

Proposal: Higher Education Needs Assessment for the Des Moines Area

Prepared for:

Dr. Robert Donley
Executive Director and Chief Executive Officer
Board of Regents, State of Iowa
11260 Aurora Ave
Urbandale, IA 50322

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To discuss this proposal, please contact:

Aaron Andersen
Principal, Cicero Group LLC
515 East 100 South, Suite 300
Salt Lake City, UT 84102
801-456-6743
aandersen@cicerogroup.com
www.cicerogroup.com

515 East 100 South, Suite 300
Salt Lake City, UT 84012
801-456-6700
www.cicerogroup.com

Client:	Board of Regents, State of Iowa	Date:	October 9, 2015
Company:	Board of Regents, State of Iowa	Project Title:	Higher Education Needs Assessment for the Des Moines Metro Area
Phone:	(515) 281-3934	E-mail:	bdonley@iastate.edu

Higher Education Needs Assessment for the Des Moines Metro Area

EXECUTIVE SUMMARY

PROJECT BACKGROUND

In January 2015 the AIB College of Business in Des Moines, Iowa announced their intention to close and gift their campus to the University of Iowa. The campus is proposed to serve as a Regents Resource Center (RRC) operated by the University of Iowa. With this campus operating as an RRC, all three state universities will have access to the facilities to be used for educational and related purposes. Based on this donation, the Iowa State Board of Regents has determined that it is expedient to determine the demand for higher education in the Des Moines area and to identify the optimal location for an RRC from which to deliver educational programs.

PRIMARY OBJECTIVES

The Iowa State Board of Regents would like to achieve the following primary objectives:

1. Determine the current and long-term demand for undergraduate and graduate degree programs and certificates in the Des Moines metro area.
2. Determine the optimal location in the Des Moines metro area for a Regents Resources Center (RRC).

RESEARCH OBJECTIVES

In order to best inform and achieve the aforementioned primary objectives, the Board of Regents would like to conduct a study to achieve the following research objectives:

1. Gain a deep understanding of the demand for undergraduate and graduate programs in the Des Moines metro area for both students and employers
2. Understand the demand for a Des Moines RRC among main campus programs (University of Iowa, Iowa State University, Northern Iowa University).
3. Determine if the AIB campus location the best long-term location for a Des Moines area RRC, taking in to account the following factors:
 - i. Proximity to work
 - ii. Home, commercial, and retail establishments
 - iii. Interstate access
 - iv. Availability of convenient and free parking
 - v. Access to public transportation
 - vi. Safety
4. Understand what would drive current and prospective students to pursue educational opportunities at the proposed RRC rather than main campuses, other campuses, or online.
5. Determine the best times of the week and day to offer classes at the proposed RRC.

6. Determine the attractiveness of blended degree programs (online and on-location).




RECOMMENDED METHODOLOGY

The research methodology recommended can be divided into four key elements:

1. Secondary research of higher education, employment, and demographic trends in the Des Moines metro area
2. Key stakeholder interviews with higher education leaders across the spectrum of interested and engaged parties to ensure representation, buy-in, and actionability of results
3. Quantitative primary research (current and prospective students across multiple programs and demographics); n=1,200 survey deployed across current and prospective students in the Des Moines area to capture demand data across degree/certificate types (including undergraduate and graduate) and subject areas
4. Demand modeling to ensure optimized utilization of the RRC location

Through this proposed research methodology Cicero Group will determine the target students, programs and completion goals to maximize the effective use of the new RRC, and will identify the most effective strategy for implementing the RRC in alignment with the educational needs and goals of students and prospective students in the greater Des Moines area. Obtaining these meticulously determined insights will allow the Iowa State Board of Regents to make confident, educated decisions concerning the appropriate use of the new RRC.

