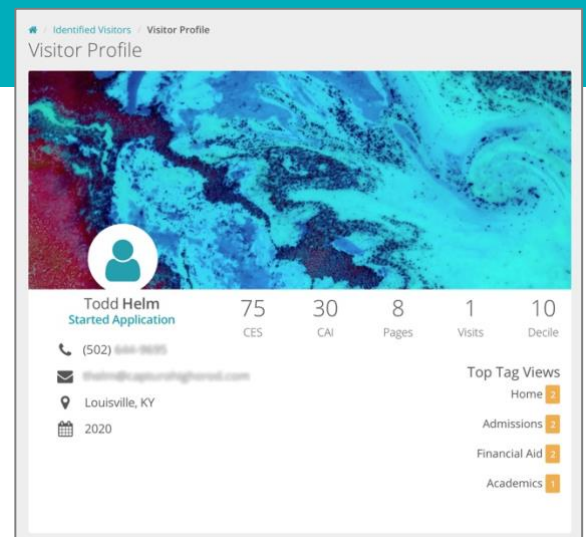
Engagement Score and Affinity Index are used together to reengage prospects and prioritize interactions. For example, if a prospect has a high Affinity Index but has been inactive on the website (as measured by Engagement Score), this may indicate the student is highly interested in enrolling but may need his or her interest reignited. Likewise, web visitors with both high Engagement and Affinity Index scores shows recent and sustained activity on the website, making them top candidates for additional interactions.



Capture Prospects

ENGAGE delivers Capture Prospects, which are anonymous (stealth) prospects who are on your website but are unknown to your counselors. The prospect data is provided in a format for import into your CRM. The two types of Capture Prospects are:

- Organic Prospects
 - Identified site visitors sourced from completing a Progressive Identification (PID) form.
 - 8% of visitors who are served a PID complete it, on average.
 - 75% of submissions are brand new organic leads for the partner, on average.
- Affinity Prospects
 - Behaviorally identified visitors who have an Affinity Index that is similar to “traditional” inquiries and are just as likely to apply. These include prospective students who are engaged on the website but have not yet completed a traditional inquiry form. The Affinity Index threshold varies by school and over time so that it is always a reliable proxy for the equivalent of a traditional inquiry.



Dashboards and Reporting

Capture delivers an abundance of reports and analytical tools — daily, weekly, monthly, quarterly and annually — for all stakeholders to assess each tactic associated with the student journey. The access and types of reports are the same for all prospect populations, and include but are not limited to:

Report Type	Director and Above	Counselor
Daily	Daily Visitor Report (aggregated) Campaign Analysis (on demand) PID Form Submission Report	Daily Visitor Report (by territory) Visitor Stream Dashboard Active Campaigns Report Market Segment Analysis Identified Visitors by Source Capture Prospects Dashboard
Weekly	Affinity Prospect Export Data Digest	
Monthly	Engage Expected Results Report	
Quarterly	Partner Campaign Evaluation (PCE)	
Annually	ROI Analysis Annual Report	

DAILY VISITOR REPORT

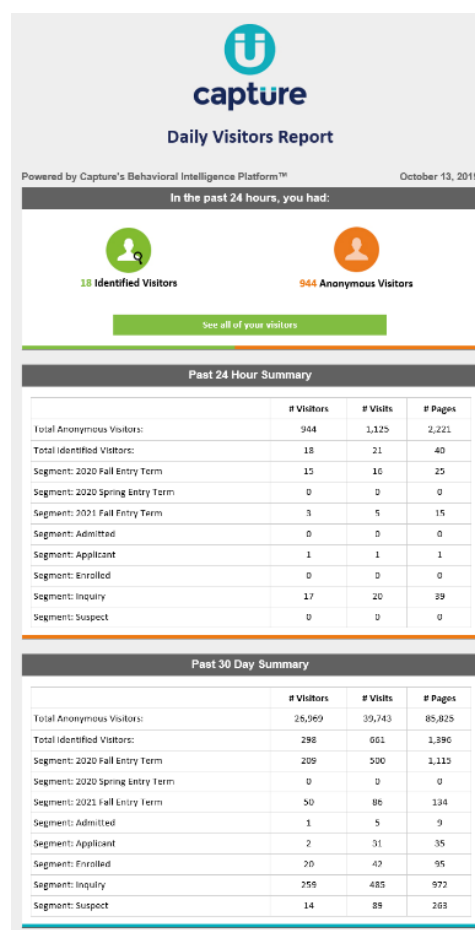
Offers speed to engagement. Counselors know which prospective students are most active on your website and where on the website they have been visiting. The Daily Visitor Report (DVR) provides a comprehensive summary of all website activity over the past 24 hours and past 30 days. The DVR is emailed to your team every morning giving you the information needed to prioritize engaged prospects.

DVR features include:

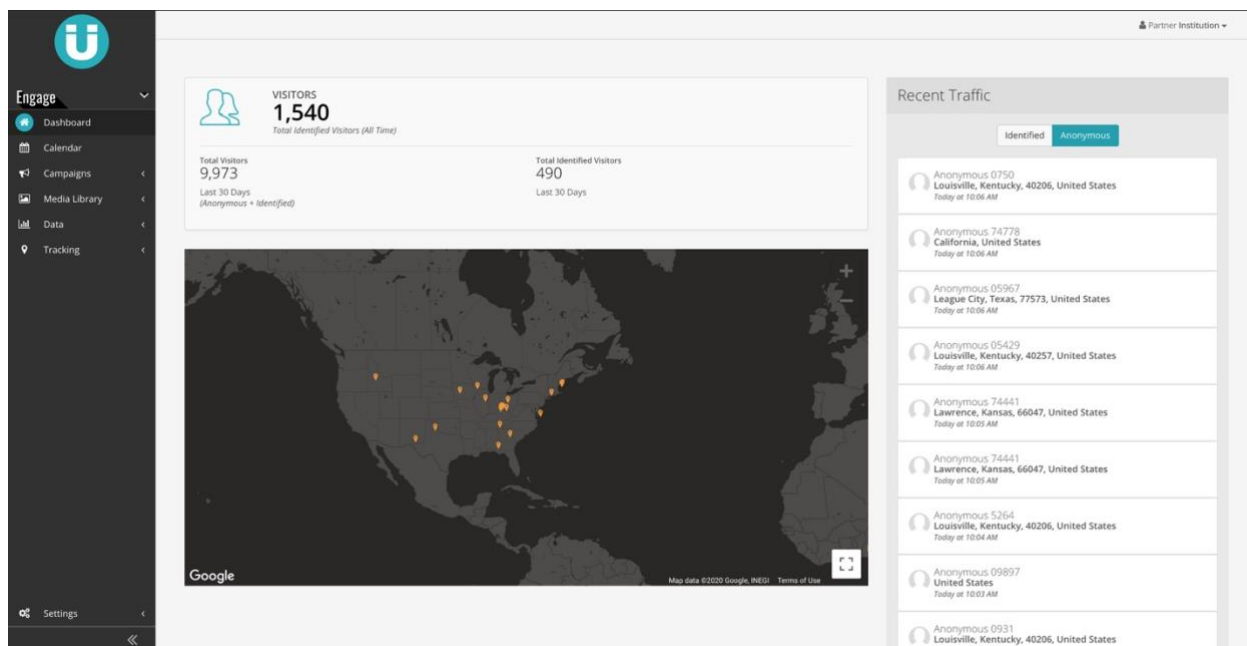
- Customized Territory Reports by territory segments, providing daily personalized counselor territory reports.
- Information on recently identified visitors that can be downloaded directly and easily from the DVR email for counselors to use immediately.

Upon receiving the DVR, data will guide your next steps in ENGAGE, including:

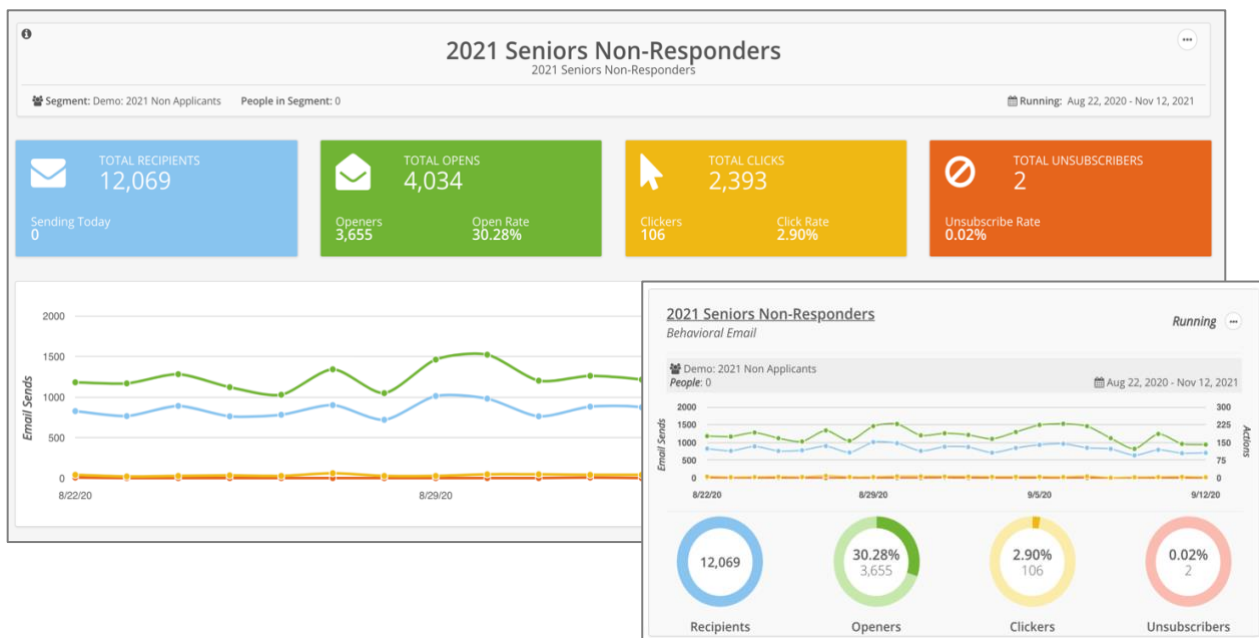
- Links to social media profiles connected to that student's email address.
- Detailed information on pages visited, tag clouds to show you an overall view of important features to the student, etc.
- Full browsing history on your website (data is never deleted).



