

**ZOOM MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, September 23, 2020 – 9:40 A.M.**

Present: Lydia Hernández Vélez, Esq., Chair, presiding; Mr. Harold Epps, Mr. Steve Herzog, Dr. Donald Guy Generals, Mr. Jacob Eapen, Mr. Bill Bromley, Mr. Michael Fohner, Ms. Marsia Henley, Ms. Lisa Hutcherson, Mr. Gim Lim, Mr. Derrick Sawyer, Victoria L. Zellers, Esq. and Ms. Sabrina Maynard, City of Philadelphia

AGENDA - EXECUTIVE SESSION

An Executive Session preceded the Public Session regarding personnel and legal matters.

AGENDA – PUBLIC SESSION

Following the Executive Session, the Committee went into Public Session at 9:40 A.M.

(1) Diagnostic Medical Imaging (DMI) Construction Contract (Action Item):

Discussion: Mr. Eapen stated that the Diagnostic Medical Imaging (DMI) curriculum for the College procured a new x-ray machine through a grant program. This project will create a laboratory space for the new energized x-ray, along with the existing de-energized x-ray unit. These spaces will be surrounded by new classroom, instructional space, and glass walls for visibility.

Mr. Eapen stated that the project was designed by The Schrader Group with trade-separated bid packages of: general construction, plumbing, HVAC, and electrical. An alternate bid item for lead-lined walls for the de-energized x-ray unit was included in the event that the program replaces the de-energized unit with an active x-ray unit in the future. Bidders had the option of bidding one or more of the separate trades. The project was open for bids on July 21, 2020. A mandatory pre-bid meeting was held on July 30, 2020. Bids were due on August 13, 2020.

Mr. Eapen stated that a total of six (6) bids were received for general construction, while only one (1) bid was received for each of the plumbing, HVAC, and electrical trades. Totaling the lowest responsible bids, the project award cost will be \$354,029, with a recommended award of \$265,029 to New Age Development Group and an award of \$89,000 to MJF Electrical Contractors. The bid summary is listed in Attachment A.

Ms. Henley spoke to the New Age Development Group (NADG) demographics. She stated that NADG is a veteran-owned company with one owner. Six percent of NADG's staff are Asian/Pacific Islander, 11% are Hispanic and 83% are White. A total of 89% are male and 11% are female. She stated that MJF Electrical is owned by one male and one female. MJF has a total of 100 employees. Out of 15 White employees, six are in management. Mr. Epps asked where the two firms were located. Ms. Henley stated that NADG's Main Office is located in Conshohocken, PA. Additionally, NADG has an office located at the Philadelphia Naval Yard. She stated that she did not have the address on MJF Electrical Contractors, but will pass on

the information to the Committee. Mr. Eapen stated that NADG is the contractor for the Library & Learning Commons, and that NADG has been performing very well. Mr. Epps emphatically stressed that Philadelphia's demographics is two-thirds Black/Brown, and that NADG and MJF should aspire to do better in matching up to the City's demographics. Mr. Eapen stated that he and his team will have a conversation with the principals from NADG and MJF.

Action: Mr. Herzog moved and Ms. Hernández Vélez seconded the motion that the Committee recommend to the full Board that the College award the contract to the two lowest bidders: New Age Development Group for General Construction (\$181,214), Plumbing (\$41,257), HVAC (\$30,827) and Alternate #1 (\$11,731) for a total amount of \$265,029; and to MJF Electrical Contractors in the amount of \$89,000 for a total project award of \$354,029 for the Diagnostic Medical Imaging construction. The motion passed unanimously.

Note: Following the meeting, Ms. Henley provided the location for MJF Electrical Contractors: 1380 S. Pennsylvania Avenue, Morrisville, PA.

(2) Music Department Renovation (Action Item):

Discussion: Mr. Eapen stated that the College Music Department is in need of a recording quality, sound-proof studio. A design was conducted in the Spring that will renovate a large classroom into an acoustically-isolated studio and adjacent control room.

Mr. Eapen reported that the project was open for bids on July 23, 2020. A mandatory pre-bid meeting was held on August 3, 2020 and bids were due on August 17, 2020. The project was bid out in three (3) separate bid packages by trade: general construction, HVAC, and electrical. There is no plumbing scope of work in this project.