High-Level Timeline	
Design (Weeks 1 - 2)	Week 1-2 <ul style="list-style-type: none"> Cicero conducts secondary research and compiles secondary market scan data based on demographically similar geographies to Des Moines to develop and report on germane trends and coalesce initial hypotheses on the desired outcomes Cicero and Board of Regents-designated project working team and leadership collaborate to draft stakeholder interview guide, and initial research design hypotheses on the basis of initial secondary market scan Cicero and Board of Regents working team collaborate to initial draft survey questionnaire based on secondary research and stakeholder interviews Complete initial quantitative survey questionnaire and prepare for review by stakeholder groups Initiate survey programming and testing to ensure efficient platform for revisions and launch throughout the stakeholder engagement and interview process, saving valuable time and allowing for fieldwork to commence more quickly once stakeholder engagement and interviews are completed
Fieldwork (Weeks 3 - 8)	Weeks 3-5 <ul style="list-style-type: none"> Interviews with stakeholders, including higher education leadership from the all Regents institutions, as well as local university leadership, Board of Regents leadership, state and local education and civic leadership, and local current and prospective students Update and refine hypotheses to be tested in the quantitative survey, update survey design and programming Weeks 6-8 <ul style="list-style-type: none"> Soft launch of the quantitative survey to ensure all programming is functioning properly

	 <ul style="list-style-type: none"> • Full launch of the quantitative survey • Monitor data to ensure data quality and demographic representation
Analysis (Weeks 9 - 13)	Weeks 9-13 <ul style="list-style-type: none"> • Close survey, conclude fieldwork • Prepare data (including necessary post-coding and data cleaning) • Create frequency and crosstab reports • Leverage relevant/necessary sophisticated statistical analysis techniques to identify key findings across student types and potentially available degree/certificate programs, including demand modeling on the basis of collected data • Collaboratively prepare final Needs Assessment report on the basis of thoughtful statistical analysis of data gathered in quantitative phase
Reporting (Week 14)	Week 14 <ul style="list-style-type: none"> • Finalize report and recommendations • Review recommendations with Board of Regents leadership and key identified stakeholder groups

QUALIFICATIONS AND EXPERIENCE IN HIGHER EDUCATION RESEARCH AND NEEDS ASSESSMENT

Cicero Group is a premier research and strategy consulting firm that delivers data-driven strategy through a unique combination of expertise in three functional areas: strategy consulting, market research and data analytics. Our experience across many industries, along with our deep proficiency in higher education, have uniquely enabled us to serve as a transformational thought and implementation partner for innovative higher education organizations.

Case study examples:

Client: State Commissioner of Higher Education / State System of Higher Education

A statewide system of higher education, led by the state's commissioner of higher education, asked Cicero to conduct an in-depth needs assessment for a common application portal for the state's institutions of higher education. Cicero undertook an expansive research approach to this question, working to understand the relative successes and challenges other states had encountered in implementing and leveraging common application systems (including extensive on-the-ground research in three of those states), as well as extensive stakeholder engagement and interviews on the campuses of each of the state's public institutions of higher education to ensure alignment, practicality, and buy-in, and finally, a comprehensive quantitative study conducted among prospective students and parents to determine current pain points, issues with current systems, opportunities presented by a new common system, and demand for specific features. Cicero's report on this important question has led to significant movement within the state toward a commissioner-sponsored initiative to move to a next phase of implementation planning.

Client: State Board of Regents and Commissioner of Higher Education

The State Board of Regents, in conjunction with the state legislature, chamber of commerce, and other key state personnel commissioned Cicero to conduct a statewide study examining post-secondary completion rates across the state and identifying pathways to increased post-secondary certificate or degree completion. Cicero's work on this project was the largest, most comprehensive study of its nature ever conducted in this state, and has served as the cornerstone for a series of statewide initiatives to facilitate targeted efforts to increase post-secondary education completion rates.

**Client: Large Public Higher Education Institution**

A nationally recognized higher education institution was looking to expand its presence in the online learning space. The Cicero Group used focus groups and a quantitative survey conducted with a nationally representative sample of current and prospective students to develop a content distribution strategy aimed at identifying the most significant points of demand among the majority of student segments. Segmentation results led to a recommendation to customize learning environments (what type of information was presented, when it was presented, and how the student was asked to interact) for specific student segments. The strategy was undertaken for the institution's largest online program and will subsequently be added to additional programs as the model is further tested.

Client: For-profit College of Nursing

Cicero's client, a for-profit, private nursing college, sought Cicero's assistance to navigate an aggressive expansion plan, which will double or even triple the number of campuses in major cities across the US. Cicero performed an initial scan of the fifty most populated metropolitan areas in the US. The scan identified key metrics including demand modeling market saturation, price sensitivity, and growth potential. This initial study has served as the benchmark for identifying candidate cities for expansion.