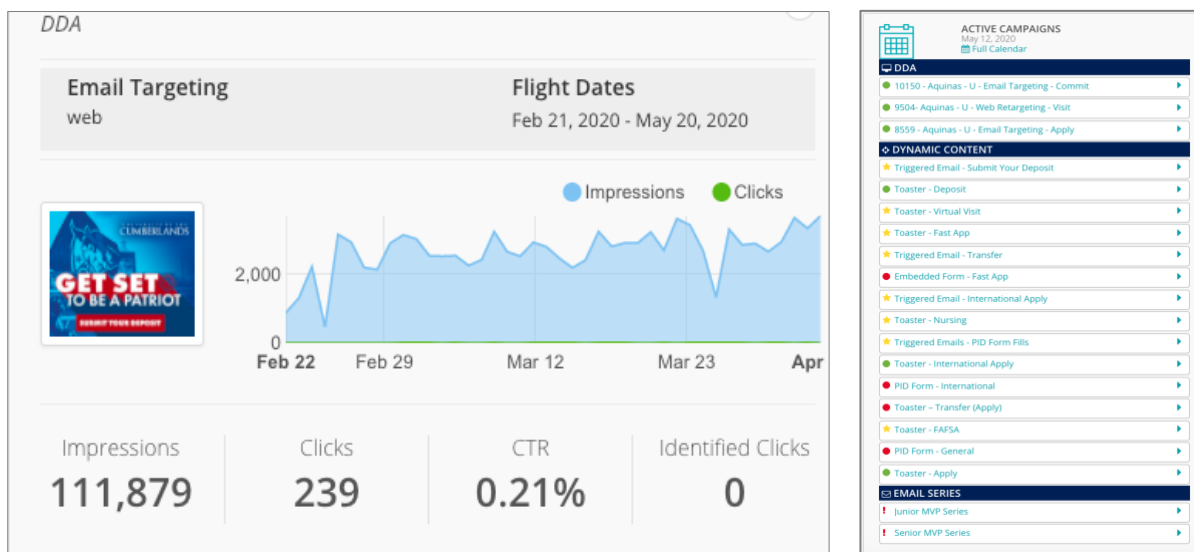
The reports are also accessible via the **Behavioral Intelligence Platform** dashboard, with detailed campaign analysis (CTR's, geographic segmentation, dynamic content, email, etc.) and a real-time, updated **Visitor Stream** to follow your identified and anonymous recruits.



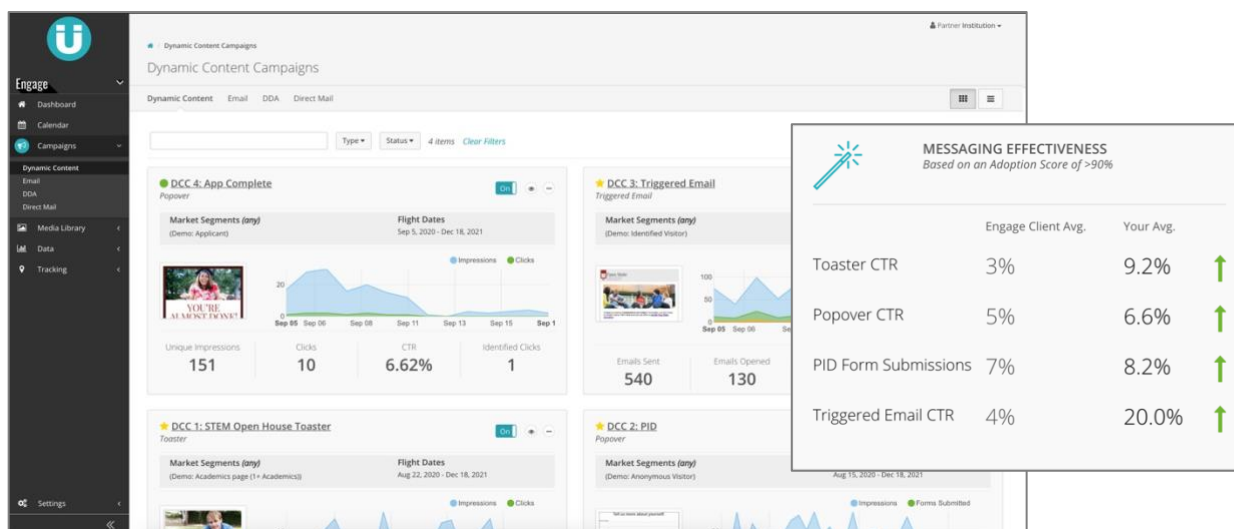
Within the ENGAGE dashboard, VCU will have access to **Behavioral Email Series** reports that track the student's journey for every email campaign.



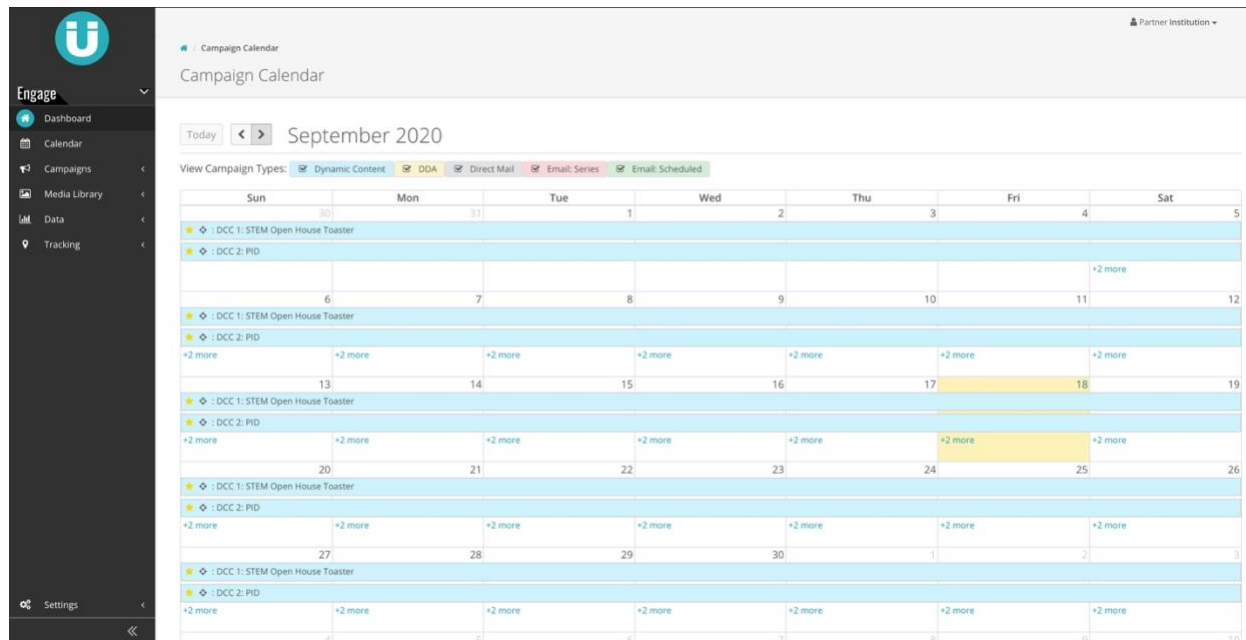
ENGAGE also includes dashboards for the digital campaigns deployed for any segment — tracking each prospective student's journey from start to finish. The **Digital Campaign Dashboard** enables you to view a variety of information from click-thru rates, impressions, prospective student participation and performance comparisons.



This dashboard also aggregates all digital advertising efforts, providing both summary and detailed views. Using the UTM interface, you can also check the attribution of non-Capture campaigns (e.g. Google AdWords, etc.) to your website. Tracking the number of prospects from each individual advertisement to each stage of your pipeline helps measure the efficacy and ROI of each campaign.



The **Editorial Calendar** provides an at-a-glance look at all campaign timelines and launches, keeping you aware of when everything is happening and allowing you to be engaged with each campaign.



Dynamic Content

Enhancing the efficacy of your Digital Marketing

Dynamic Content deployed from ENGAGE is behavior based, personalized to student actions and tracked within student profiles. You will receive creative design and copywriting for up to 20 Dynamic Content Campaigns per contract year.

ENGAGE offers more than a dozen ways to communicate with visitors in real-time across your website. Each of these tactics is chosen based on your goals. Your Capture Strategic Services team can advise where to start and will be there for you throughout your plan.



Progressive Identification (PID) Forms

These short web forms allow visitors to submit information such as name, email, phone number, etc. Completed PID forms result in an identified user and can also trigger other pieces of dynamic content.