Mr. Eapen stated that after meeting with the low-bidder, MAS General Contractors, it was determined that their bid prices would not even cover the raw cost of materials specified for the project. The College addressed this concern with MAS and requested that a schedule of values be provided on how they could complete this project within their bid amount. No additional information was provided by MAS. The College removed this bid from consideration as a non-responsible bid.

Mr. Eapen stated that there were eight (8) bids considered for general construction; and only one (1) bid received for consideration, each for HVAC and electrical. Totaling the lowest responsible bids, the project award cost will be \$692,270, with a recommended award of \$290,600 to The Riff Group and an award of \$401,670 to New Age Development Group for the HVAC and electrical scopes of work. The bid summary is listed in Attachment B.

Ms. Henley reported on the demographics of the Riff Group. She stated that the Riff Group is 60% owned by female and 40% owned by male. The Riff Group have a total of 53 employees with 8% who are African-American, 4% who are Hispanic, and 88% who are White.

Action: Mr. Herzog moved and Mr. Epps seconded the motion that the Committee recommend to the full Board that the College award the contract to the two lowest bidders: The Riff Group in the amount of \$290,600 for General Construction and to the New Age Development Group in the amount of \$401,670 for HVAC (\$118,950) and Electrical (\$282,720).

The project award cost for the Music Department Renovation Project totals \$692,270. The motion passed unanimously.

(3) Center for Business & Industry (CBI) Cooling Tower Repairs (Action Item):

Discussion: This project will replace the existing coil bundles, pumps, valves, gear boxes, and belts on both of CBI's rooftop cooling towers. The cooling towers are over 15 years old and the bundle piping has been compromised with numerous stress cracks throughout. The larger cracks were welded under an emergency repair during the Spring which has allowed us to maintain a reduced level of cooling through the summer in a minimally-occupied building. If the building were to be fully occupied, the system would not be able to provide adequate cooling without the completion of this repair project. In addition to providing the necessary cooling, the new repair work will also result in a higher system efficiency.

The project was open for bids on July 20, 2020. A mandatory pre-bid meeting was held on August 3, 2020. Bids were due on August 10, 2020. Fourteen (14) vendors attended the pre-bid meeting and eight (8) submitted bids for the project.

Staff met with the low bidder, Lo-Mar Mechanical, and determined that their bid of \$169,776 was responsible and inclusive of all necessary scope of work. A bid summary is listed in Attachment C.

Ms. Henley shared the demographics of Lo-Mar Mechanical. She stated that Lo-Mar Mechanical has 3 White male owners. Lo-Mar Mechanical's workforce consist of 5.3% African American, 1.3% Asian/Pacific Islander and 94.57% White, with a total of 75 employees. Mr. Epps expressed his concerns that the College is experiencing the collective bargaining union history of Philadelphia.

Action: Mr. Epps moved and Mr. Herzog seconded the motion that the Committee recommend to the full Board the awarding of the contract to the low bidder, Lo-Mar Mechanical in the amount of \$169,776 for the Center for Business & Industry cooling towers repairs. The motion passed unanimously.

(4) ASO (Administrative Services Only) Fee with IBC (Action Item):

Discussion: Mr. Eapen stated that although the College is currently in year two of a three-year arrangement with Independence Blue Cross for the administration of our medical benefits, the College has been offered a new three-year option beginning with the plan year 9/1/2020. The College and Trion, our benefits consultant, negotiated the fees. Based on the negotiated fees, the College accepts the new three-year option from IBC. Our administrative fees for the Keystone and Personal Choice health plans would remain at the current (2019/2020) fee level of \$55.79 PEPM (per employee per month) over the next three years. The new agreement would also increase our current annual allocation of Wellness Credits from \$15,000 to \$20,000. Please refer to the attached chart in Attachment D.

Mr. Epps asked if the term is reduced, does the agreement change. Mr. Eapen stated that if the term is reduced, the numbers would change substantially. He stated that it is in the College's best interest to accept the new three-year option. Mr. Eapen stated that the \$711,657

represents the number of employees who participate in IBC. If the number of participants decreases, then the amount of the payoff every year decreases. Mr. Epps asked how many enrollees are in the program. Ms. Hutchinson stated the College currently has 1,063 contracts with IBC. Mr. Epps stated that he would like to arrange a meeting with Mr. Eapen and Ms. Hutchinson to share alternative options.

