

#	Question	Answer
1	Does the College expect the consulting firm to draft the five-year strategic enrollment plan or to facilitate a planning process that results in a strategic enrollment plan drafted by the College?	The College expects the consulting firm to draft the five-year strategic enrollment plan.
2	You note the need to include high school graduate projections at the county level. Are these data already available from the State of Florida or is the consulting firm expected to create these projections?	The data is available from the State of Florida.
3	You note the need to include regional labor projections. Are these data already available from the State of Florida or is the consulting firm expected to create these projections?	The data is available from the State of Florida.
4	What documentation of the Workday Student system will be available to the consultants when the contract period starts?	The Workday Student implementation is scheduled to be concluded in December 2019. This contract should be concluded by then.
5	Is there a desired budget range within which you seek bidders to stay for this work?	No
6	Could you provide additional information on the makeup of the College Evaluation Committee that will be reviewing the proposals? For example, will the committee be made up of members of the procurement team, academic deans, operations leaders, or others from within (or outside) of the university?	The evaluation team will be a cross-section of the college leadership and include representatives from enrollment management, academics, information technology and student services.
7	Regarding regional employment projections and academic offerings, we can provide both primary and secondary research or secondary research only. Is the college interested in secondary research on market share, occupational trends, etc., as well as primary survey research with prospective students? Should we present both research and investment options for consideration?	Secondary research will be sufficient.
8	Is the enrollment management consulting engagement meant to address campus-based programs, online programs, hybrid programs or all three?	All three.
9	What are your target audiences, in terms of age, geo and any other known details?	The expectation is that the consulting engagement will assist the college with determining targeted populations.
10	Of the 48,000 current population, what portion of the students are "traditional" vs. "non-traditional?" What percentage are distance education vs. on-ground?	39% of our student body is traditional (18-20 years old)  As far as distance learning, the percentage of pure distance learning students is miniscule. Almost all students enrolled in online learning are also enrolled in face-to-face classes. 15,000 students registered for at least one distance learning class last year.

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11	What is the current enrollment management structure? What functions make up the current team?	Reporting to the Dean of Enrollment Management is an Assistant Dean, the College Registrar, the Director of Financial Aid, and the Director of Recruitment and Dual Enrollment.
12	What technology do you currently use (CRM, SIS, telephony), and how well integrated are your systems?	We currently use Panthenet – part of a consortium that originally included a number of institutions. We are transitioning to Workday. There is no CRM and there is currently no integration of any systems. We are in the process of installing a Cisco VoIP system as a replacement to our aging Nortel system.
13	What are your program development goals? Do you have programs in the pipeline?	Program development is determined by a college-wide program review process that involves community partners and an analysis of employment opportunities and cost/benefit for the College. Currently, new programs that are being explored are Supply Chain Management/Logistics, Automotive Services management Technology and multiple new Bachelor's Degree programs.
14	What are your enrollment growth goals?	The College aims to grow by 5% each year.
15	Who are your primary and secondary competitors?	The primary competitor is Florida Atlantic University. The secondary competitors are University of Central Florida, proprietary schools and applicants who choose to not enroll anywhere.
16	Do you have primary recruitment partners in place? (High schools, community colleges, corporations, etc.)	The college receives more than 50% of the Palm Beach County High School graduates who attend college. We have a very close working relationship with the local school district.
17	What are your biggest current challenges?	The lack of a CRM is one of the biggest challenges. Internal organizational structure is another challenge.
18	What marketing efforts do you have in place?	Palm Beach State College's marketing efforts are based on a brand strategy aimed at positioning the College as the institution of first choice among target audiences (both traditional and nontraditional). Our marketing mix accounts for varied media usage patterns, and we use performance analytics to continuously refine messaging and placement to optimize audience response and conversions. We focus on reaching and engaging prospective students where they are and in ways that they prefer. Digital advertising, including web, mobile and social media, comprises the largest allocation of marketing resources, followed respectively by television, out-of-home advertising (billboards, buses, malls, transit shelters, movie theaters), radio and print. The College also is about to launch a completely redesigned, responsive website to improve content delivery and functionality on all mobile

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		platforms, enhance search and navigation, and brand the College as a vibrant, high-quality institution of choice.
19	How many prospective student inquiries do you get each month? Can you break that down by traditional vs. non-traditional and distance vs. ground?	The college does not currently track student inquiries.
20	How quickly can you currently get a student from inquiry to matriculation? How about from application to matriculation?	Applications are processed within 24 to 48 business hours. First time in college degree seeking students must submit transcripts and test scores (if applicable). Generally, new student orientation can be scheduled within a week of documents being received.
21	What is your current inquiry to enrollment yield rate? How about for application to enrollment?	Inquiry to enrollment – unknown since we don't track prospects.  Applicant to enrollment – about 40%
22	Do you know the most frequent reason prospective students choose not to enroll?	The two most frequent reasons student choose not to enroll include the following: Changed their mind about attending school - did not attend school anywhere Enrolled at another institution
23	What are the top three future academic, research, and business goals of Palm Beach State College?	Guided pathways, providing skilled graduates to the local workforce, expanded enrollment and fiscal resources sufficient for growth & expansion.
24	How will the Awardee(s) be notified? E.g., phone call, email, etc.	The award will be posted on the College website at <a href="http://www.palmbeachstate.edu/purchasing/competitive-solicitations.aspx">http://www.palmbeachstate.edu/purchasing/competitive-solicitations.aspx</a> and an email notice of the posting will be sent to the firms who submitted proposals.
25	What is the current software used for enrollment purposes at Palm Beach State College?	Panthernet – an SIS developed for a consortium of schools. In the process of transitioning to Workday.
26	Is there a university-wide effort that is driving this effort?	Yes.
27	How many employees work in the Enrollment department?	There are 100 employees in the Division of Enrollment Management.
28	Is there an anticipated start date and desired end date for the services?	A start date of July 1, 2017 with a duration of 12 – 18 months.