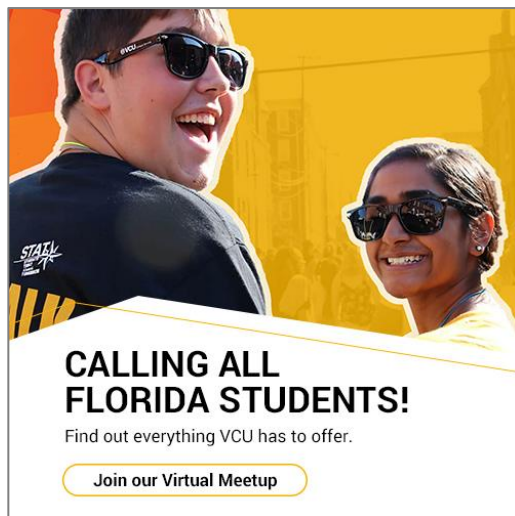
Toasters

These graphics slide up from the bottom of a webpage (like toast) and are directed toward visitors, usually students, with a specific call to action. Within ENGAGE, Toasters can be targeted to precise groups of people, or to a larger populace. Effective calls to action include applying for admission, signing up for an open house, registering for admitted student day and more.



Popovers

These graphic or short pieces of HTML content (such as images, GIFs or videos) take over the full webpage and must be closed in order to view the original page content. Like Toasters, Popovers should have a specific call to action for the visitor. Popovers have pre-determined serve limits based on best practices.



Proof Point

A small private college in California used toaster messages and popovers to engage admitted students. Of the 146 visitors that clicked on these pieces of Dynamic Content, 117 ultimately enrolled!

Capture Blog Post: Increasing Yield

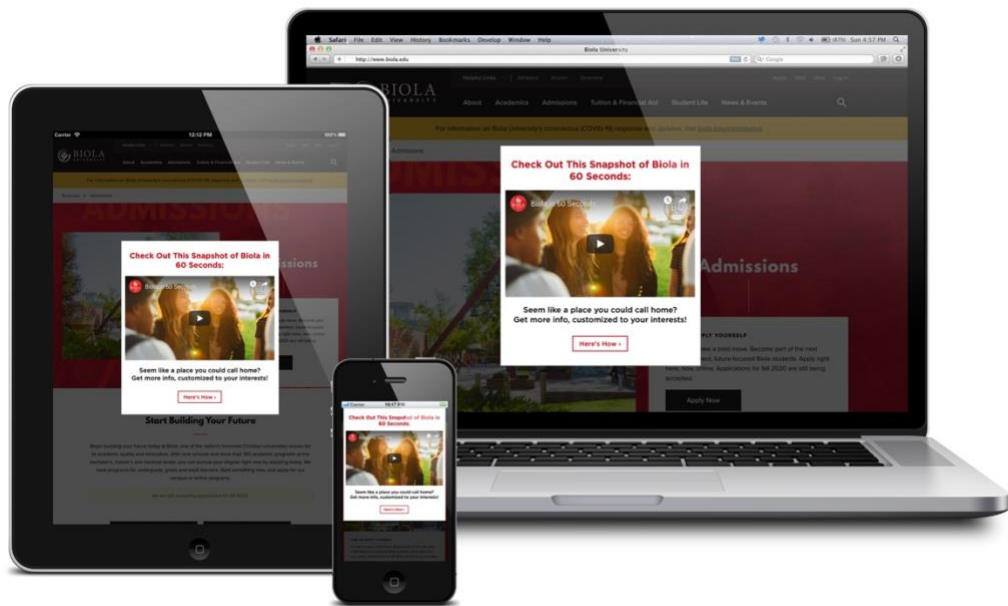


Image Swaps and Image Inserts

Like Toasters and Popovers, ENGAGE's Image Swaps and Image Inserts use concise calls to action and uncluttered visuals. An existing image on your website can be swapped out, or inserted into a page, for different visitors based on various data points, interests and behaviors.



Counselor Alerts

These alerts provide instant notification to your admissions team when identified visitors are on your website. These alerts can be specified by territory and provide a relevant and timely way for your team to assist prospective students in the next steps of the recruitment process.



Triggered Email

These emails are sent to identified site visitors after a desired action has been completed. This email features information based on what content the student viewed or what action was taken.



Triggered Text

Through Capture's partnership with Mongoose, the leading higher ed texting platform, ENGAGE partners are able to send behavior-based triggered texts to prospects. Triggered texts are an effective way to engage with students, providing 15-30% response rates with impressive conversion rates.

APPLY

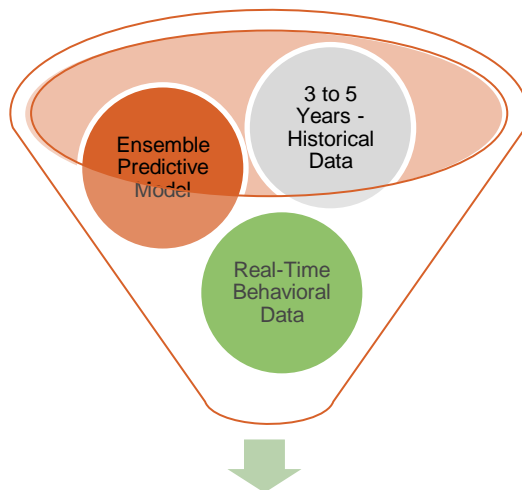
Identify the students most likely to APPLY by integrating predictive modeling and marketing automation.

There's an old marketing adage, "Half the money I spend on advertising is wasted; the trouble is, I don't know which half." With the APPLY predictive modeling tool, you can know which half — or in many cases which three-quarters — of your marketing budget is wasted. Instead, you can focus your time and money on the students where you will have an impact.

To adapt and grow in an ever-changing market environment, institutional leaders must implement the most accurate and intuitive tools available. APPLY represents the next generation in data modeling for enrollment management.

APPLY uses machine learning to sort through both historical data from the school and more than 700 data variables from Capture for each student. Additionally, Capture's APPLY product, when coupled with the ENGAGE marketing automation platform, folds in real-time behavioral data to further augment predictive accuracy.

The APPLY model also uses machine learning to append the most predictive feature to both purchased search names as well as any organic leads currently in your CRM. The output is an easy-to-use, predictive insight for every individual student. With access to better predictions, you and your team can make effective strategic and tactical decisions to help enroll a diverse, highly qualified class, while staying within your institutional budget.



APPLY MODELING INSIGHTS

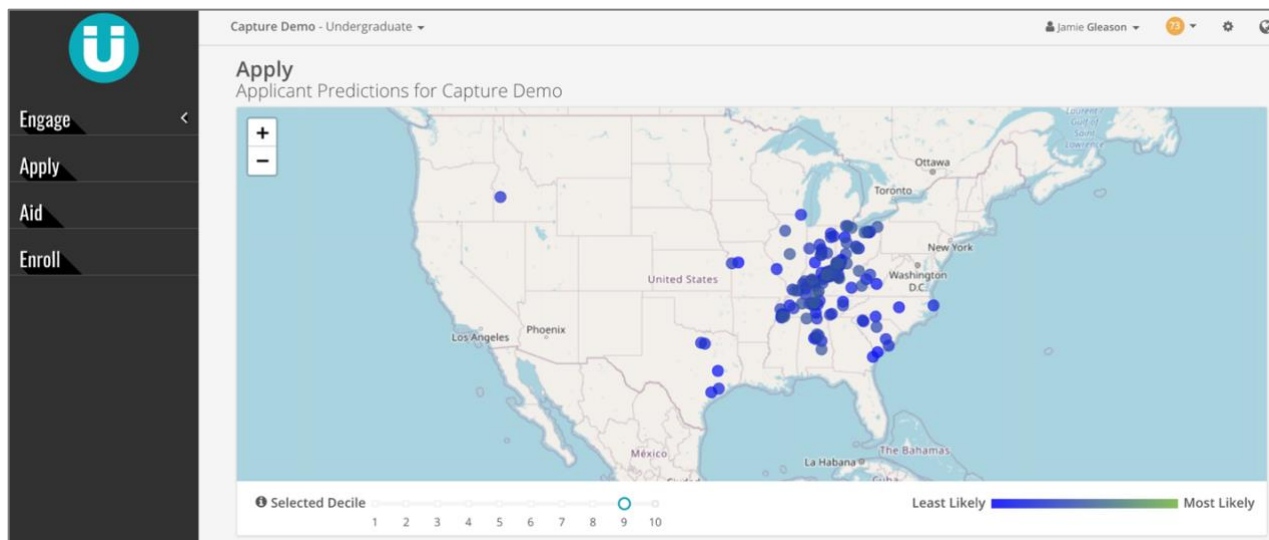
APPLY includes:

- Predictions updated daily to include up-to-date web behavior
- A best-in-class view into individual students leveraging thousands of insightful variables and multiple, industry-leading algorithms
- An interactive dashboard featuring student-level rankings grouped by likelihood to apply
- Your Data, Real Time Accessible Results

APPLY insights can be accessed and leveraged in real-time via the dashboard. The components include:

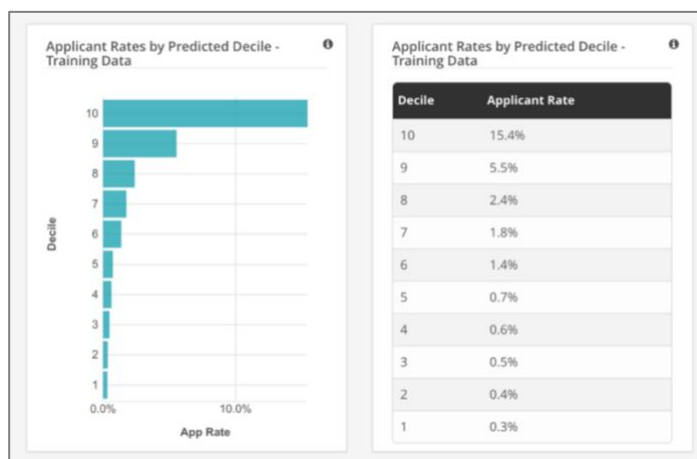
- Interactive map with decile selection slider
- Applicant predictions by decile with download functionality
- Data prediction distribution tables
- Application rate over time

APPLY offers fresh tactics and strategies based on the right geo-markets using an interactive map. APPLY's decile slider populates pins on the map to show concentrations of students grouped by likelihood.