Action: Ms. Hernández Vélez moved and Mr. Epps seconded the motion that the Committee recommend to the full Board to accept the new three-year option from IBC at an amount of \$711,657 over the next three years which is the same as the current fees. The motion passed unanimously.

(5) Blackbaud Proposal (Action Item):

Discussion: Mr. Eapen stated that the College is proposing to enter into a 3-year agreement with Blackbaud, Inc. The agreement will upgrade our current subscription from their customer relationship management software Raiser's Edge 7.96 to their cloud-based platform Raiser's Edge NXT. The annual cost of our current subscription of Raiser's Edge is \$11,908. The agreement also includes new subscriptions to NetCommunity and Peer to Peer Fundraising, which are both fully integrated with RE NXT and will provide access to new crowd fundraising and alumni engagement software.

Mr. Eapen stated that RE NXT provides all of the same functionality as RE 7.96 and users will continue to have access to the current system in "database view." However, the expansion to NXT and related products will provide for improvements among others. Please refer to Attachment E.

Mr. Eapen further stated that the discussions with Blackbaud was made in consultation with our new Vice President for Institutional Advancement, Dr. Mellissia Zanjani.

Action: Mr. Herzog moved and Mr. Epps seconded the motion that the Committee recommend to the full Board that the College enter into a 3-year contract with Blackbaud, Inc. at a total cost of \$218,860. Annual fees are as follows:

Year 1: \$60,702
Year 2: \$79,079
Year 3: \$79,079

The motion passed unanimously.

(6) Purchase of 300 Dell Laptops (Action Item):

Discussion: Mr. Eapen stated that the College leased 250 laptops at a monthly cost of \$20,000 for our dual-enrollment students. The request for 250 laptops for dual-enrollment students was requested only in August. The only option the College had was to lease the laptops so that the students had laptops before the start of the Fall semester. These students will need the 250 laptops for both the Fall and Spring semesters. It is more beneficial for the College to buy the laptops rather than leasing them for both the Fall and Spring semesters. College staff has reviewed a variety of technology options to purchase in order to support students in the virtual environment. On the 8th of September, the College made available RFP

10128 a bid for 300 laptop computers using the PennBid system for competitive bidding. The bid used the Dell Latitude 3410 BTX SKU 210-AVKY in the RFP as the Basis of Design. Clarifications to the bid were due on the 11th of the month, and the bids were due on the 16th. The College received 10 bids, of which Dell Technologies was the lowest at \$675 per unit, and 7% lower than the next lowest bidder, GDC. The bid summary is included in [Attachment F](#).

Mr. Eapen stated that primary considerations in reviewing all options were cost, unit capabilities and availability. The lowest responsible bidder, Dell Technologies, with their Dell Latitude 3410 i5 model with 8G of RAM, 256GB SSD drive and 14-inch monitor with integrated webcam. These laptops will be offered as loaners to students enrolled in Fall and Spring semester classes subject to their signing a Loan Agreement. At the conclusion of the semester, students will have the option to return or purchase at a slightly discounted rate utilizing their Financial Aid funds or personal funds. Laptops returned will be loaned to enrolled students who have a need. This order will be delivered to the College no later than October 30th, 2020; however, the College's Dell representative will expedite with the intention of delivering by mid-October 2020.

Action: Mr. Herzog moved and Mr. Epps second the motion that the Committee recommend to the full Board the purchase of 300 Dell laptops at the total cost of \$202,500 which includes a one-year warranty. The purchase shall be made using Cares Act institutional dollars. The motion passed unanimously.

(7) Approval of Consulting Contract with RNL (Action Item):

Mr. Eapen stated that RNL will work with the College on the development of an annual marketing and recruitment plan. Please refer to [Attachment G](#). Based on the College's enrollment goals, successes and challenges, RNL will collaborate with the College team to develop a customized plan that will be a roadmap to reach the College's student recruitment goals. The planning stages will include:

- Conduct a situation analysis
- Set data-informed goals
- Formulate key strategies
- Develop action plans
- Track progress toward goals

Mr. Eapen stated that the contract was actually for \$112,500; however, in case the College needs leeway, he is asking for the Committee to approve \$115,000.

Ms. Hernández Vélez asked if the RNL consulting contract was driven by Ms. Rooney. Dr. Generals stated that the RNL consulting contract was driven by him; and that Ms. Rooney will be the point person.