For each candidate city, Cicero has performed a deep dive study to assess each city's potential for success. For these market entry studies, Cicero recruits and moderates focus groups with participants from the client's target demographic. Cicero supplements the focus group findings with mystery shopping and thorough secondary research. Each market entry study provides actionable recommendations for the client's strategy in the candidate city.

Client: Public Education Research Firm

Cicero conducted both primary and secondary research for a public education and strategy firm to discover the market feasibility of providing secondary and post-secondary centers of education with scholastic research and marketing capabilities. Additionally, Cicero confirmed this feasibility using online surveys, focus groups, and in-depth interviews with school districts, educators, and community leaders. Cicero provided the firm with innovative strategies to acquire government funding to pursue establishing research and marketing resources.

COMPANY BACKGROUND

Cicero Group has been providing clients with data-driven insights for over 15 years; some of our very first clients were higher education and government clients. With over 50 full-time consultants and more than 200 employees overall, Cicero is a full-capacity consultancy. Our capabilities range from traditional market research (including: needs assessment, elasticity, awareness, market feasibility, product testing, demand studies, satisfaction and market segmentation) to strategic consulting.

1. Market Research

Whether it is developing robust conjoint scenarios, testing a new marketing concept, or predicting price elasticity, Cicero has the cutting-edge technologies and know-how to accurately and quickly answer your most pressing strategic questions.

- Market Segmentation
- Past, Current, and Potential Customer Satisfaction
- Brand Perception and Awareness Studies
- New Product Positioning, Messaging, and Concept Testing
- Marketing Communications Design and Testing
- Market and Competitive Analysis



- Polling Studies
- Attitudinal and Perception Research
- Price Modeling, and Market Share Forecasting
- Due Diligence and Financial Modeling

Cicero also belongs to the following organizations which work to ensure research quality:

- American Marketing Association (AMA)
- Marketing Research Association (MRA)
- American Association of Public Opinion Research (AAPOR)
- Qualitative Research Consultants Association (QRCA)

2. Analytics and Data Management

Cicero's proprietary technologies, state-of-the-art hardware, software, and experienced statisticians will show you how to more effectively obtain information from small businesses and other key stakeholders and will then synthesize and analyze complex data-sets to unearth critical insights.

- Market demand simulators
- Customer segmentation analysis
- Price elasticity studies
- Development of initiative-specific economic and financial models
- Marketing ROI and cost-effectiveness analyses
- Market analyses
- Strategies for growth through enhancing innovation and identifying new opportunities
- Macro- and micro-economic modeling and analysis
- Economic impact studies

3. Strategy Consulting

Translating innovative strategies into sustainable performance improvement requires perspective and perseverance. As leaders in strategy and transformation consulting, Cicero brings valuable guidance every step of the way, from strategy development through execution.

- Road-mapping to assist rapidly growing companies to maximize potential
- Stakeholder engagement to ensure alignment and buy-in around key strategies
- Identifying and analyzing new markets
- Re-evaluating mature markets and better aligning our clients' product offerings
- Determining the best approach for growth whether via organic methods or acquisition
- Advice on commercialization and product development
- Assistance entering foreign markets and navigating governmental requirements

Cicero has worked with hundreds of clients across a wide breadth of industries. The following is a sample client listing:

Education

- U.S. Department of Education
- Utah State Office of Education

Healthcare & Health Insurance

- Mississippi Health Exchange
- New Mexico Health Exchange
- Arkansas Health Exchange

Industrials

- Republic Services
- Unishippers
- Dow Chemical
- SolarCity
- DuPont
- Delta Petroleum

- State of Massachusetts Department of Education
- Utah State Office of Higher Education
- Prosperity 2020
- University of Utah
- Western Governors University
- Stanford University
- University of California, Berkeley
- Chamberlain College of Nursing
- University of California, Los Angeles
- Southern Utah University
- Ross University
- DeVry University
- Oklahoma Department of Education

Consumer/Retail

- Nike
- Disney
- Groupon
- Wal-Mart
- EA Sports
- Overstock.com
- Utah Jazz
- DIRECTV

- State of Utah Department of Health
- Intermountain Healthcare
- Arches Health Plan
- Mayo Clinic
- Regence Blue Cross/Blue Shield

State/Federal Government

- Utah Dept. of Health
- Utah Dept. of Transportation
- California Human Services
- Pennsylvania Dept. of Health and Human Services
- Utah Transit Authority
- Utah Workforce Services
- U.S. Department of Agriculture
- New Mexico Dept. of Commerce

