



JOLIET JUNIOR COLLEGE
—1901—

**REQUEST FOR PROPOSAL
STRATEGIC ENROLLMENT MANAGEMENT
CONSULTANT
#R14014**

Issue Date: November 10, 2014

RFP Submission Address:
Business and Auxiliary Services
Joliet Junior College
1215 Houbolt Rd
Joliet, IL 60431

Ten (10) complete hard copies (bound) of the proposal and one (1) complete electronic copy (via CD/DVD or USB flash drive) must be received by:

12:00 p.m. Central Time on November 24, 2014

Late proposals and proposals sent by email or facsimile will not be accepted.



Background

Joliet Junior College is a comprehensive community college. The college offers pre-baccalaureate programs for students planning to transfer to a four-year university, occupational education leading directly to employment, adult education and literacy programs, work force and workplace development services, and support services to help students succeed. The College has a combined total of 17,706 full time and part time students enrolled in spring 2013 classes on its main campus located within the city of Joliet, and its five extension campuses located in Romeoville, Morris, Frankfort, Weitendorf, and City Center in downtown Joliet.

Vision Statement

Joliet Junior College, the nation's first public community college, will be a leader in teaching and learning, and the first choice for post-secondary education.

Mission Statement

Joliet Junior College enriches people's lives through affordable, accessible, and quality programs and services. The College provides transfer and career preparation, training and workforce development, and a lifetime of learning to the diverse community it serves.

I. PROJECT BACKGROUND

The College is initiating a three (3) year Strategic Enrollment Management Plan (SEM) to strengthen student enrollment, persistence, retention and completion. The SEM plan is a blueprint to assist the College's goals of increasing student access, pathways, completion and success among its current and prospective students, coupled with enhancing resources and services for students. For an executive summary of the complete plan see Exhibit A.

This plan has over 47 strategies and action steps that require further development and execution. For Year 1 of the SEM Plan, the College has identified three (3) major project objectives:

- Increase efficient and effective utilization of the current and future JJC academic intervention system and monitor its influence on students' progress, course outcomes, and semester-to-semester persistence toward graduation and overall student success.
- Expand our communications through technology for students who progress or reach a certain number of credits, while utilizing technology and sustainable methods.
- Establish mandatory orientation for all first-time new students to develop a clear pathway towards completion through an online orientation module.



JOLIET JUNIOR COLLEGE

1901

The selected vendor will report directly to the Vice President of Student Development. In addition there are two levels of participation and oversight for the project:

- SEM Plan Accountability Team - responsible for overseeing all of the SEM Plan projects.
- SEM Project Leads - responsible for leading and managing each project.

The successful consultant will work collaboratively with the SEM Plan Project Leads and IT personnel over a six-month timeframe to execute the three (3) major project objectives ensuring alignment with community college trends and best practices for student enrollment, retention, and student success.

Additional scope is discussed in the **SCOPE OF WORK** section of this proposal.

II. RFP SCHEDULE

Date (2014)	Event
November 10, 2014	Vendors contacted via email / advertised
November 17, 2014 by 12:00 p.m. CST	Last date/time for submission of written questions via email to purchasing@jjc.edu
November 18, 2014 - end of business day	Responses to questions emailed
November 24, 2014 by 12:00 p.m. CST	Proposals must be submitted to the attention of: Janice Reodus, Director of Business & Auxiliary Service, Campus Center Building A, Room 3100, 1215 Houbolt Road, Joliet, IL 60431
November 24 -25, 2014	JJC Evaluation Team reviews proposal
December 10, 2014	Notification of Award

III. INSTRUCTIONS TO VENDORS

ADVICE: The department responsible for this RFP is the Business and Auxiliary Services located at Campus Center, Building A, Room 3100, 1215 Houbolt Rd., Joliet, IL 60431-8938. The JJC contact will be Janice Reodus, Director of Business & Auxiliary Services, telephone (815) 280-6640; fax (815) 280-6631.

Questions concerning this RFP will be answered if sent to the Purchasing Department via email to purchasing@jjc.edu on or before **November 17, 2014 by 12:00 p.m.**

All questions and answers will be published and provided to all potential suppliers by **end of business day on November 18, 2014.**



JOLIET JUNIOR COLLEGE

1901

SUBMISSION: the submission of a response shall be prima facie evidence that the supplier has full knowledge of the scope, nature, quality of work to be performed, the detailed requirements of the project, and the conditions under which the work is to be performed.

