1. Are landing pages with lead generation/contact info fields developed or planned to be developed?
   CMU’s in-house team develops and executes landing pages in partnership with our agency. There are current landing pages but with a new campaign, new landing pages would be developed.

2. Are landing pages designed to engage different educational programs and age demographics?
   Yes, these are designed for individual campaigns.

3. Is there a library of previously created video and other digital assets that can be used for promotion beyond what is currently on social and YouTube?
   Yes

4. Is it required for the company to be based in Colorado?
   No

5. Will preference be given to a Colorado company?
   No

6. What is the place of performance / location? Can most work be done remotely?
   CMU is located in Grand Junction and campaigns are targeted throughout Colorado and potential OOS markets. Approximately 2-4 times per year agency team will be on campus, but we are adept at virtual meetings and prefer to cost-save on travel expenses and invest those funds into working media placements.

7. Would you consider using a separate firm for the media buying and campaign management portion of the Scope of Work?
   Yes but agency would need to find, partner with and manage media buying firm

8. Is there an incumbent for this project?
   We will not know until responses are submitted.

9. To home in on the goal more, do you consider this a University brand marketing campaign or an enrollment campaign?
   Enrollment campaign with a secondary focus on brand awareness and perception.

10. Can you further explain and define what “lead generation” means for you? How will the selected agency be accountable for lead generation?
    Lead generation includes submitted request for information, application, custom viewbook and campus visit forms. CMU will set a goal for each lead generation form and then we will use data from the campaigns and CRM to evaluate.

11. What metrics are used to measure the success of the campaign?
    Increases in total enrollment, lead generation, brand awareness and perception.
12. How much per lead are you expecting to spend?
   Information requested will be made available to short listed firms rather than the addendum.

13. Do you have a preference for the budget split percentage between strategy/execution and paid media?
   Generally 30%/70% but is dependent upon campaign tactics and recommendations

14. If vendors provide an all-inclusive (no hourly cap) approach to enrollment marketing, can we provide such pricing vs. submitting non-hourly rates (as required in Attachment A)?
   Vendors must submit an hourly rate. If vendor chooses they can also submit an all-inclusive rate.

15. Is CMU looking to recruit students to WCCC or from WCCC to CMU?
   Recruit students to CMU and recruit students to WCCC.

16. Can you share the systems CMU uses for its CRM, SIS and degree audit?
   CRM is Slate, SIS is Banner and degree audit is DegreeWorks

17. Is CMU willing to accept partial bids in response to CMU’s scope, from vendors that focus on enrollment marketing, assuming proven ability to meet goals that are articulated for this engagement?
   No, only complete bids will be accepted.

18. What are your goals for enrollment growth? Please provide overall goals as well as goals broken out by individual programs that would be marketed. What is your timeline for achieving these growth goals?
   Fall 2024 freshmen enrollment goal is 2,000-2,200 students with a 15-20% out of state to 85-80% in state mix. Fall 2024 freshmen includes CMU and WCCC traditional and adult students. As CMU continues to serve Hispanic students, CMU will likely become a formally designed Hispanic Serving Instutition (HSI), a designation consitent with our mission. This designation means CMU has 25% total Hispanic student enrollment.

19. Can you provide annual inquiry, completed application, and enrollment data for each of the programs that would be marketed for the past 2-3 years?
   Information requested will be made available to short listed firms for the oral interview evaluations; it is not a factor for evaluation of initial proposals.

20. Can CMU clarify if the intention of recruiting the adult audience is for adult undergrad/degree completion or graduate programs, or both?
   For this campaign, we are recruiting the adult audience for adult undergrad/degree completion not graduate programs.
   a. If graduate programs are included: Questions a-g not applicable, since graduate programs are not included.
   b. Are you engaging young alumni/current seniors in campaigns?
   c. What % of your enrolled graduate students come from their alumni/current undergraduate seniors?
   d. Do you require tests for admissions?
e. Do you currently purchase GRE/GMAT names? If so, please provide the number of names purchased broken out by programs that would be marketed.

f. What application are you currently using?

g. Are you planning on launching any new programs in the next 1-2 years? If so, how many are on the docket for approval?