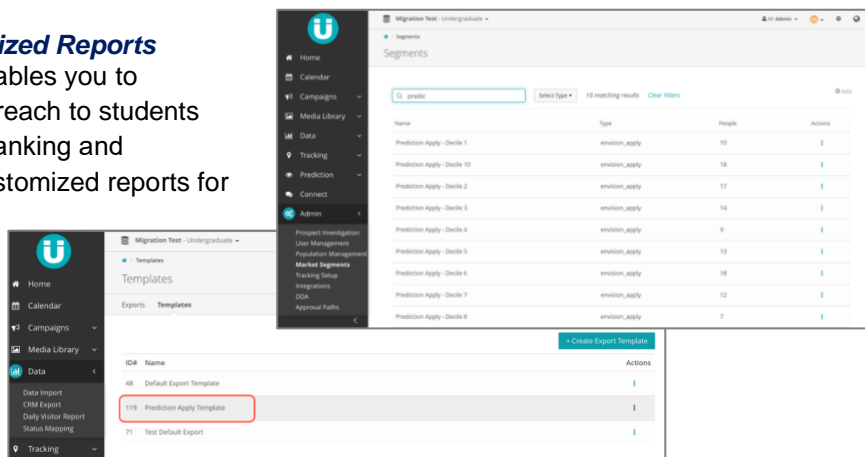
In one quick glance, APPLY provides insight into the most critical groups of students to influence. APPLY breaks your funnel population into 10 equal groups (deciles); showing the predicted application rate for each group. With information like this at your fingertips, your institution can immediately focus budgets (e.g. digital, print, travel, etc.) to students with the highest likelihood to apply.

APPLY places the updated decile on every user profile (see ENGAGE) identified on your website. Capture's data scientists and account executives provide best practices for using this data across your organization — to include integrating with your CRM.



Interactive Dashboard and Customized Reports

The interactive APPLY dashboard enables you to maximize your budget by aligning outreach to students most likely to apply. APPLY's decile ranking and segmentation capabilities produce customized reports for your communication, marketing and admissions teams to use.



AID

The only Aid modeling product which incorporates real-time data and machine learning to maximize enrollments and safeguards the overall discount rate.

Capture's AID product leverages the sophistication of machine learning and combines this with student behavioral data in order to optimize aid offers at the individual level. AID is leading the charge into a new financial aid leveraging paradigm.

Benefits of incorporating AID into your strategy:

- **Predictions Based on Real-Time Student Behavior and Varied Data Sources:** Each new set of predictions uses the most recent student record data, current acceptances, deposit data, contextual neighborhood-level data from publicly available data sources, and behavioral data from ENGAGE. Capture's data scientists uniquely draw on this data, resulting in hundreds of variables per student. These varied data sources provide a broad picture of each student's propensity to enroll.
- **Accuracy based on Ensemble Modeling:** Combining the results of ten machine learning "base classifier" models, APPLY uses numerous predictive algorithms (versus relying only on logistic regression) to generate a more complete picture of each student given the available data.
- **Real-time Hypothetical Testing:** An interactive dashboard allows for hypothetical adjustments to goal-focused data elements (e.g. in state, out of state, gender, program, etc), allowing AID to generate real-time results in a risk-free environment.
- **Student-Level Award Adjustments:** Through predictions accessed via the dashboard, you can make real-time adjustments of individual student awards — by constant or varying amounts — to align enrollment predictions to the aid budget. No other enrollment platform offers student-level control over award sizes to maximize enrollments.
- **Multiple Predictive Frameworks:** The framework begins with a theoretically defined predictive model resulting in a high accuracy on prior enrollment years. As the cycle progresses, the framework relies more on empirically defined modeling by incorporating the number of admits and deposits up to that point in the cycle.

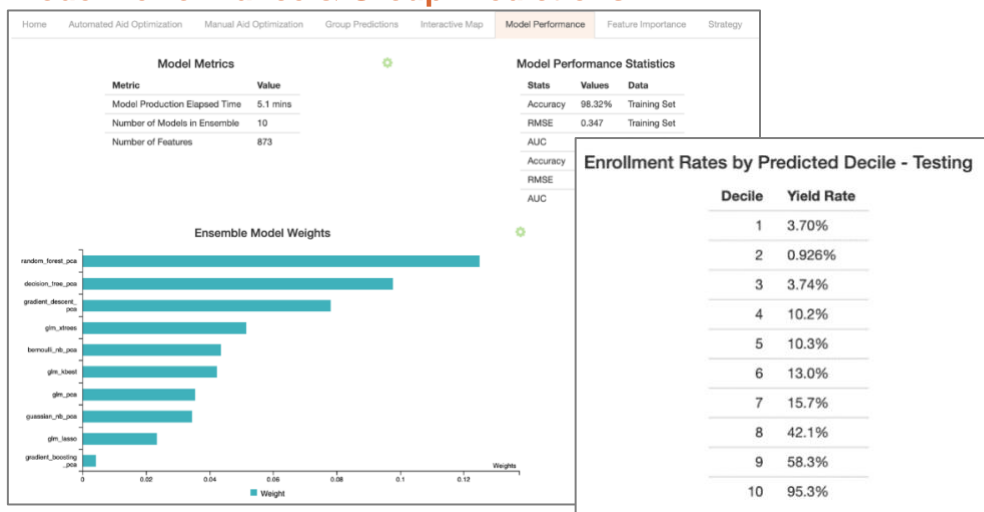
The results calculated by AID are showcased in an interactive, user-focused dashboard. Student and group-level probabilities, along with aid adjustments, can be easily iterated, adjusted and downloaded.

The AID dashboard enables an institution to run a variety of scenarios, leveraging Capture's proprietary algorithms. The AID dashboard includes the following components:

- Manual Aid Optimizations
- Group Predictions
- Interactive Map
- Model Performance
- Feature Importance

AID offers full visibility with machine learning models using 3-5 years of historic data. The dashboard provides full transparency into both training data sets and testing set performance. Below are two example views from the Model Performance section of the dashboard.

Model Performance & Group Predictions



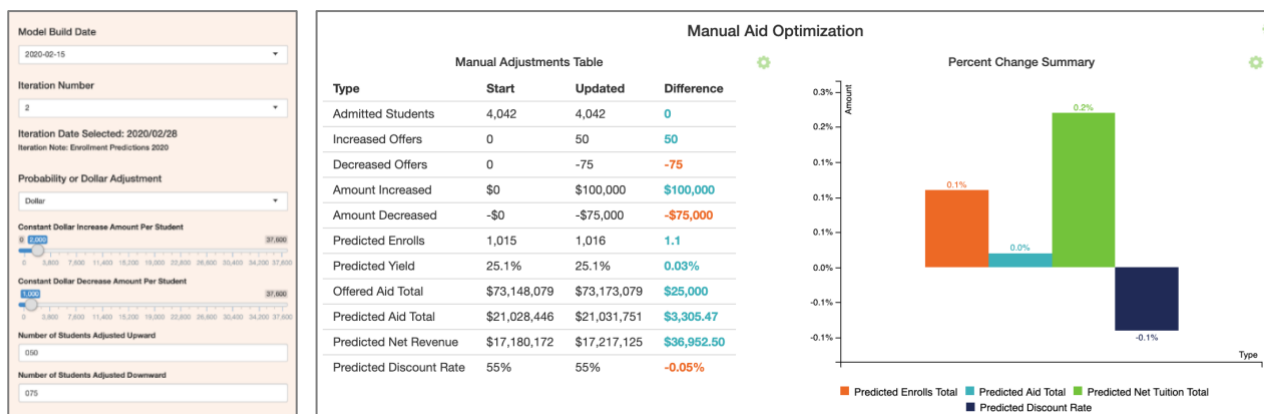
Individual and Group-Level Predictions

AID is unique because it provides institutional award recommendations at the individual student level while also showing how those awards affect group-level enrollment and financial outcomes. The Group Prediction Table (right) is an example of the various group outputs that Capture clients can select. These groups are customizable based on the enrollment growth goals and targets.

Group	Subgroup	Predicted	Actual	Predicted_SD	Plus_1_SD	Minus_1_SD
Overall	None	1015.00	0	175	1190.00	840
Gender	Female	582.00	0	17	599.00	565
Gender	Male	433.00	0	16	449.00	417
Pincome	High	291.00	0	13	304.00	278
Pincome	Low	260.00	0	13	273.00	247
Pincome	Middle	322.00	0	12	334.00	310
Pincome	Unknown	143.00	0	10	153.00	133
Soc	SOC	197.00	0	11	208.00	186
Soc	White	818.00	0	21	839.00	797

Real-Time Hypothetical Testing

Manual optimization enables you to increase or decrease the aid amounts and/or the number of students who will be offered an increase or decrease based on different what-if scenarios. AID's manual optimization tool provides the results of the what-if situations.



ENROLL

Reveal the status of your class with plenty of time to act and avoid melt.

The model allows you to confidently focus your efforts toward admitted students who have a high-predicted probability of depositing. With an early warning from ENROLL, coupled with a solid yield strategy, you and your team can increase your yield, decrease melt and hit necessary enrollment goals year after year.

Benefits of incorporating ENROLL into your strategy:

Machine Learning Predictions:

An extensive and diverse set of data go into the ENROLL models including enrollment totals, yield, academic profiles, demographic compositions and more.

Year-Over-Year Comparisons:

ENROLL allows you to compare deposits with admission performance from the same period in prior years.

Budget Modeling:

ENROLL models help you allocate resources to students who are a better fit for your school and allocate fewer resources to students who are less likely to enroll.