-  Questar Gas
- PowerHouse: Dow Solar
- Rocky Mountain Power
- Centex Homes
- CB Richard Ellis

Financial Services

- Zions Bank
- LendingTree
- Penn Mutual
- John Hancock
- Forbes, Africa
- Wells Fargo
- Citibank
- Fannie Mae

Technology / Telecomm

- Microsoft
- Symantec
- Cisco
- HP
- Vonage
- AT&T
- Sprint
- COVAD
- Seagate
- Megapath

More information about our firm, practice areas, clients and professionals is available on our website, www.cicerogroup.com.

Should Cicero Group be considered for this important contract, we would be happy to provide any financial documentation requested by the Iowa Board of Regents to demonstrate financial solubility and stability, including capacity to complete this project. We have been recognized consistently over the last decade by state and regional organizations that have completed audits of our financial records not only for our consistent and sustainable growth, but also for our sound financial practices. Specific documentation will be made available upon request.

QUALIFICATIONS AND EXPERTISE

Dr. Trent Kaufman, COO; Executive Project Lead

- CEO, Education Direction
- Research Fellow, Harvard University
- Harvard University: PhD; UC Berkley: MS



Dr. Trent E. Kaufman has helped dozens of higher education institutions measurably improve demand assessment, marketing and enrollment yield, student on time performance, and alumni engagement. He started his career in a comprehensive California High School—as a classroom teacher and school principal—and uses that experience to inform his development and execution of higher education strategy. Dr. Kaufman earned his doctorate from the Harvard Graduate School of Education in Policy and Governance, and his master's in Educational Leadership from UC Berkeley. Trent has been with Cicero Group for over ten years and is the COO and a Partner at the firm.

Aaron Andersen, Principal; Executive Leadership and Project Management

- Principal Organizational Consultant; Operational Excellence, University of California, Berkeley
- Lead Policy Analyst, Operational Excellence, University of California, Berkeley
- Associate Director, Program Administrator, Utah State University
- Harvard University: EdM; Cornell University: MPA

Aaron is a Principal at the Cicero Group, and is Cicero's higher education practice lead. With more than a decade of project management experience, Aaron has successfully led a broad range of large-scale, high-profile projects in both the public and private sector, with particular focus on helping institutions and systems of higher education connect their remarkable capacities with the needs of the students they serve. He has worked expansively at the executive-level with many organizations to identify optimal market opportunities, drive added value, identify and implement operational efficiencies, and develop strategies for revenue enhancement.

Chad Berbert, Engagement Manager; Engagement Management

- Charge d'Affaires; U.S. Department of State, Samoa
- Special Assistant to the U.S. Assistant Secretary of State; D.C.
- Wharton School of Business; MBA, Honors
- University of Pennsylvania; MA and Lauder Fellow

Chad joined Cicero after 13 years with the U.S. Department of State where he served in a variety of roles both overseas and in Washington, D.C. He specializes in operations and management, and plays a significant role in coordinating operational demand alignment efforts, connecting consumers (often prospective students) with organizations to ensure optimized fit and forward-looking strategy.

Amanda Wirtz, Senior Associate; Lead Consultant

- Former Regional Director of Enrollment and Operations; University of Redlands
- Former Assistant Director of Recruitment and Admissions; Keck Graduate Institute, Claremont Colleges
- Brigham Young University: BS; Harvard University: EdM

Amanda Wirtz is a Senior Associate at Cicero Group. Amanda previously led Admissions and Enrollment Management efforts at University of Redlands and Keck Graduate Institute. She has recruited both domestically and internationally and managed admissions teams across Southern California and recruiters across the United States. Amanda is a graduate of Brigham Young University and Harvard University Graduate School of Education.