21. What specific headcount and/or class shaping goals does CMU have for its first-time entering class students for Fall 2024?
   See response #18

22. Is CMU looking to influence Fall 2025 or Fall 2026 from an inquiry perspective, given the one-year initial term.
   The focus for this campaign will be on Fall 2024 and secondarily Spring 2024. We would like to hear from the agency partner how we could potentially impact Fall 2025 and Fall 2026 with given budget and priorities.

23. What volume of students do you purchase in a given year as Sophomores, as Juniors, and as Seniors? Is there a desire for change?
   A fairly large amount of senior names are purchased each year and some juniors. We would be interested hearing from an agency partner on how we increase our yield across all populations in our funnel, particularly admitted to enrolled.

24. What is your current inquiry pool volume for entering class 2023?
   Information requested will be made available to short listed firms rather than the addendum.

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

26. Is there an incumbent agency participating?
   See answer to question #8

27. What is the primary hurdle to student enrollment conversion facing the university today?
   There is not one primary hurdle as there are many contributing factors including increase in competition, national conversation around the role and cost of higher education, negative and worse impacts of COVID on the populations we serve (first-generation, lower income, rural), financial barriers, etc.
29. Supporting the goal of improving enrollment conversion, have priority student segments been identified for targeting?  
   Yes

30. Will metrics be shared for previous campaigns and marketing efforts?  
   Yes with the successful agency awarded the final contract.

31. What have been the best performing marketing channels for student recruitment and enrollment?  
   We have used a mix of digital and traditional tactics in the past with each serving a different purpose. Top digital channels have included paid search, paid social, display, pre-roll and OTT.

32. Have performance benchmarks by channel been established?  
   Benchmarks have been established for some, not all, channels. CMU would like to establish these benchmarks with the new agency partner.

33. Is there a campaign dashboard in existence that can be carried forward?  
   There is an existing campaign dashboard it could not be carried forward, and would need to be rebuilt by the new agency/media partner.

34. Have you done decision-making mapping or journey mapping for your student audience segments?  
   Yes, CMU’s internal marketing team has developed four.

35. Does the school do ongoing student insight research that is available for marketing purposes?  
   Yes, we conduct a yearly brand awareness and perception student insight survey report with a third-party.

36. Do you have validated suspect, prospect lists or other list assets that can be used for direct mail or email campaigns, or for data profiling and digital targeting?  
   Yes

37. Can changes/updates to website content (beyond campaign landing pages) be included in the bid or is the website excluded from this scope?  
   The website is excluded from this scope.

38. Are owned social channels (both content creation and management of community) to be considered as part of this scope?  
   Content creation and management of owned social media channels is directly handled by internal CMU marketing team. We are interested in concepts, ideas or creating additional nexus with paid campaigns (that include social) that can leverage our social reach and spend.

39. What is the application / admission cycle? What are key seasonal timeframes for your audiences?  
   Application opens August 1st each year and CMU/WCCC offer rolling admissions. CMU traditional: fall key time for application submissions, spring key time for campus visits and other enrollment indicators CMU and WCCC adult differs in key times for enrollment indicators in June/July/August prior to start of fall semester.
40. What was the paid media spend level last year; or what percentage of the budget is allocated for paid media?
   65% to 70% of the total budget is allocated for paid media.

41. Which programs would be a part of this engagement, either existing or planned?
   CMU and WCCC do not market by individual academic program.

42. Can you provide program-specific enrollment goals across all programs?
   See answers to questions #41 and #18

43. What CMS, CRM, and Application system do you currently utilize?
   CMS is Cascade, CRM and application system is Slate

44. What areas of interest are there for the unbundled OPM services?
   OPM services are not relevant to the scope of work described in this RFP.