Mr. Herzog moved and Mr. Epps seconded the motion that the Business Affairs Committee approve that the College to enter into a consulting contract with RNL to develop an annual marketing and recruitment plan for an amount not to exceed \$115,000. The motion passed unanimously.

(8) Motion for Wage Increases for College Administrators, Grant Administrators, and Confidential Staff Excluding Vice Presidents and General Counsel (Action Item):

Dr. Generals stated that he would like to move forward with the budgeted increases for the non-unionized staff including Confidential employees, Administrators (excluding Vice Presidents and General Counsel) and Grant Administrators. Dr. Generals noted that the unionized staff received their raises under the Collective Bargaining Agreements starting September 1, 2020. Mr. Epps asked if the raises would be based on performance. Mr. Eapen and Ms. Zellers confirmed that the raises would be subject to satisfactory performance and up to three percent. Ms. Hernández Vélez requested Ms. Zellers to state the proposed Motion. Ms. Zellers requested that the Business Affairs Committee of the Board of Trustees recommends that the College's Board of Trustees approve a Resolution as outlined below:

Subject to evaluation and satisfactory performance, College Administrators, Grant Administrators, and Confidential Staff, excluding the College's Vice Presidents and General Counsel, are eligible to receive a raise of up to 3% retroactive to September 1, 2020; provided however that the percentage of the raise shall be pro-rated for any employee who was not employed for the preceding fiscal year in accordance with College practice.

Mr. Epps asked what was the rationale for making the salary retroactive as opposed to on a quarterly basis on October 1st. Ms. Zellers explained that September 1st is when the collective bargaining employees received their raise, and the rationale was to treat employees consistently.

Mr. Epps moved and Mr. Herzog seconded the motion that the Committee recommend to the full Board to approve the Resolution for Wage increases for College Administrators, Grant Administrators, and Confidential Staff Excluding Vice Presidents and General Counsel. The motion passed unanimously.

Further Discussions on Minority Contractors

At this point in the meeting, Mr. Epps again expressed his frustrations with the impact the College's spending has on Philadelphia's Black and Brown community; and that he felt the College is counterproductive to the agenda for which it represents. Mr. Epps stated that he understood the College has to follow the State's bid requirements.

(9) Next Meeting Date:

Ms. Hernández Vélez informed the Committee that the next meeting date is scheduled for Wednesday, October 21st at 9:00 A.M.

The meeting was adjourned at 10:00 A.M.

ATTACHMENT A

Bid Results for Diagnostic Medical Imaging (DMI) Construction

Bidder	General Construction	Plumbing	HVAC	Electrical	Alternate #1	Total Bid
MJF Electrical Contractors	Not bid	Not bid	Not bid	\$89,000	Not bid	\$89,000
New Age Development Group	\$181,214	\$41,257	\$30,827	Not bid	\$11,731	\$265,029
TE Construction Services	\$191,500	Not bid	Not bid	Not bid	\$16,800	\$208,300
Daniel J. Keating Co.	\$221,850	Not bid	Not bid	Not bid	\$21,362	\$243,212
The Riff Group	\$235,500	Not bid	Not bid	Not bid	\$18,520	\$254,020
The Bedwell Company	\$236,000	Not bid	Not bid	Not bid	\$24,200	\$260,200
Torrado Construction	\$346,973	Not bid	Not bid	Not bid	\$20,848	\$367,821
Successful Bid Totals	\$181,214	\$41,257	\$30,827	\$89,000	\$11,731	\$354,029

ATTACHMENT B

Bid Results for Music Department Renovation

Bidder	General Construction	HVAC	Electrical	Total Bid
MAS General Contractors	\$74,000	\$39,000	\$24,900	\$137,900
The Riff Group	\$290,600	Not bid	Not bid	\$290,600
Daniel J. Keating Co.	\$303,000	Not bid	Not bid	\$303,000
The Bedwell Company	\$362,000	Not bid	Not bid	\$362,000
Magnum, Inc.	\$390,106	Not bid	Not bid	\$390,106
TE Construction Services	\$424,400	Not bid	Not bid	\$424,400
C. Erickson & Sons	\$516,000	Not bid	Not bid	\$516,000
Smith Construction	\$524,000	Not bid	Not bid	\$524,000
New Age Development Group	\$352,739	\$118,950	\$282,720	\$754,409
Successful Bid Totals	\$290,600	\$118,950	\$282,720	\$692,270

The College removed MAS General Contractors from consideration as a non-responsible bid.