Strategic Modeling:

Class Yield modeling predicts how many already-admitted students will ultimately enroll in the fall. Also, you can model the *Number of Students to Admit*. Running these groups through the model will show you predictions on what your class and financial aid picture will look like if you admit that specific cohort of students.

Powered by machine learning, ENROLL accepts hundreds of data points and processes them with ensemble protocols using up to 10 various algorithms to optimize prediction. The output is a robust model that uses more than 700 of the most powerful predictors, including behavioral data, providing accurate insights on your incoming class.

Scenarios to use ENROLL for include:

- Determine how this year's admitted group stacks up to previous years including who is most likely to enroll.
- Learn how to predict variations in enrollment yield, enabling you to target tactics to the right number of admitted and/or hypothetically admitted students.

96%
accuracy

Giving you the control to confidently shape your class and know where to spend your resources.

Know whether or not the composition of the current admit pool will produce an enrolled class with demographics that reflect your institutional priorities.

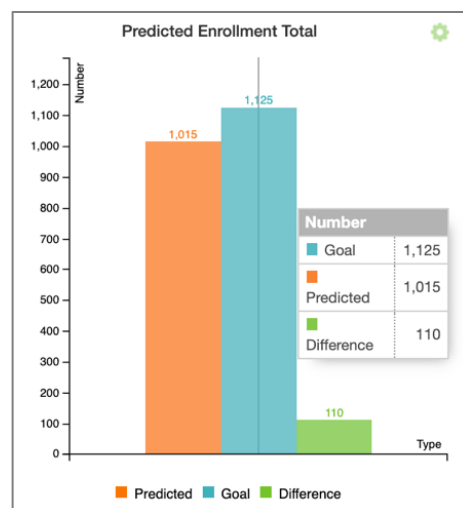
Visibility into the details is an important part of ENROLL. That's why the ENROLL dashboard provides the following sections:

- Group Predictions
- Model Performance
- Strategy

Group Predictions

This section provides insight into where the class will land and the characteristic composition of the class including gender split, diversity information and more.

Knowing the enrollment prediction information early in the cycle (including shortages or surplus) affords you the ability to change yield communications, increase marketing efforts to under-represented study programs or other specified groups, and more.



ENROLL's exportable reports — for group- or individual-level predictions — are often appended to the respective predicted enrollment scores in the CRM as a custom field and used to target yield communications.

Model Performance

Since the inception of Capture's predictive modeling products, we have averaged a 96% accuracy across all clients. ENROLL models are based on an ensemble methodology which blends 5-10 separate predictive algorithms to find patterns in the last 3-5 years of historic CRM student data as well as hundreds of other strategic data points. Models (including their predictive features) are then applied to your data set along with other strategic data points that are appended to your instance. Capture's data science team then tests the model for accuracy.

Model Performance Statistics

Stats	Values	Data
Accuracy	98.32%	Training Set
RMSE	0.347	Training Set
AUC	0.856	Training Set
Accuracy	95.77%	Testing Set
RMSE	0.346	Testing Set
AUC	0.849	Testing Set

Strategy

The ENROLL product comes with a team of experts to support its adoption and application into your institutions late-cycle process. You will receive 15 model iterations and the option (if necessary) to rebuild the model two times during the cycle.

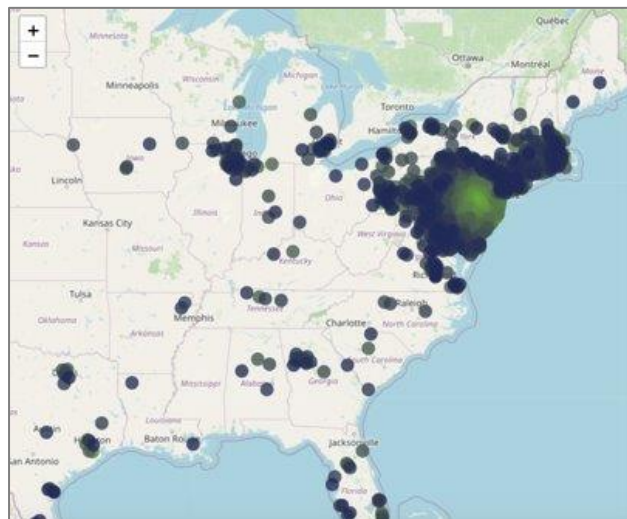
ENROLL iterations are based on your enrollment cycle, representing your timing intervals. As more students are admitted and awarded financial aid, the model becomes even more important. Our team works with you to determine which periods of time may need to have an increased frequency of iterations.

Search Consulting

Capture's Search Consulting incorporates a next generation algorithmic approach with historical data analysis to deliver engaging, qualified, right-fit prospects. The search strategy applies a predictive model prior to name purchase to ensure you buy on the names you need. Capture's search approach is also applicable to students who opt-out of standardized tests.

Comprehensive search strategy includes:

- Multi-Year Data Assessment
- Market Segmentation that appends over 150 variables, offering the most robust view
- Name Sourcing from NRCCUA, ACT, the CollegeBoard, Plexuss and other entities
- Use of SearchR, Capture's proprietary search software incorporating machine learning predictions at the ZIP code level instead of the individual student level



The predictive modeling component applies predictions to every ZIP code in the country. This forecasts the likelihood of students from a specific ZIP code applying to your school prior to purchasing the lead. The ZIP code element identifies clusters of students who match the search criteria thereby allocating the name-buying budget to areas that will be successful.

Capture's methodology relies on interactivity and transparency providing the most sophisticated search strategy for meeting your enrollment goals. Our team of higher education experts joins with your team to discuss the goals of the campaign, understand the actual and aspirational geo-markets that need to be targeted, and overlaying 3-5 years of historic enrollment data to create a strategy that meets your enrollment goals. Our experts understand the inner workings of campus administration; we leverage this experience to create an enrollment strategy plan that fits with your institution's goals and needs.

Search: Undergraduate Outputs:

3-Year Historical Analysis	Analysis of past geographical dispersion, quality of students, and demographic profiles. Addition of contemporaneous data, competitive analysis and industry expertise may be included.
Parameter Design	Definition of initial parameters of name targeting structured by primary, secondary and expansionary markets. Ranked list of all U.S. ZIP codes by predicted probability of application. File can be used to inform sourced name buys based on specific ZIP codes in addition to other selection criteria.
Systematic Name Purchasing	Purchase schedule from primary data providers (ACT, NRCCUA, The CollegeBoard, etc) based on data releases throughout the year. New data appended to increase accuracy of student profiles. Additional name-purchasing centers may be utilized (PTK Connect, Christian Connector, CBSS, Plexuss, etc.).
Search Reporting	Performance analysis by search source, by list purchase, by state and by market segment are available, in real time, through the ENGAGE software dashboard.

Digital Marketing



Behavioral Email Series

Capture's next generation email marketing, the Behavioral Email Series is the only service created for higher education marketing incorporating a decade of research. Data gathered clearly showed that 90% of all interactions with email happen within the first 12 emails sent, BOTs degrade the accuracy of performance metrics, and design layout impacts spam traps created by the internet service providers (ISPs).

Benefits of the Behavioral Emails Series:

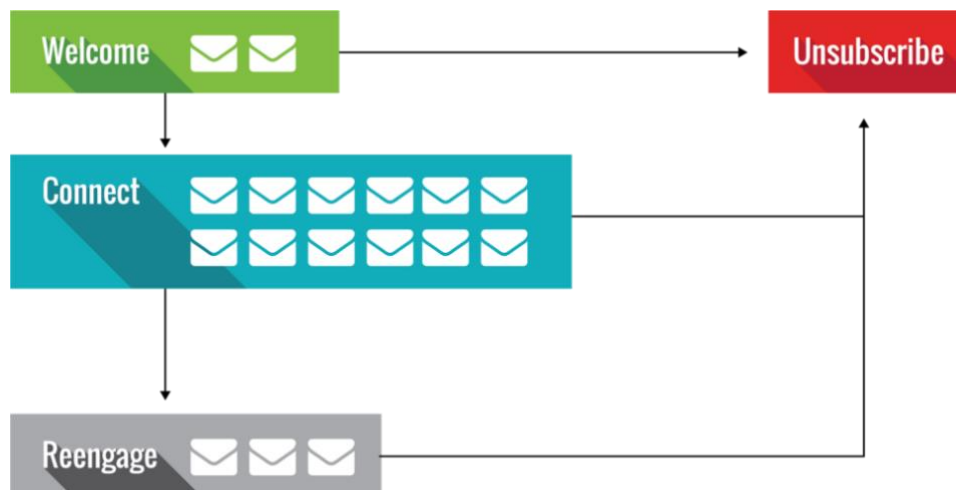
- Improves email efficacy with ongoing list hygiene and efficient opt-out process
- Increased reputation among ISPs
- Tailored interest-based content to those who are interested, and when they are interested
- Daily dashboard analytics based on real people, and real actions
- Communication flows created for the Behavioral Email Series, including creative work, copywriting, and email templates are owned by your institution, not held captive by Capture.

Based on client feedback and industry research, the Capture Behavioral Email Series is comprised of a 12-email communication flow delivered to leads who have not engaged with your content.

These communications are delineated into 3 phases:

- **Welcome:** Two emails that are designed to inform the lead about the institution and set expectations about future emails.
- **Connect:** Seven emails that dive deep into the culture, history and uniqueness of your institution with clear calls to action.
- **Reengage:** For those that do not interact with the first set of emails, a second attempt to reengage is made using "Breakup Emails" in which the university informs the student that they will no longer receive important university information if they do not engage in the next set of emails. This Reengage phase is an additional layer of data hygiene to ensure universities are only contacting those who want to be contacted.