45. What metrics will you use to measure success for these services?
   N/A, see response #44

46. Can you describe your capability to scale up operations in support of the expected growth that the digital marketing efforts will produce?
   This is not relevant to the scope of work described in this RFP.

47. What is the goal cost per start across all channels?
   Goals will be dependent upon media mix, tactics and recommendations.

48. What is the expected total budget?
   As referenced in the RFP Section 3, subsection IV Budget it is $1.2 million

49. Can you share your past and expected future media budgets by year?
   Overall budget has increased throughout the past five years. Details will be shared with the successful agency awarded the final contract.

50. Is the media budget fixed or flexible?
   Flexible within the total budget. There may also be opportunities for one-time funds for hyper-compelling proposals.

51. What percentage of the marketing budget will be devoted to branding, undergraduate recruitment, graduate recruitment, and online programs? What are your priorities?
   The scope of work in this RFP is for undergraduate recruitment; the budget is $1.2 million.

52. How many students, not attributed to marketing efforts, typically enroll in a semester in your online programs?
   This data is not applicable as online only student data is not currently captured or the focus for this scope of work.
53. Can you please provide historical conversion metrics, including paid click to inquiry, inquiry to app, app to enrollment?
   See answer to question #19

54. Is the brand campaign envisioned to be awareness-generating only, or can success measurement include capturing inquiry generation through brand terms on paid search?
   The primary goal is to increase enrollment, see answer #18, which would include capturing inquiry generation with a primary focus on converting applicants to enrolled. Secondary goal is increases in brand awareness and perception

55. Is there any additional research or demographic information you can share about your existing student population?
   Yes

56. How many leads come through non-paid-media efforts, such as the school site and stealth applications?
   Around 50-60% of applications are stealth, which is an increase we have seen throughout the last three years.

57. Of the other universities or online competitors that offer similar programs, which do you consider your key competitors?
   Key competitors include: Colorado State University, University of Colorado Boulder, University of Northern Colorado, University of Colorado Colorado Springs, Metropolitan State University and CU Denver. Secondary: Western Colorado University, Fort Lewis College and Adams State University.

58. Will the University be providing access to your Google Analytics to assist with tracking and optimizing the campaign?
   Yes

59. Will this effort include the University staff being readily available to make on-demand and timely revisions to your web properties and landing pages to accommodate enhanced performance of the digital marketing?
   Yes

60. Will these digital marketing services co-exist and be coordinated with your existing marketing efforts?
   Yes

61. What reporting tools do you already have in place for your current activities?
   Google analytics

62. Within the $1.2 million annual budget, is there a desired ratio of labor fees to media buy spend? Is there a desired breakdown of labor between the services outlined in the RFP? (Advertising placement and management, marketing initiatives, PR and messaging support, brand refresh, etc.)
   See response to #13

63. There is an item in the RFP about the agency’s availability to help quickly with emerging needs or requests. Would these types of services be included within the $1.2 million or would you look to have those scoped separately as needed?
Most would be within the current scope and be supported from contingency fund. There may be opportunities that arise outside of the current scope.

64. What is the breakdown of your current advertising budget between PPC, social media, TV/CTV, print, out of home, etc.? Information requested will be made available to firm awarded contract.

65. Are these services being provided now? If so, who is the incumbent? Why are you seeking to change providers?
   Yes, Brand Juice (CMU Traditional and Adult), Defy Them All (CMU traditional) and Ascent Media (WCCC adult). See question #27.