ATTACHMENT C

Bid Results for Center for Business & Industry (CBI) Cooling Tower Repairs

Bidder	Base Bid Amount
Lor-Mar Mechanical	\$169,776
Elliot-Lewis	\$171,500
EMCOR Fluidics	\$181,620
PT Mechanical	\$202,765
Limbach, Inc.	\$247,357
John Meehan	\$291,000
DeWitt Heating & Air	\$305,000
JJ White	\$329,000

ATTACHMENT D

IBC ASO Fee Renewal Analysis Negotiated Renewal Terms for 9/1/2020

- Three-year rate guarantee for all aspects of the ASO fee pricing
 - Includes base ASO fee, fiduciary fee, Better Health Liaisons fee, Propeller fee, and Telemedicine fee
- Wellness credit has been increased from \$15,000 to \$20,000/year

Three Year Renewal	Contracts	Current	Year 1	Year 2	Year 3
Administrative Fee PEPM	1,063	\$48.06	\$48.06	\$48.06	\$48.06
Claim Fiduciary PEPM	1,063	\$2.59	\$2.59	\$2.59	\$2.59
Condition Management	1,063	\$3.82	\$3.82	\$3.82	\$3.82
Propeller PEPM	1,063	\$0.62	\$0.62	\$0.62	\$0.62
Telemedicine PEPM	1,063	\$0.70	\$0.70	\$0.70	\$0.70
Total Medical Admin Fee PEPM	1,063	\$55.79	\$55.79	\$55.79	\$55.79
Administrative Fee Annual		\$711,657	\$711,657	\$711,657	\$711,657
\$\$ Change vs Current			\$0	\$0	\$0
% Change vs Current			0.0%	0.0%	0.0%

ATTACHMENT E

Blackbaud Proposal

The expansion to NXT and related products will provide for improvements among others:

- Potential for increased number of constituent records
- TargetAnalytics provides integrated data enrichment tools and modeling services
- ResearchPoint prospect research tool will replace current unintegrated software
- PhoneFinder, AddressFinder, and EmailFinders for data health replaces other vendor
- Web-based interface accessible on any device (now only remote availability is gotomypc)
- Unlimited concurrent users increased from ten
- Tribute module to better track honor/memorial gifts
- Membership module to better steward our giving society members
- Tools allow fundraisers to centralize and customize their view of constituent information
- Integrated payment processing and event registration tools
- Capability to send mass emails directly from the database
- Means to create and manage web pages and payment forms
- Portals for donors, students, and friends to view and update their own information
- Improved customer support and unlimited training access

Further, the upgraded systems allow for enhanced campaign management to set-up multiple fundraising campaigns that allow the user to analyze the effectiveness of appeals and solicitations like direct mailings, auctions, or galas to generate gifts.

ATTACHMENT F

Bid Summary for Purchase of Laptops

Dell Technologies	\$202,500.00
GDC	\$216,267.00
En-Net Services	\$218,988.00
Alcor Consulting, Inc.	\$252,876.00
Mola Group Corporation	\$261,828.00
Applied Technology Services	\$281,325.00
MVATION WORLDWIDE INC	\$294,096.00
HOWARD TECHNOLOGY SOLUTIONS	\$304,500.00
Information Consultants, Inc.	\$323,700.00
Hypertec USA, Inc.	\$386,472.00

ATTACHMENT G

RNL Proposal



Strategic Enrollment Solutions
Community College of Philadelphia



ENROLLMENT



STUDENT SUCCESS



FUNDRAISING

Develop an Annual Marketing and Recruitment Plan

August 5, 2020

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August 5, 2020

Dr. Donald Generals
President
Community College of Philadelphia
1700 Spring Garden St.
Philadelphia, PA 19130

Dear Dr. Generals:

We appreciate our conversation this week as well as the hospitality extended during our recent visit to Community College of Philadelphia (CCP). The insights shared by you and your faculty and staff into your strengths and challenges shed light on the college's opportunities for growth.

The following proposal outlines initiatives that will allow the college to overcome current challenges while identifying strategies for CCP's long-term success. We will work in partnership with CCP to develop and deploy the strategies, plans, and tools that will successfully shape your enrollment outcomes.