Once a lead becomes engaged, they move from the initial communication flow into a communication flow designed to encourage them to take the next steps in their enrollment decision journey. Below is a sample behavioral email series communication flow:



Behavioral Email Features:

Customized Creative	Creative design to support institutional enrollment initiatives.
Structured Communication Flow	Tailored communications built for high frequency and stability with opportunities to move students into a one-to-one communication chain.
Email Types	<ul style="list-style-type: none">• 20 custom inquiry conversion emails created and sent to target population.• 15 custom applicant conversion emails created and sent to target population.• 10 custom yield conversion emails created and sent to target population.
Data Management	Standard data cleaning and loading services for names provided.
Campaign Management System: Engage	Real-time, web-based campaign monitoring system available 24/7/365.
Data Science & Account Management Team	Standard campaign analysis reports provided by data analyst team.
Data Exchange	Regularly scheduled data exchange with your CRM based on Capture's standard input and output data specifications.

Digital Advertising

Capture's multi-channel digital advertising generates more leads, applicants and enrolled students. This solution is the industry's only digital offering that fuses behavioral intelligence and predictive analytics with proven innovative digital advertising technologies. Whether through audience segmentation, email, IP or social-targeting, retargeting, influencer targeting or paid prospecting, Capture's digital ads are served on any device through web, mobile and social media channels, generating the results you expect!



Targeting

Knowing your prospective student's behavior results in more compelling content and results. Behavioral data points transform messaging into relevant, timely and meaningful interactions encouraging the student to explore your institution with clarity. Essential elements include the potential student's email address and some profile information, such as zip code.

Capture offers two types of targeted ads: **IP Targeted Ads**, which are displayed across the web based on Household IP addresses or GEO-IP addresses, and **Email Address Targeted Ads**, which are displayed on social networks and web to specific email addresses, and devices.



IP Targeted Ads

GEO-IP Targeting uses geographic data to target ads, serving to anyone browsing on networks within the defined area. This targeting aims your message to potential students whether near your campus, out of state, or close to an event or conference. Locations are hand-crafted based on the given call to action of the campaign.

Household IP Targeting matches a home address to an IP address and serves ads to all users on the home network. Like email targeting, Household IP Targeting displays targeted ads to audiences across devices. This technique increases brand awareness for targeted populations. Using an IP algorithm that determines the IP address based on a physical address. This is used for precise ad targeting to any connected device in the household at the IP/router level. HHIP guarantees, with 95% accuracy, that a real person in the matched household is viewing the ads being displayed. Due to the accuracy of the IP-matching algorithm, you can see what households/names matched (50-60% match rate).

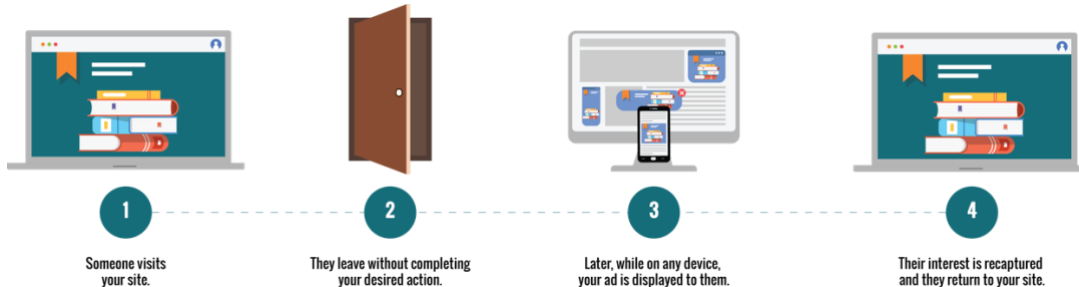
Email Address Targeted Ads

Digital ads targeted to devices associated with an individual's email address. These ads are distributed across traditional ad networks or to specific social ad networks, i.e.: Facebook and Instagram.



Retargeting

Retargeted ads provide an opportunity to engage individuals who have left your site. You can target potential students and parents with customized messages based on site interactions and engagement. Two retargeting ad solutions are offered within ENGAGE: Website Retargeting and Social Retargeting.



Website Retargeting

Industry-leading networks are used to distribute Website Retargeting ads to previous site visitors. These ads are displayed to your site abandoner as they browse the internet. The messages of the ads are designed to the moment of engagement with your institution's tone and voice, keeping your brand in front of bounced traffic. Capture's Website Retargeting ads function across platforms, operating systems and will display on any device.

Social Retargeting

Capture's Social Retargeting also targets previous site visitors by serving relevant and timely ads. As the name implies, Social Retargeting ads are more socially focused and displayed within the Facebook and Instagram ad networks. They allow you to increase your reach with refined messaging that speaks directly to socially engaged potential students, their parents and friends after they have left your site.

Social Marketing



Social Targeting features highly engaging, customized ads that are served on Facebook and Instagram. These ads typically receive higher click engagement than standard web ads. The robust prospecting tool allows you to find and target prospective students through custom built audiences based on demographics such as location, interests, education level, behaviors and more.


LinkedIn Sponsored Content

From sponsored content and text ads to lead generation forms, LinkedIn Advertising can target graduate and non-traditional prospective students. Capture harnesses the power of LinkedIn's advanced user-targeting capabilities ensuring your messages are being delivered to the right target audience.

Print


Capture Direct Mail goes far beyond traditional, bulk print offerings. It allows you to expand awareness, encourage responses and increase conversions with personalized print pieces that are crafted to match your institution's brand and tone. Direct Mail can be even further optimized by using the targeted outputs from Capture's APPLY, AID and ENROLL products in order to predict and mail to subsets of your audience who are most likely to take action. Full-service design, production, mailing services and postage are included.

Formats options full-color postcards, tri-fold and bi-fold postcards, and personalized letters.



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ADDRESS SERVICE REQUESTED

<<First_Name>> <<Last_Name>>
<<Address>>
<<City>>, <<ST>> <<Zip>>

F.6 Other - Data Security

Capture maintains formal policies that provide guidance for information security within the organization and the supporting IT environment. *Access to full IT Policies and Guidelines document may be made available upon request.*

Highlights of our policies and guidelines are listed below:

- Acceptable encryption policy
- Disaster recovery plan
- Web application security
- Acceptable use policy
- Data breach response and recovery plan
- Data destruction policy
- Disaster Recovery Plan
- Written Information Security Program
- Compliance guidelines (i.e. FERPA, ADA, Password Construction, GDPR, etc)
- Metric, performance, availability and monitoring
- Outage frequency and root cause reporting
- Metric, performance, availability and monitoring reporting
- Data Protection Guidelines (GDPR)

We have developed a **Business Continuity Plan** to ensure that the organization establishes objectives, plans and procedures such that a major disruption to the organization's key business activities is minimized. The policy applies to all infrastructure and data within the organization's information security program.

Capture uses many cloud-enabled technologies and develops infrastructure as code. We utilize Terraform for cloud definition, Chef for system state definition and operations, and Docker Swarm for tenant services. There are typically 2 Chef stacks per environment. One active, while the other is not.

Secure Data Exchange: Please see illustration below.



F.6 Other - Success Stories

Underclassmen Search Campaign

Underclassmen search is worthwhile! Our research found that 85% of partners had higher inquiry rates from underclassmen campaigns (relative to senior-only campaigns). Better still, the average increase was about 75% higher than standard senior search campaigns.

UNDERCLASSMEN—The Long View:

A Capture legacy partner leveraged the Behavioral Intelligence Platform to boost funnel levels, primarily in applications and enrollments. With the help of the custom affordability calculator, specialized underclassmen electronic messaging, and market-driven dynamic content campaigns, our partner was able to strengthen their brand position and build a stronger pipeline.

The partner was overjoyed for the increased underclassmen interest. Capture's tool delivered the results:

- The custom underclassmen affordability calculator was a needed asset
- 663 unique users engaged with the tool
- 365 students and/or parents completed the calculator, for a 55% completion rate
- That year, 58% of prospective students who clicked through a Capture marketing automation campaign went on to complete an application

Application Generation

REGION: UPPER MIDWEST

A mid-sized private institution leveraged Capture's technology and expertise to combat downward trends in the areas of enrollment and yield.

Capture took full advantage of our Behavioral Intelligence Platform and integrated services to address the stop the losses and stabilize the enrollment trendline. The following tools were leveraged in the process: ENGAGE, APPLY, ENROLL, Search, Email Marketing, Digital Advertising, and Direct Mail.

The full-service strategy delivered across multi-channels led to game-changing results:

- Massive discovery of stealth applications that turned to enrollments (9% of FY deposits)
- Yield rate jumped by 5% in a single year.
- Capture's Behavioral Intelligence Platform measured 82% of the deposited students had engaged with some form of communication from Capture (e.g. email, direct mail, dynamic content campaigns, digital advertising, etc).
- Our predictive models measured 98% accuracy, leading to more certainty in planning.

Yield Optimization

REGION: SOUTHWEST

A regional public partnered with Capture in order to mitigate several issues that were developing in their enrollment process. Population changes were happening all around, the institution needed to strategically expand their brand and shore up their historic in-state market share.

This state institution partnered with Capture Higher Ed to implement a recruitment strategy designed to strengthen junior and senior cohorts. This institution leveraged the Behavioral Intelligence Platform component: ENGAGE, along with the following solutions: Search: Undergraduate, email marketing, digital advertising, strategic direct mail and a custom application portal.

Capture's multi-channel approach has moved the needed in a multitude of areas—with more gains every year. The results have been noteworthy, not the least of which was growing the in-state application number and reversing the negative in-state YIELD trend.