Faxed or emailed proposals ARE NOT acceptable. All RFP's must be submitted by the date and time of public opening (see above). **RFPs must be submitted in a sealed envelope clearly marked (typed or blocking lettering only) with the vendor's name, return address, RFP for Strategic Enrollment Management Consultant, the opening date and time. Ten (10) complete hard copies of the proposal, an original and nine (9) copies, and one (1) complete electronic copy (CD, DVD or USB flash drive) shall be provided. The hard copies must be in binders.**

RFPs must be addressed to: Joliet Junior College, Janice Reedus, Director of Business & Auxiliary Services, Campus Center Room A3102, 1215 Houbolt Rd., Joliet, IL 60431-8938.

RFPs not submitted in the format as instructed by this RFP will not be accepted. Addendums to this RFP, once filed, may be submitted in a sealed envelope only, and properly identified, prior to the opening hour.

Receipt of RFP / Late RFP: Sealed RFPs shall be received at the place and until the time indicated in this RFP. It is the sole responsibility of the vendors to ensure timely delivery of the RFP. JJC will not be responsible for failure of service on the part of the U.S. Postal Service, courier companies, or any other form of delivery service chosen by the vendor.

RFPs received after the date and time specified shall be considered LATE, and shall not be opened.

Accuracy of Proposals / Withdrawal of Proposals prior to RFP Opening: Proposals will represent a true and correct statement and shall contain no cause for claim of omission or error. Proposals may be withdrawn in writing or by facsimile (provided that the facsimile is signed and dated by vendor's authorized representative) at any time prior to the opening hour. However, no proposal may be withdrawn for a period of one hundred twenty (120) days subsequent to the opening of the RFP without the prior written approval of the Director of Business and Auxiliary Services or Joliet Junior College.

ADDENDA: The only method by which any requirement of this solicitation may be modified is by written addendum.

PROPOSAL DUE DATE: The proposal must be received on or before **November 24, 2014 by 12:00 p.m.** at the Business and Auxiliary Services Department, Campus Center, Room A3100, 1215 Houbolt Rd., Joliet, IL 60431-8938



INSURANCE:

The supplier performing services for JJC shall:

Maintain worker's compensation insurance as required by Illinois statutes, for all employees engaged in the work.

Maintain commercial liability, bodily injury and property damage insurance against any claim(s), which might occur in carrying out the services, referenced in this RFP. Minimum coverage will be ONE MILLION DOLLARS (\$1,000,000) liability for bodily injury and property damage including product liability and completed operations.

Maintain umbrella coverage of a minimum of ONE MILLION DOLLARS (\$1,000,000).

Provide motor vehicle insurance for all owned, non-owned and hired vehicles that are used in carrying out the services described in this RFP. Minimum coverage shall be ONE MILLION DOLLARS (\$1,000,000) per occurrence combined single limit for automobile liability and property damage.

Maintain professional liability coverage of a minimum of ONE MILLION DOLLARS (\$1,000,000).

Name Joliet Junior College as additional insured on certificate of insurance.

TAXES:

JJC is exempt from all federal excise, state and local taxes unless otherwise stated in this document. In the event taxes are imposed on the services purchased, JJC will not be responsible for payment of the taxes. The supplier shall absorb the taxes entirely. Upon request, JJC's Tax Exemption Certificate will be furnished.

INDEMNIFICATION:

The supplier shall protect, indemnify and hold JJC harmless against any liability claims and costs of whatsoever kind and nature for injury to or death of any person or persons and for loss or damage to any property occurring in connection with or in any incident to or arising out of occupancy, use, service, operations or performance of work in connection with the contract, resulting in whole or in part from the negligent acts or omissions of the supplier.

DISCLOSURE:

Vendor shall note any and all relationships that might be a conflict of interest and include such information with the bid.



TERM OF CONTRACT:

Any contract, which results from this RFP, shall be for a period of six (6) months from the date of the contract award.