We look forward to discussing RNL's proposal in further detail when we reconnect. In the meantime, should you have any questions, please contact Michael Cronin at Michael.Cronin@RuffaloNL.com or 609.231.9824.

Sincerely,

A handwritten signature in black ink that reads "Rob Baird". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Rob Baird
Senior Vice President

A handwritten signature in black ink that reads "Michael Cronin". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Michael Cronin
Vice President

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Executive Summary

A strategic approach that unites data with best practices is crucial to ensuring CCP's short- and long-term enrollment sustainability. CCP seeks to return to enrollment capacity with a focus on several populations, particularly traditional, right out of high school students. Also among your priorities are increasing enrollment of dual enrollment, online, international, and unemployed/underemployed students for your certificate and non-certificate programs and developing a feeder from certificate and non-certificate programs to degree programs.

Some important considerations/findings from the assessment:

- The college needs a data-driven enrollment office, utilizing multiple and single source-code analyses and training your important end-users on Recruit.
- The college must more consistently communicate your value proposition and connect selling points to your various programs.
- Strategies and initiatives that enhance student success are vital to increasing semester-to-semester retention and doubling graduation rates by 2025.

We will work with you on the development of an *annual marketing and recruitment plan* to take the operational items identified through the planning process and move these tactics to action.

Many higher education firms can provide support in some of the areas that we have proposed. *However, no other firm can provide the range of services we are proposing with the level of expertise that our team possesses.* Given the complexity of such an undertaking, we believe it is highly beneficial to work with one firm to ensure proper coordination and to be able to seamlessly transition from research and strategy to design and execution. RNL is well positioned to do that for CCP, and we look forward to the opportunity to play a part in your enrollment growth.

Our intention is to build a strong collaborative relationship with CCP where we are your integrated partner in identifying a clear path to achieve your enrollment objectives. We welcome the opportunity to work side by side to further examine the college's goals, analyze challenges, and create overarching strategies tailored precisely to support enrollment and fiscal goals.



What Sets RNL Apart

The unparalleled experience and expertise of RNL's diverse roster of consultants anchors its position as the leader in higher education enrollment, student success, and fundraising. With *more than 150 experts* who have served an average of *15 years* on campuses as leaders of enrollment, student success, and advancement, RNL has the greatest range of strategic and analytic expertise in higher education. Nearly half of our consultants still serve in leadership positions at their institutions, and 40 of them hold doctorates. This combination of knowledge, campus experience, and institutional diversity gives RNL's consultants a unique advantage in realizing opportunities and solving unique institutional challenges.

Expert Analysis from Experienced Professionals



3,000 institutions have partnered with us in our **47-year history**



Our enrollment management experience ensures every analysis and recommendation relates directly to **your enrollment goals**



Expert consultation helps you make the right choices for enrollment growth and stability



Leader in sharing **best practices and industry benchmarks**

Partnering with RNL allows you to draw on a deep pool of collective expertise and a wide array of technological resources to develop an efficient, data-driven approach to your recruitment goals. We will move you forward by:

- **Creating a clear path for achieving your enrollment goals.** Our systematic, data-informed planning process will help us develop the optimal strategies for achieving your goals.
- **Increasing your operational and organizational efficiency.** We will help prioritize your existing enrollment resources more strategically to develop a stronger, more focused recruitment organizational structure that better serves your enrollment objectives.
- **Implementing changes more quickly than CCP could on its own.** Our team will serve as a forward-moving catalyst to set goals, develop plans, and realign resources. Working as an objective change agent, we will foster increased cooperation and agreement on the necessary organizational changes.
- **Measuring the return on investment for every strategy** through quantifiable benchmarking. This gives you and your colleagues concrete metrics and data to justify successful strategies and adjust those that are not as effective, increasing both accountability and transparency.
- **Increasing the knowledge and capabilities of your staff**, ensuring they possess the necessary skills, knowledge, tools, and training to meet CCP's enrollment goals and maintain progress year after year.

Your RNL consultant is a true partner, providing frequent communication through on-site or remote meetings, conference calls, and reports.