- In-state application turnaround, growing back to the historic high watermark
- Strategic underclassmen campaigns which laid groundwork for significant application increases from target out-of-state regions.
- More than doubled the in-state YIELD conversion (Admit to Deposit)
- 25+% growth in deposits from out-of-state regions since inaugurating the partnership

Financial Aid Optimization

REGION: NEW ENGLAND

A faith-based institution in New England partnered with Capture to drive both applications and enrollment. This institution leveraged multiple services that we offered, including Capture's industry-leading financial aid predictive model. They leverage the AID tool in order to increase student enrollment without overspending the annual financial aid budget.

By combining the use of Capture's tools, our partner realized these results:

- A 15%+ boost in enrollment compared their pre-Capture partnership
- Boosted Net Tuition Revenue (NTR) by over \$400,000 in one year
- The institution deployed numerous digital marketing campaigns through the cycle – in the end, 60% of the deposited class had interacted with at least one of the Capture campaigns.

Virtual Events: Open House

The University of South Carolina hosted their first ever virtual open house in the fall of 2020. The program included a combination of live and pre-recorded content accompanied by online chats.

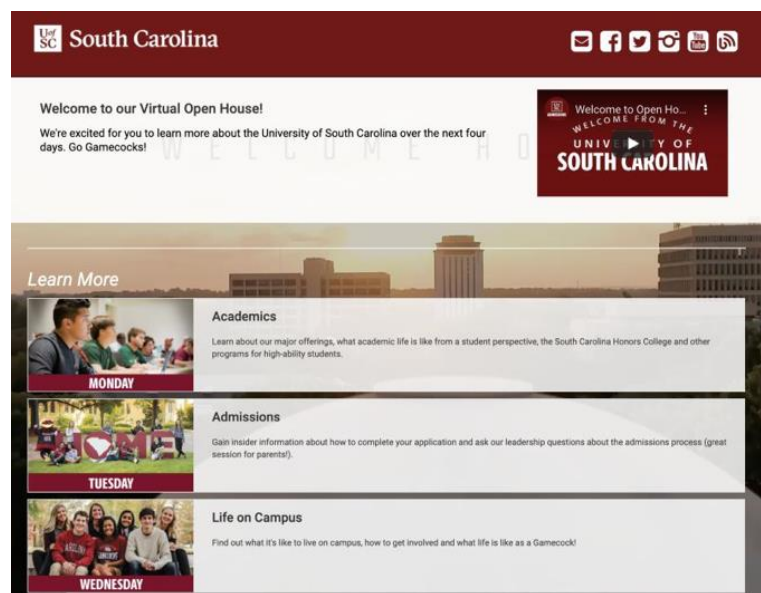
Effective Marketing



Leveraging their audience's Affinity Index, the University of South Carolina was able to effectively segment their prospective student database to identify which students to focus print communications on ahead of their live events. These students received a special invitation highlighting key elements of the program as well as details for registering.

Identified prospects received pre-event registration reminders allowing the enrollment team to track interest in the event ahead of time within their Slate CRM.

By virtue of the fact that the event is virtual, pre-registration is not required. Prospects simply must be invited. On the first day of the live event, however, reminders to access the event were sent to all prospects with the call to action modified for non-registrants. Student who pre-registered were notified they can "Join Now" while students who had not registered were told "It's not too late to join". This tactic resulted in over 100 additional "walk-ins" that would have otherwise not attended the event.



The Results

- In total, the events attracted over 3,600 total attendees.
- >50,000 interactions (chats and presentation views)
- ~2,400 applied for Early Action (66% conversion)
- 83% of applicants applied *after* attending the virtual open house event



F.7 Small, Women-Owned and Minority-Owned Business Commitment

Not Applicable. Capture, LLC (dba: Capture Higher Ed) is not and will not be a SWaM nor will it have subcontractors that would qualify as a SWaM business.

F.8 Exceptions

Not Applicable – Capture, LLC (dba: Capture Higher Ed) does not have any exceptions that need to be noted.

VII.G. Price Proposal

Per RFP, initial contract term shall be three (3) year(s), with the option of up to two (2) one (1)-year renewals.

Initial Contract Term Pricing Summary

Column I Description	Column II Annual Cost (Not-to-exceed \$400,000)
Year 1	\$385,086
Year 2	\$394,678
Year 3	\$399,931

Initial Contract Term Pricing Detail

Column I Description	Column II Annual Cost (Not-to-exceed \$400,000)				
	Standard Price	Bundle Discount	Year 1	Year 2	Year 3
Engage					
ENGAGE License (Tier 2: 5,000 to 20,000 applications) Unlimited licenses, 20 dynamic content campaigns/pieces	\$68,300	(\$10,245)	\$58,055	\$60,958	\$64,006
Apply					
License for unlimited number of users. Daily iterations	\$21,000	(\$8,400)	\$12,600	\$13,230	\$13,892
Aid					
License for unlimited number of users. 15 iterations 2 Model Re-specifications	\$20,000	(\$3,000)	\$17,000	\$17,850	\$18,743
Enroll					
License for unlimited number of users. 15 iterations 2 Model Re-specifications	\$31,500	(\$8,400)	\$23,100	\$24,255	\$25,486

Pricing Continued on next page

Column I Description	Column II Annual Cost (Not-to-exceed \$400,000)				
	Standard Price	Bundle Discount	Year 1	Year 2	Year 3
Solutions					
Digital Advertising					
Senior Campaign <i>10 (3) month campaigns of Email Targeting, Web Retargeting, Household IP and Social Marketing*</i>	\$99,950	(\$14,992)	\$84,958	\$89,206	\$93,666
Social Marketing Direct Spend <i>*Instagram and Facebook require additional fees, paid directly by VCU to these vendors</i>	\$8,250	Direct Spend	\$8,250	\$8,250	\$8,250
Digital Marketing					
Behavioral Email Series & 35 Ad-Hoc Emails	\$49,900	(\$7,485)	\$42,415	\$44,536	\$46,763
Search Consulting					
Undergraduate Search – 6 rounds of name purchase <i>(Includes Seniors, Junior and Sophomore Search strategies)</i>	\$15,750	(\$2,362)	\$13,388	\$14,057	\$14,760
Sophomores and Juniors: Inquiry Generation (Identify and Convert)					
Digital Advertising					
Sophomore & Junior Campaigns <i>8 (3) month campaigns of Email Targeting, Web Retargeting, Household IP and Social Marketing*</i>	\$72,220	(\$10,832)	\$61,388	\$64,458	\$67,680
Social Marketing Direct Spend <i>*Instagram and Facebook require additional fees, paid directly by VCU to these vendors</i>	\$16,500	Direct Spend	\$8,250	\$16,500	\$16,500
Digital Marketing					
Behavioral Email Series <i>(Included in Senior pricing above)</i>	\$47,000	(\$47,000)	Included	Included	Included
Search Consulting					
Undergraduate Search – 6 rounds of name purchase <i>(Included in Senior pricing above)</i>	\$15,750	(\$15,750)	Included	Included	Included
			Year 1	Year 2	Year 3
Total Bundled Price			\$405,354	\$424,385	\$444,368
Capture Discount			(\$20,268)	(\$19,195)	(\$20,113)
FINAL INVESTMENT			\$385,086	\$394,678	\$399,931

Renewal Contract Term Pricing Summary

Subsequent renewal years are determined based on scope of work and typically include a 5% year over year increase in price.

Prompt Payment Discount

There are no additional discounts available for prompt payments

APPENDIX II

INVOICING AND PAYMENT

Invoicing:

The Contractor shall submit a fully itemized invoice to Virginia Commonwealth University, Accounts Payable, PO Box 3985 Scranton, PA 18505, that, at minimum, includes the following information: the Virginia Commonwealth University purchase order number; a description of the goods or services provided; quantities; unit prices; extended prices; and total prices. Payment will be issued in accordance with the payment method selected below and with the Commonwealth of Virginia Prompt Payment Legislation.

Upon request by VCU, the Contractor shall submit invoices electronically using the VCU RealSource vendor portal; and Contractor agrees to comply, to the extent commercially reasonable, with any future e-commerce initiatives including, but not limited to: procurement, procurement content, sourcing or any other electronic procurement and sourcing solutions.

Questions regarding this method of invoicing should be sent to: ecommerce@vcu.edu.

Payment:

Please review the payment methods described below and select one for your firm.

By selecting the payment method below, Contractor acknowledges that the selected payment method is **not specific to the contract resulting from this solicitation and will apply to all payments made to the Contractor** by Virginia Commonwealth University. For example, if the Contractor has an existing contract(s) and is currently receiving payment by paper check, but the Contractor is now electing to receive payment by the commercial card, **all payments** will be made using the method selected below.

Payment Methods

1. Electronically through a Wells Fargo Visa commercial card: Payment is processed thirty (30) days after receipt of a proper invoice for the amount due, or thirty (30) days after receipt of the goods or services, whichever is later.

It is the Contractor's responsibility to contact its banking institutions to determine any credit limit that may restrict the payment of invoices. It is the Contractor's responsibility to have its credit limit raised as necessary to facilitate the timely payment of all invoices. Invoices exceeding the Contractor's credit limit will be returned unpaid.

Questions regarding this method of payment should be sent to commcard@vcu.edu.