BLACKOUT PERIOD:

After the College has advertised for proposals, no pre-proposal vendor shall contact any College officer(s) or employee(s) involved in the solicitation process, except for interpretation of specifications, clarification of bid submission requirements or any information pertaining to prebid conferences. Such vendors making such request shall email Janice Reedus, Director of Business & Auxiliary Services, at purchasing@jjc.edu No vendor shall visit or contact any College officers or an employee until after the proposal is awarded, except in those instances when site inspection is a prerequisite for the submission of a proposal. During the black-out period, any such visitation, solicitation or sales call by any representative of a prospective vendor in violation of this provision may cause the disqualification of such bidder's response.

IV. GENERAL TERMS AND CONDITIONS

Applicability: These general terms and conditions will be observed in preparing the proposal to be submitted.

Purchase: After execution of the contract, purchases will be put into effect by means of purchase orders or suitable contract documents executed by the Director of Business and Auxiliary Services.

Right to Cancel: JJC may cancel contracts resulting from this RFP at any time for a breach of any contractual obligation by providing the contractor with thirty (30) calendar days written notice of such cancellation. Should JJC exercise its right to cancel, such cancellation shall become effective on the date as specified in the notice to cancel.

Governing Law and Venue: This contract shall be construed in and governed under and by the laws of the State of Illinois. Any actions or remedies pursued by either party shall be pursued in the State and Federal Courts of Will County, Illinois, only after Alternate Dispute resolution (ADR) has been exhausted.

Dispute Resolution: JJC and the contractor shall attempt to resolve any controversy or claim arising from any contractual matter by mediation. The parties will agree on a mediator and shall share in the mediation costs equally.

Costs: All costs directly or indirectly related to preparation of a response or oral presentation, if any, required to supplement and/or clarify a proposal shall be the sole responsibility of and shall be borne by the vendor.



Proprietary Information: Vendor should be aware that the contents of all submitted proposals are subject to public review and will be subject to the Illinois Freedom of Information Act. All information submitted with your proposal will be considered public information unless vendor identifies all proprietary information in the proposal by clearly marking on the top of each page so considered, "Proprietary Information." The Illinois Attorney General shall make a final determination of what constitutes proprietary information or trade secrets. While JJC will endeavor to maintain all submitted information deemed proprietary within JJC, JJC will not be liable for the release of such information

Negotiation: JJC reserves the right to negotiate all elements, which comprise the vendor's proposal to ensure the best possible consideration, be afforded to all concerned. JJC further reserves the right to waive any and all minor irregularities in the proposal, waive any defect, and/or reject any and all proposals, and to seek new proposals when such an action would be deemed in the best interest of JJC.

Award: The successful vendor, as determined by JJC, shall be required to execute a contract for the furnishing of all services and other deliverables required for successful completion of the proposed project. The supplier may not assign, sell, or otherwise transfer its interest in the contract award or any part thereof without written permission from JJC.

Retention of Documentation: All proposal materials and supporting documentation that is submitted in response to this proposal becomes the permanent property of JJC.

Opening of Proposals: Proposals will be opened in a manner that avoids disclosure of the contents to competing vendors. Contents for proposals will remain confidential during the negotiations period. Only the proposal number and the identity of the vendor submitting the proposal response will be made available to the public.



V. FORMAT FOR RESPONSE

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposal be organized in the format specified.

Ten (10) complete hard copies of the proposal, an original and nine (9) copies, and one (1) complete electronic copy (CD, DVD or USB flash drive) shall be provided. The hard copies must be in binders.

1. Title Page

Show the RFP subject, the name of the vendor's firm, address, telephone number, name of contact person, and date.

2. Table of Contents

Clearly identify the materials by sections and page number(s).

3. Letter of Transmittal

Limit to one or two pages.

- a. Briefly state the vendor's understanding of the scope of services to be provided and make a commitment to provide the services within the time period.
- b. List the names of the persons who will be authorized to make representations for the vendor, their titles, address, and telephone numbers.

4. Profile of the Vendor

- a. Provide a list of strategic enrollment management projects completed in the last five (5) years.
- b. Provide two sample reports of strategic enrollment management projects prepared for institutions of higher learning.
- c. Provide three (3) references from higher education institutions for which you've completed strategic enrollment management projects.
- d. Provide examples of proven expertise in integrating student services functions with Ellucian Colleague modules.
- e. Indicate any third-party firms involved with your program and state their role(s).