Develop an Annual Marketing and Recruitment Plan

While the vast majority of institutions report having annual marketing and recruitment plans in place, a significant number do not believe their plans are of excellent quality. The recruitment of new students has become fiercely competitive and requires masterful planning and execution. Planning alone does not ensure results, but it does provide disciplined appraisal, goal setting, and strategizing that can minimize failure. Developing an annual recruitment plan that includes defining the current state, setting goals, identifying strategies, and writing action plans can vastly improve the chances that new-student enrollment goals will be met at CCP.

Engage in a planning process with enrollment marketing professionals

First, your RNL recruitment consultant will sit down with you and listen. We will learn about your enrollment goals, your successes, and your challenges. Then, we will collaborate with your team to begin developing an annual marketing and recruitment plan to move CCP forward. To develop your customized plan, we will work with your team move through the stages in the diagram below.



The **collaborative marketing and recruitment** planning process includes defined stages that inform each subsequent stage, while still providing scalability to address your specific needs.

A well-conceived plan is an organized thought process and communication tool that describes what CCP wants to achieve and how it will accomplish it. In short, it is the roadmap to reaching your new-student recruitment goals. An overview of the planning stages, which will be shaped specifically for CCP's developing needs, is included below.



Conduct a situation analysis

The initial step is to document the current state of enrollment with historical data, market research, and an articulation of the internal and external environments in which the enrollment effort must be carried out. This includes the following tasks:

- Confirm the primary target markets and enrollment growth strategies your campus is pursuing;
- Assess current strengths, weaknesses, opportunities, and threats, or driving forces (combination of strengths and opportunities) and restraining forces (combination of weaknesses and threats);
- Compile and review historical enrollment, recruitment, and admissions data, both overall and by specific program or market segment;
- Review appropriate demographic trends and environmental data; and
- Evaluate existing information from recent competition or market research studies.



Set data-informed goals

Setting clear, realistic goals is a fundamental key in the recruitment planning process—and one that must occur jointly between admissions and the executive leadership. We will work with CCP to develop goals that are:

- Derived directly from the recruitment planning process and serve as an expression of the outcomes of the annual recruitment plan;
- Quantified and understandable to all who are accountable to the achievement of the goals;
- Stated as simply and concisely as possible;
- Mutually agreed upon by all whose efforts must achieve them; and
- Supported by one or more strategies.



Formulate key strategies

The next step in the planning process is to formulate key new-student enrollment strategies that are designed to achieve the annual goals. Most goals have multiple strategies. Like goals, these key strategies should be prioritized, measurable, clear, specific, and realistic. We will collaborate with you to spend the necessary time to ensure formulation of the key strategies that will produce the best results for CCP.

Effective recruitment plans include a variety of strategies that will vary from one institution to the next and by student population, but some are central to any plan. Essential areas of focus for CCP's strategies will include:

- Recruitment marketing efforts;
- Funnel and data management;
- Key marketing messages and communication flow;
- Territory management, outreach, and travel;
- Market penetration;
- Pricing and scholarships;
- Organization and operations of recruitment and admissions;
- Campus visit programming; and
- Staff training and development.



Develop action plans

The final step of the planning process is to devise action plans for each of the key strategies, which will form the “heart” of your annual plan. Each strategy must be supported by one or more specific activities necessary to successfully accomplish the strategy. The activity plan describes the actions or tactics that will occur in order to implement the strategy and achieve the goal. The action plan will assign responsibility, as well as include clear beginning and end dates, measurable objectives when appropriate, and budget information.



Track progress toward goals

Essential to this process is measuring outcomes and feeding the results into your future planning efforts. We will work with you to monitor key performance metrics and help you make adjustments, as needed. While each institution has specific enrollment-related goals with methods for evaluation, some common performance indicators we may choose to monitor at CCP include:

- Conversion, yield, and melt rates;
- New-student enrollment (headcount and/or FTE overall and by market segment);
- Entering student quality (test scores and/or GPA);
- Diversity or underrepresented student enrollment; and
- Net tuition revenue generated.

CCP's Investment

Pricing and terms are valid for **90 days**.

Develop an Annual Marketing and Recruitment Plan	\$112,800
Consulting, Reports, and Support	
<ul style="list-style-type: none"> • Up to 8 on-site or remote consultations (up to 2 days each) • Consultant travel, report generation, analysis, and telephone support • Assistance with development of an annual marketing and recruitment plan • Identification of custom enrollment strategies • Ongoing strategy development, action plan formation, and implementation • Staff training and development workshops 	



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