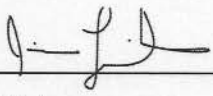
2. Paper Check

Contractor must indicate the method of payment selected:

_____ Commercial Card Payment (Wells Fargo VISA)

 X Paper Check

Invoicing and Payment Method Acknowledgement:

Signature: 
NamePrinted: Jim Lintner
Title: Chief Financial Officer
Name of Firm: Capture, LLC (dba: Capture Higher Ed)
Date: 12/15/2020

Please identify the following contact information for the individual who will serve as the appropriate point of contact within your company to be contacted by VCU Accounts Payable to implement the electronic invoicing and payment processes:

Name of the individual: Mariah Skeeters
Title: Staff Accountant
Mailing address: 2303 River Road, Ste. 201, Louisville, KY 40206
Email address: mskeeters@capturehighered.com
Phone number: (502) 572-7912
Fax number:



VCU Procurement Services

RFP 136341808CK - Addendum 1

DATE: December 9, 2020

ADDENDUM NO. 1 TO ALL OFFERORS:

Reference - Request for Proposals: RFP# 136341808CK

Commodity/Title: Out-of-State Recruitment Services

Issue Date: November 13, 2020

Proposal Due: December 13, 2020

A. The above is hereby changed to read:

The RFP opening date has been extended to **Wednesday, December 16, 2020 by 2:00 PM EST.**

B. Responses to Questions Submitted:

1. Do you anticipate extending the bid due date?

Yes. The new RFP Opening Date is Wednesday, December 16, 2020.

2. What additional details are you willing to provide, if any, beyond what is stated in bid documents concerning how you will identify the winning bid?

Award will be made to the vendor who VCU believes will provide the best solution.

3. Was this bid posted to the nationwide free bid notification website at www.mygovwatch.com/free?

No.

4. Other than your own website, where was this bid posted?

eVA Procurement Portal at eva.virginia.gov.

5. Will questions be answered before the questioning deadline or will all questions be answered after the December 1st deadline to submit them?

All questions will be answered after December 1 via addendum.

6. Will there be a virtual question session for all respondents to join and ask questions or is email the only way to have questions answered?

There is no pre-proposal conference. Questions are to be submitted via e-mail until December 1, 2020.

7. Is VCU looking for technology to maintain, manage and run internally or is this RFP for a Firm/Partner to implement and run the recruiting efforts themselves?

The Firm will partner with VCU but the recruiting effort will be conducted by the Firm.

8. Section I. PURPOSE, page 4 - In order to have a clearer understanding of VCU's identified goals 1-3, please specify the following enrollment data for the university's fall 2019 class and fall 2020 class:
- a) The number of out-of-state freshmen enrolled
 - 1) 2019: **445**
 - 2) 2020: **433**
 - b) The percent of the overall freshman class who are out-of-state students
 - 1) 2019: **10%**
 - 2) 2020: **11%**
9. Please clarify the university's \$400,000 annual cost of services - is this requirement only for the first year of the contract or does the university require the cost to remain firm at \$400,000 per year for the duration of the three-year contract?

\$400,000 per year for the duration of the three-year contract.

10. Cover Page and Section VIII. Schedule (p 8-9) - The RFP states a proposal due date of December 13, 2020, which is a Sunday and the university will be closed. Please clarify whether or not this is the date when bidders should submit their proposals.

The RFP Opening Date has been extended to December 16, 2020.

11. Are you looking for a recruitment services vendor to execute recruitment initiatives, or a recruitment platform for which your internal staff can utilize to execute recruitment activities?

Both, a recruitment services vendor to execute recruitment initiatives and provide recruitment platforms which internal staff can utilize to execute recruitment activities.

12. What are your current challenges or pain points with your current Out-of-State Student Recruitment Services process?

Limited resources and cost of attendance.

13. Do you use a platform for communication and engagement with your students and prospective Students? Do you use the same tool or other for internal communications with staff?

a) **Yes.**

b) We do not use the same tool; however, we have an intranet and a list serv for staff.

14. What tool/platform are you currently using as an enrollment predictor, and to drive enrollment in key areas? Is there an AI or machine learning component to this to continually improve its accuracy?

We currently use SAS and other statistical software packages for strategic decision making related to enrollment. AI and machine learning are used by our current provider, but not currently within the institution itself.

15. Are there any time sensitive issues we should be aware of driving your need to maximize recruitment communication and increase enrollment?

We are striving to increase the number of newly enrolled out-of-state freshmen to 20 percent or higher by 2025 and increase the number potentially admissible of out-of-state applicants in order to enroll a freshman class that is 20% out-of-state by 2025.

16. Is VCU currently using any other cloud platforms across the organization? If so, which cloud platforms are you using? Are there any other technologies that you are currently using?

Various cloud platforms and technologies are used across the institution for a variety of purposes. They are too numerous to list.

17. What is VCU's desired level of involvement in this project?

We expect to be full partners in this process.

18. Do you have a process for nurturing cold or stale leads?

Yes.

19. Can your team currently create compelling, dynamic, and personalized branded emails easily within the current system?

Yes.

20. Do you have a strategy for personalizing content to your constituents to increase engagement and click throughs?

Yes.

21. Do you have the ability to track the ROI of your outbound recruiting efforts?

Yes.

22. Do you currently struggle with qualifying prospective applicants in a high volume and noisy market?
Yes.
23. Does your current system allow you to gauge, in real time, the likelihood that a prospect will apply for a program?
No.
24. Are you currently able to evaluate your prospects against an ideal candidate profile? For example, geography, program interest, academic level etc?
No.
25. Do you plan to expand your current recruitment efforts into additional channels? For example, Social media, SMS, or live chat?
Yes, we are currently working to enhance our social media presence and SMS usage.
26. Does your current system allow you enhanced insights as to message engagement, send time optimization and effectiveness of copy?
Yes.
27. Is there an appetite for moving recruiting functions in-house to save money, given highly automated time-saving tools?
Not at this time.
28. What kind of drip campaigns (automated message sequences based on behavior) do you currently use if any?
Recruitment/marketing campaigns to seniors. Yield campaigns to seniors.
29. Should Juniors and Sophomores be included?
Yes.
30. Print, average number of pieces per year or anticipated need?
50,000 -150,000 pieces.
31. What percentage of enrollment is currently made up of out of state students?
13.5% of total enrollment.

32. Can VCU please provide the following funnel metrics for Fall 2019 and Fall 2020:

- a) Prospect - **Not available at this time**
- b) Inquiries - **Not available at this time**
- c) Applicant - **Fall 2019 - 19,200 (freshman); Fall 2020 - 19,184 (freshman)**
- d) Deposit - **Not available at this time**
- e) Enrolled - **Fall 2019 - 4,461 (freshman); Fall 2020 - 3,827 (freshman)**

33. What are VCU's Fall 2021 and Fall 2022 recruitment and enrollment goals:

- a) Prospect - **Not available at this time**
- b) Inquiries - **Not available at this time**
- c) Applicant - **Not available at this time**
- d) Deposit - **Not available at this time**
- e) Enrolled - **Not available at this time**

34. What are VCU's Fall 2021 and Fall 2022 recruitment and enrollment goals for out of state students in particular:

- a) Prospect - **Not available at this time**
- b) Inquiries - **Not available at this time**
- c) Applicant - **Not available at this time**
- d) Deposit - **Not available at this time**
- e) Enrolled - **Not available at this time**

35. Historically, how many senior names have been purchased?

250,000 split across two years of purchases (some as juniors, some as seniors).

a. How many applications did you receive from your Senior Search names?

TBD - new system implemented mid purchase cycle, so cannot assess yet.

36. Historically, how many junior names have been purchased?

100,000 to 150,000 per year.

a. How many inquiries did you receive from your Junior Search names?

TBD - new system implemented mid purchase cycle, so cannot assess yet.

37. Historically, how many Sophomore Names have been purchased?

None.

a. How many inquiries did you receive from your Sophomore Search names?

N/A

38. Is there an incumbent?

a. If so would VCU be willing to share what company?

Currently, VCU uses Ruffalo Noel Levitz.

39. We note that there are provisions in Article XXIV, Federal Terms and Conditions, that apply to an RFP funded by a U.S. government grant or contract. Will you please clarify whether such funds will be used to fund this RFP?

There will be no federal funds used for this RFP.

40. For the goals for participation by certified SWaM firms, can VCU please share if this is graded on a participation scale? Meaning if vendors show effort towards the participation goals, will they be provided a full score for this category in the evaluation criteria?

The SWAM Scoring is based on the percentage of the subcontracting a prime vendor gives to a Virginia (VA) DSBSD Certified SWaM vendor.

Note: If a prime vendor is a VA DSBSD Certified firm, the firm would receive the full SWaM percentage points.

41. For your affordability predictor model, to estimate EFC, would you be applying this to your Inquiry Pool? Your Application pool? Or Your Admit pool?

We would look to the vendor for their recommendations.

42. Is there an incumbent providing similar services to your institution? If yes, then please name the incumbent. If yes, then can you describe why you are proceeding with an RFP to procure services? Are there different / new services you'd like a new vendor to provide?

The current vendor, Ruffalo Noel Levitz, is performing services through a cooperative contract. This is a new solicitation from VCU.

43. Did VCU evaluate solutions that could meet its requirements through vendor presentations leading up to the RFP release? If so, what types and names of solutions and vendors were evaluated?

No.

44. Can VCU share who will be on the evaluation committee for this RFP? Who has the authority to sign the proposal and how do they make decisions?

This information will not be released at this time.

45. What is the current volume of out of state student names VCU purchases in a given year as Sophomores, as Juniors, and as Seniors? Is there a desire for change?

210,000 to 310,000, depending on year and recommendations from vendor and leadership

46. What is your current inquiry pool volume for entering class 2021 for out of state students?

14,000.

47. The RFP indicates a desire for senior search and a desire for marketing to these students through the application and yield stages. Is VCU interested in including senior search (new) names only or also previously purchased names and/or inquiry pool student names?

Previously purchased names and/or inquiry pool student names should be included as well.

48. Does VCU have an application platform preference (current institutional app, Common App, or custom application platform) or will VCU consider a custom or marketed application platform)?

Common App.

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Capture Higher Ed
Name of Firm

Heshel Miller VP of Sales
Signature/Title

12/9/2020
Date