5. Scope of Work

Joliet Junior College is seeking consulting expertise in the development and execution of the College's Strategic Enrollment Management (SEM) Plan Year One objectives. **The selected vendor is expected to complete the following deliverables within a six (6) month timeframe at a cost not to exceed \$50,000.00.**

- a. Work collaboratively with SEM Accountability Team and Project Leads to develop and execute all project activities.
- b. Assess the College's current use of the Ellucian Colleague system and recommend areas of improvement for student communication and engagement (i.e., Student Planning Colleague module, degree audit, and early academic warning system).
- c. Provide the College with a recommended plan of implementation based upon constituent consensus including assistance with the development of a communication plan.
- d. Work collaboratively with the SEM Plan Accountability Team to devise a method to assess the progress the College is making in addressing the goals, objectives and activities of the Year 1 SEM Plan. This method must allow for department specific tracking and include qualitative and quantitative performance measures.
- e. Assist in identifying, planning, prioritizing, and implementing SEM projects in relationship to the College's Ellucian Colleague functionality.
- f. As required, provide training in all Ellucian Colleague modules needed to support SEM objectives.
- g. Provide applications development services as requested.

The selected vendor will also:

- a. Work with the project teams to develop milestones with the goal of implementing all project outcomes within six (6) months of the project start date.
- b. Provide weekly briefings to the Vice President of Student Development and Executive Director of Information Technology.
- c. Provide monthly written progress reports to the Vice President of Student Development and the SEM Plan Accountability Team and Project Leads;
- d. Document all meetings with project teams.
- e. Provide electronic versions of all presentations, reports, databases, and methodologies.
- f. Provide regular detailed billing for contractual hours worked on the project.

6. Responses to Addendum

7. Prices Responses



8. Invoicing Procedure

- a. Describe the firm's invoicing procedures.
- b. Include documentation identifying all fees and payment schedules based on completion of work at various stages of the project.

9. Pro forma Contract

The terms and conditions included in the *Pro forma* Contract apply to any contract resulting from this RFP. In this section of your proposal state any clarifications to the proposed document and your reasons for clarifications. No exceptions are allowed. However, alternative suggestions are encouraged. Please list any alternative suggestions for improvement in costs and/or services provided as an alternative.

10. Bidder's Certification Statement

VI. EVALUATION

In evaluating the proposals submitted, JJC will apply the "Best Value" standard in selecting the supplier to be awarded a contract for this project. Purchase price is not the only criteria that will be used in the evaluation process. Any award resulting from this RFP will be made to that vendor whose offer conforms to the RFP and it is determined to be the most advantageous, of "best value" to JJC, in the sole judgment of JJC. The selection process will include, but not be limited to, the following considerations:

1. The provider's experience in strategic enrollment management consulting engagements for higher education institutions.
2. The provider's expertise in integrating student services functions with Ellucian Colleague modules.
3. The quality of sample reports submitted.
4. The provider's ability to assist JJC in meeting the overall goals.
5. The quality and range of services the firm proposes to provide.
6. The firm's overall experience, reputation, and expertise.
7. The vendor's past relationship with JJC, if any.
8. The ability to provide desired goals within the defined timeframe and in an expedient and efficient manner.
9. Vendor's financial terms offered to JJC.
10. The training options available.
11. Any other relevant factor that a private business entity would consider in selecting a supplier.



PROPOSED PRICING

The vendor should furnish a list of proposed prices for all services during the term of the contract. The list of proposed prices should be structured to allow for the analysis of completed work. Payment will be based on completion of work at mutually agreed upon stages of completion. Pricing cannot exceed \$50,000.

The prices included herein are to be firm through the contract term, unless noted otherwise by the vendor.



JOLIET JUNIOR COLLEGE

1901

CERTIFICATION OF CONTRACT/BIDDER

The below signed contractor/bidder hereby certifies that it is not barred from bidding on this or any other contract due to any violation of either Section 33E-3 or 33E-4 of Article 33E, Public Contracts, of the Illinois Criminal Code of 1961, as amended. This certification is required by Public Act 85-1295. This Act relates to interference with public contracting, bid rigging and rotating, kickbacks and bribery.