66. Are there location preferences for agency selection?
   No

67. Are there competitor campaigns that you hold in high regard?
   Colorado State University and Northern Arizona University

68. Do you have reports or dashboards that you can share that reflect current or previous campaign performance and/or benchmarks?
   Yes

69. What do you see as the biggest obstacles for your strategy/campaign?
   See question #28

70. What is your current CRM, email, and text messaging platform that will need to be integrated into tracking and measurement?
   Slate

71. What were your most successful campaigns recently? Can you share links to creative or landing pages?
   Some campaigns were more successful than others. All landing pages below:
   CMU traditional Just West of Ordinary-
   https://www.coloradomesa.edu/west-of-ordinary
   CMU traditional Maverick Network: Making Mavericks-
   https://www.coloradomesa.edu/maverick-network/
   CMU adult Find Your Reason- https://www.coloradomesa.edu/find-your-reason
   WCCC Adult Your Future Begins Now-
   https://www.coloradomesa.edu/wccc/future-now

72. Does CMU need or anticipate any changes to any parts of the existing brand strategy or platform?
   Yes, CMU is currently in a strategic planning process called Forming the Future, which may impact brand strategy and platform. Details on strategic planning process at https://www.coloradomesa.edu/strategic-plan/index.html

73. Is CMU currently using “The Maverick” brand archetype for enrollment campaigns? If yes, how so?
   Yes through Seasons 1, 2 and 3 of Making Mavericks on the Maverick Network-
   https://www.coloradomesa.edu/west-of-ordinary
74. What are CMU’s biggest challenges as it pertains to driving enrollment conversion currently?
   See response to #28

75. Is CMU looking for any enhancements or changes to the existing visual identity?
   No

76. Has the University ever worked with a contractor in this capacity (i.e., for same or similar work)?
   Yes

77. What does a successful vendor relationship look like to the University?
   The vendor needs to be an integrated extension of the CMU internal marketing team with the ability to collaborate, ideate, execute and quickly respond to current and emerging opportunities.

78. What data does CMU have from the work completed by the Forming the Future Committee and CampusWorks?
   CMU’s robust strategic planning initiative focused on values and has received an abundance of support for these first principles. Additional data and findings may be shared with short listed firms rather than the addendum.

79. What are the University’s goals for enrollment growth for each of the target audiences?
   See response to #18

80. Has any research been conducted in the OOS markets? If so, is there any preliminary data that could be shared?
   No

81. Given there are key OOS markets in a variety of states with a mixture of residents, does the University anticipate any transcreation within other languages aside from Spanish?
   No

82. Page 8 indicates it is the state’s intent to “achieve the goals of the Governor’s Executive Orders D0055-87 and D0005-94 regarding minority/woman-owned businesses.” What are those goals? And will Minority and Woman-Owned businesses be given a preference?
   Item 27 in the administrative instructions is an artifact from a prior RFP template and references archived Executive Orders, please disregard.

83. Does CMU currently have a marketing partner(s) for any/all of the requested services? If so, is CMU pleased with the existing relationship, services, and value? Please describe.
   Yes, information requested will be made available to short listed firms rather than the addendum.

84. Does CMU currently use campaign landing pages hosted outside of normal institutional website navigation? If so, please share a URL of an example.
   No, preference is to host within institutional website. See landing page/site examples in question #71
85. Will local or in-state agencies be given preference? Given the statement on Page 15: “The successful firm will have an appreciation for the constraints of CMU’s primarily rural communities in the 14-county service area, differing attitudes and demographics on the Front Range of Colorado and other areas of Colorado from which CMU recruits students, as well as piloting a key out-of-state campaign with potential to expand to other key Out of State (OOS) markets. Key OOS markets for CMU include Alaska, California, Hawaii, Nevada, Oregon, Washington, Minnesota, Wisconsin, Illinois, and Texas.”
No

86. The RFP states several times that CMU invests an average of $1.2 million/year in advertising and creative services. Please separate expected professional services (e.g., strategy, creative development, campaign management, etc.) from the media spend for the annual contract.
See response to question #13

87. What CRM is in place?
Slate

88. What CMS does the university use?
Cascade

89. Page 22 of the RFP asks for a Spec Plan and Creative Examples to be included in proposal responses. Would past creative examples suffice (no original spec creative developed for CMU included in the proposal)?
Yes, we acknowledge that the creative shown as part of a pitch may likely not be the final creative used as the process is inherently iterative and based on our collective knowledge and brainstorming. Use your judgement in presenting what you believe best presents your recommended approach.