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29a	<p>In the RFP, Section B.5 states "...The plan will take into consideration the College Mission, its current state of enrollment and enrollment activities, the external environment contributing to the enrollment challenges that the College faces, as well as the enterprise resource planning technology that the College will be utilizing in the near future..."</p> <p>How would you describe the current state of enrollment and can you provide a few examples of the enrollment activities?</p>	<p>The College has increased its enrollment each semester over the last year. It is believed that this is due primarily to activities carried out in the financial aid area; specifically, 1) ensuring coverage for eligible students who would normally be dropped for non-payment; 2) the strategic use of institutional funds to offer scholarships; and 3) the integration of financial aid into the recruitment process.</p>
29b	<p>In the RFP, Section B.5 states "...The plan will take into consideration the College Mission, its current state of enrollment and enrollment activities, the external environment contributing to the enrollment challenges that the College faces, as well as the enterprise resource planning technology that the College will be utilizing in the near future..."</p> <p>Can you provide a few examples of the external environment contributing to the enrollment challenges that the College faces?</p>	<ol style="list-style-type: none"> <li>1. The four-year university in our area (Florida Atlantic University) competes directly with the College for students.</li> <li>2. There are many proprietary schools in the area that compete directly for students.</li> </ol>
29c	<p>In the RFP, Section B.5 states "...The plan will take into consideration the College Mission, its current state of enrollment and enrollment activities, the external environment contributing to the enrollment challenges that the College faces, as well as the enterprise resource planning technology that the College will be utilizing in the near future..."</p> <p>Do you currently have an enterprise resource planning technology project inflight? If not, when is it expected to start</p>	<p>We are in the beginning stages of implementing Workday.</p>
30	<p>What are the three important qualities you seek to have in your partner for this project?</p>	<ol style="list-style-type: none"> <li>1. Deep knowledge of all aspects of enrollment management and the ability to communicate the necessary elements to all levels of staff at the College.</li> <li>2. Extensive experience with creating an integrated plan at a diverse, multi-campus institution.</li> <li>3. Easy access and quick response for questions and guidance every step of the way.</li> </ol>
31	<p>Can you share the budget for this project, or a range if the full budget may not be disclosed?</p>	<p>There is no pre-determined budget.</p>

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32	What are your goals for enrollment over the next five years? Do you want to grow, and if so, by how much each year? Do you want to increase the diversity of your student body by geography/race/ethnicity? Do you want to improve the quality of students who apply/enroll? Do you want to recruit more students for specific departments/schools?	<p>The goal is to grow by 5% each year.</p> <p>The current diversity of the student body basically mirrors the general population of the community and we would like to continue with that.</p> <p>We specifically want to focus on recruiting students who are likely to complete.</p>
33	Where do the majority of incoming freshmen come from—from around FL State or specific counties?	The majority of students come from within Palm Beach County; almost all students come from within the State of Florida.
34	Have you done qualitative or quantitative research in the past five years? If so, with what groups?	All research that has been performed has been done on an ad hoc basis by internal staff, mainly by Institutional Research and Effectiveness. There are also regularly issued and on-demand reports as well as other internal research projects and surveys.
35	In similar projects, we've found it helpful to look at the websites of competition to see how they position themselves and the key points they feature in messaging to increase enrollment. This sets the context of successful brand work. To what is Palm Beach State College compared? Who are your closest competitors?	<p>Florida Atlantic University</p> <p>Broward College</p> <p>Indian River State College</p> <p>Valencia State College</p> <p>Santa Fe State College</p> <p>Tallahassee Community College</p> <p>Miami Dade College</p>
36	What marketing or branding efforts has Palm Beach State College undertaken before? Were they successful? What elements worked or did not work?	The College has worked with advertising agencies to plan, develop and implement comprehensive branding/marketing campaigns that have been successful in raising awareness, attitudes and image perceptions of two key audiences: high school juniors and seniors, and adults 21-50 living in Palm Beach County. Consistently, the College has continued to be in a strong position relative to competitors, ranking first in both top-of-mind and aided awareness and achieving positive image perceptions among both audiences in annual surveys. Social media and digital campaigns (including mobile ads and streaming radio) and out-of-home advertising have been most successful in reaching the high school audience, while adults are reached best through television and web. Traditional print media and radio advertising are decreasing in recall and have been decreased in the College's current marketing mix.