SIGNATURE OF CONTRACTOR/BIDDER

TITLE

DATE

THIS FORM **MUST** BE RETURNED WITH YOUR BID TO:

Joliet Junior College District #525
Director of Business & Auxiliary Services, H-1019
1215 Houbolt Road
Joliet IL 60431



Institutional Strategic Enrollment Management Plan

MAY 2014



Practicing Strategic Enrollment Management
to strengthen college access, pathways,
student completion and success

Strategic Enrollment Management Plan Executive Summary

Higher education institutions across the nation are practicing strategic enrollment management (SEM) to strengthen student enrollment, persistence, retention and success. As JJC strives to uphold its vision of being a leader in teaching and learning, and the first choice for post-secondary education, the college's first SEM plan will serve as an institutional blueprint to strengthen student success throughout the college, as well as enhancing resources and services for students.

With the support of JJC President Debra Daniels, the Senior Leadership Team (SLT), and members of the Enrollment Management Committee (EMC), the JJC SEM plan is now a reality. As emphasized by Dr. Daniels, student enrollment is everyone's business; thus, this plan represents a shared vision for achieving student success. To that end, the JJC EMC is a college-wide committee of around 30 faculty, staff, and students, formed specifically to advise and make recommendations on procedures and programs related to enrollment management at the college. The vision of the committee is to proactively and consistently address marketing, recruitment, admissions, financial aid, registration, payment, and retention issues as well as academic processes, programs and policies that impact student enrollment. Most importantly, the JJC SEM plan is a living and evolving document that will be reviewed, monitored and reported on monthly in order to maintain measurable outcomes in terms of accountability and progress.

During the yearlong SEM plan development period, EMC members explored the institution's internal and external strengths, weaknesses, opportunities and threats, as well as data trends in enrollment, persistence, retention, student completion, demographics, and the labor market. This data provided the foundation for over 40 strategies and associated action steps to achieve the SEM targets for enrollment, persistence, retention and completion measures. Through the committee's research and data review, specific areas were identified as key strategies to support the SEM plan and strategic enrollment management targets. Consequently, three global SEM targets were developed and based on data trends spanning a five-year period: enrollment (access), persistence and retention (pathways), and completion and transfer rates.

Enrollment (Access)

MEASURE	FY09	FY10	FY11	FY12	FY13	STATE AVERAGE	TREND CHANGE 2009-13	3-YEAR SEM TARGET
Enrollment	6.7%	7.9%	9.4%	0.0 --flat--	-2.5%	-6.7	15.2% ↑	Increase 2.2%
Feeder HS Applicant Yield	23.1%	23.0%	22.7%	21.2%	23.8%	N/A	0.7% →	Increase 2.0% to 25.8%

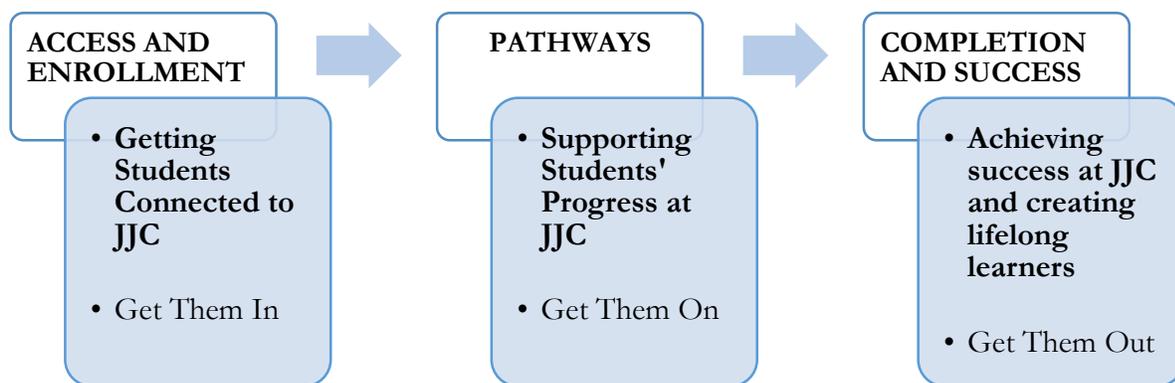
Persistence and Retention (Pathways)