90. How has enrollment been trending over the last 1-3 years? Is CMU hitting its enrollment goals across its different divisions?
Enrollment has been static, or seen slight increases or decreases based on different enrollment profiles.

91. What are the enrollment targets for 2023-24?
See answer to #18

92. What CRM is CMU using?
Slate

93. How is CMU measuring lift or change in brand awareness / perception?
Annual brand study conducted by third party.

94. Can you share which previously used media tactics have worked well and what could use improvement?
See response to question #31 Would like to agency partner to identify media not currently being used that should be.

95. How have you previously tracked digital and offline marketing results?
Google analytics and brand study
96. Is there an incumbent agency? If yes, can you disclose?
   See response to question #65

97. Is the incumbent participating in this RFP?
   See response to question #8

98. Is this search being executed in order to replace an existing agency partner or because the contract maximum has been reached with your current partner?
   See response to question #27

99. Is an incumbent agency included in this process?
   See answer to question #8

100. Are you open to multiple agencies responding together? Ie. bringing in a media partner as a part of our RFP response.
    Yes

101. How heavily will an agency’s experience in education be weighted in your final decision?
    We will not be weighting education experience but overall experience and qualifications will be 25% of the final decision. You can see all evaluation criteria on page 23 of the RFP.

102. Could you share what you liked about previous campaign spots? (West of Ordinary, World of Choices, The Junction, Take a Closer Look). Are there any areas you feel they fell short? Just West of Ordinary took a visually different approach as did the VO for the main spots compared to other universities. World of Choices/Junction/Take a Closer Look each were anchored on a sense of place, which is the main differentiator for CMU and WCCC.

103. Are there any education institutions you look to as inspiration?
    We prefer to look outside of higher education for inspiration so that our creative does not mimick competitors. Would love to hear from agencies are their inspiration.

104. Could you define “human scale university?”
    A Human Scale University exists when the university lives, embodies and exemplifies the values adopted for the forthcoming strategic plan, and when CMU fulfills the mission of the institution. When our values are animated CMU functions as a scale model of the world we would like to see.

105. Will the Forming the Future strategic planning have an effect on the current CMU brand platform?
    See answer to question #72

106. Is the $1.2M budget inclusive of all work from January ‘23 through June ‘24? Or should we include a separate scope for activities prior to the fiscal year start in July ‘23?
    Provide a response only for what was listed in the current scope of work outlined in the RFP.
107. What was your working media budget across CMU and WCCC for the last completed fiscal year?  
See answer to question #40

108. Should proposals include distinct spec plans and creative for both CMU and WCCC?  
We encourage respondents to differentiate between key audiences and take creative license where they deem necessary.

109. Are you able to provide a creative brief to guide spec creative development?  
No

110. Can you provide conversion rates on:  
a. Lead to application rates (%)?  
b. Application to enrollment rates (%)?  
c. Regions/Counties with strongest existing brand presence?  
See answer to question #19

111. Do you have any conversion data that you can attribute to offline vs. online material? Meaning what attribution method does the university utilize?  
Developing currently through new CRM system Slate for online materials. Do not have a attribution method for offline materials and would like agency input on how we establish.

112. Do you have benchmark metrics in place for success of the brand?  
Yes, year over year improvement in brand awareness and perception study. Would like agency input on benchmarks we do not currently consider or other ways to effectively measure brand success.

113. Does the university have an existing digital strategy for paid and owned media? If yes, is this strategy based on brand, recruitment, fundraising, etc.?  
Yes, recruitment and brand awareness and perception.

114. Does the university utilize any predictive model frameworks in your prospecting?  
We have in the past.

115. Can you describe your ideal partner for this initiative?  
See answer to question #77

116. What is the reason for going out to RFP for these services?  
See answer to question #27

117. Is the incumbent included in this bid?  
See answer to question #8

118. What are the challenges or barriers that the University is facing that prevent results/growth or hitting goals?  
See answer to question #28

End Addendum #1