MEASURE	FY09	FY10	FY11	FY12	FY13	STATE AVERAGE	TREND CHANGE 2009-13	3-YEAR SEM TARGET
Persistence: Overall fall-to-spring retention rate	66.8%	68.2%	69.3%	68.7%	66.8%	N/A	0.8% →	Increase 1.0% to 67.8%
Retention: Overall fall-to-fall retention rate	45.5%	45.0%	44.3%	44.8%	43.5%	48%	-2.0% ↓	Increase 1.0% to 44.5%
Readiness: % of area high school graduates placing directly in college-level coursework in fall term following spring graduation	--	16.3%	14.8%	--	--	N/A	-1.5% ↓	Increase 1.0% to 15.7%
Success Measure: % fall course completers who completed course with A, B, or C Grade	73.6%	75.2%	75.5%	76.1%	76.5%	N/A	2.9% ↑	Increase 1.0% to 77.5%

Completion and Transfer Rates (College Completion)

MEASURE	FY09	FY10	FY11	FY12	FY13	STATE AVERAGE	TREND CHANGE 2009-13	3-YEAR SEM TARGET
Number of Completers/Graduates	1,338	1,382	1,645	1,752	1,677	N/A	25.3% ↑	Increase by 200 to 1,877 (+11.9%)
Number of Certificates and Degrees Awarded	1,470	1,538	1,863	2,045	1,966	30%	33.7% ↑	Increase by 375 to 2,332 (+18.7%)
Transfer	32.1%	38.1%	34.8%	35.0%	35.0%	28%	2.9% ↑	Increase 3.1% to 38.1%

Each global SEM target relates directly to specific student engagement points, representing significant milestones for connecting students to the JJC community. The overall goal of each pathway is to engage students from point of contact through a successful enrollment (e.g., placement testing, orientation, academic advising, etc.), which we will establish as **access and enrollment milestones**; followed by success checkpoints (e.g., continuous academic advising) and academic intervention programs (e.g., tutoring, early alert), which we will establish as **pathways milestones**; concluding with college completion, and a successful transition to the workforce or four-year institutions as lifelong learners, which we will establish as **completion and success milestones**.



A summary of the strategies found in the SEM plan are below:

<p style="text-align: center;">ACCESS AND ENROLLMENT Getting Student Connected to JJC <i>“Get Them In”</i></p>
<ul style="list-style-type: none">• Strengthening the impressions and perception of JJC through creative and innovative marketing and social media• Ensuring financial, literacy, financial aid awareness and affordability for all students• Evaluating and expanding program offerings based on market and employment demand• Strengthening the college’s outreach and recruitment efforts locally and internationally
<p style="text-align: center;">PATHWAYS Supporting students’ progress <i>“Get Them On”</i></p>
<ul style="list-style-type: none">• Enhancing new, first, and transfer year experiences for all students• Improving Developmental Education students’ college success• Creating academic success pathways for students through appreciative, intentional and intrusive advising• Enhancing the college’s Academic Intervention Programs• Improving students’ pathways to completion through technology (e.g., degree audit, student planning, and other student services Student Information Systems (SIS) modules)
<p style="text-align: center;">COMPLETION & SUCCESS Achieving Success at JJC <i>“Get Them Out”</i></p>
<ul style="list-style-type: none">• Building an infrastructure for students to conduct degree audits for awarding of degrees• Strengthening transfer partnerships with 4-year institutions• Enhancing partnership with workforce entities while preparing student for competitive labor market and lifelong learning• Strengthening opportunities for alumnus to connect with JJC and remain lifelong learners

SEM PLAN ACCOUNTABILITY AND PROGRESS

As strategies are implemented, selected members of the EMC, the dean of enrollment management, the director of marketing and creative services, and the vice presidents of academic affairs and student development will track progress and report successes and challenges. Accordingly, as the budget process kicks off each year, this team will identify and project funding needs to successfully pilot and implement initiatives aligned with the college's strategic priorities.

As previously stated, the SEM plan is a living and evolving document. SEM is a continuous journey that will require institutional champions who are committed to the process. As SEM targets are met, the college must celebrate and strive to keep momentum, as the SEM plan will remain a vital integrated component for the JJC community.