STATEMENTS REGARDING TERMINATIONS, LITIGATION, AND DEBARMENT



- Cicero Group has not had a contract for services terminated in the last five years.
- Cicero group has not encountered any order, judgment, or decree limiting us to engage in any business, practice, or activity
- No pending or threatened litigation, administrative or regulatory proceeding, or similar matter will impact the ability of Cicero to perform the required services
- No owner, officer, or primary partner at Cicero has ever been convicted of a felony
- No irregularities have been discovered in any account maintained by Cicero on behalf of others

STATEMENT OF SCOPE

The University of Iowa has been gifted the former AIB campus in Des Moines as AIB has decided to close. The Iowa Board of Regents, which oversees Iowa State University, the University of Iowa, and the University of Northern Iowa, is going to utilize the campus as a new RRC. Before beginning operations at the new RRC location, the Board of Regents wishes to determine the following:

- The demand for a Des Moines area RRC among main campus programs
- The optimal location for an RRC in the Des Moines Metro area
- Additional research goals including:
 - a) Motivations of current and prospective students, undergraduate and graduate, to pursue an education at a Des Moines RRC rather than at a main campus
 - b) The ideal times during the day and week to offer classes
 - c) The attractiveness of blended programs (online and in-person classes)

Cicero Group is a strategy consulting firm with over a decade of extensive experience working with government and higher education institutions. Using their expertise in market research, needs assessment, and demand modeling, Cicero will utilize the following methodology to provide the deliverables the Board of Regents has requested:

- Secondary research: to understand the broad trends in higher education and employment needs in the Des Moines metro area
- Stakeholder in-depth interviews: to determine the current and future needs in the Des Moines area, and to determine hypotheses to be tested in a quantitative survey
- Quantitative survey: to provide data-driven insights into the hypotheses determined in the stakeholder interviews and ensure RRC strategic alignment with demand across student types and interests in the Des Moines area
- Demand modeling: to provide a dynamic understanding how the new RRC would be most optimally utilized by students, employers and universities

DETAILED METHODOLOGY OUTLINE

PROJECT PLAN

The project methodology and plan will consist of the following five phases:

1. Perform secondary research to determine higher education trends and employment trends in the Des Moines area and in Iowa as a whole.
 - i. Develop initial hypotheses about the employment needs business in the Des Moines/Iowa area are expected to have and how the RRC will be able to help prospective students meet those needs.
 - ii. Use secondary research and the resulting hypotheses to inform the discussion guide we will use for the stakeholder interviews and the quantitative survey.

- Cicero**
2. Perform stakeholder interviews with all key stakeholders determined at the beginning of the project with the Board of Regents, including higher education leadership both locally and statewide, state and local leadership, employers, and current and prospective students. These interviews will test and refine the initial hypotheses created during the secondary research of the project.
 - i. By interviewing key stakeholders, we will be able to gather a broad understanding of the value a new RRC will provide to the Des Moines area and how it will most effectively provide that value. Having several groups represented in the key stakeholder group will provide the following:
 - (a) Current and future higher education needs in the Des Moines area will be determined most effectively by representatives from both statewide and Des Moines area higher education institutions
 - (b) Future business/employment needs in the Des Moines area will be determined most effectively by local HR directors and CEO's.
 - (c) Legislative roadblocks to be aware of in determining feasibility of programs will be identified by Des Moines area legislators and policymakers.
 - (d) Student needs and motivations for attending school at an RRC will be best understood through interviews with current and prospective students, parents, career advisors at high schools, and admissions personnel at the three public universities (University of Iowa, Iowa State University, University of Northern Iowa)
 - ii. Interviewing a broad and varied group of stakeholders will provide a deep and rounded understanding of the needs of the Des Moines community and how a new RRC can meet those needs by providing the right educational opportunities to the right students. Using these insights we will further refine the hypotheses determined by our initial secondary research, which we will formally test in the quantitative survey.
 - iii. Stakeholder Interviews will be used to inform the quantitative survey, thereby maximizing the value and applicability of the insights we will gain.
 3. Conduct a quantitative survey of current and potential undergraduate and graduate students and potential returning adults to test the hypotheses that were developed and refined through secondary research and primary qualitative research (stakeholder interviews).
 - i. The following are questions we will find answers to, however, we will not limit ourselves to these questions as we will certainly discover additional pertinent questions to answer through our stakeholder interviews.
 - a) What educational programs are most desired in the Des Moines area (at all levels, including certificate, associates, bachelors, masters, etc.)?
 - b) Where is the most preferred location for a new RRC? And why certain locations are preferred?
 - c) What are the motivations of current and prospective students to pursue educational opportunities at the proposed RRC rather than main campuses, other campuses or online?
 - d) How attractive are blended programs (online and on-location)?
 - e) When is the best time of the day and week to offer classes?
 - ii. Conduct thorough statistical analysis in order to better understand the needs of current and prospective students and how a new RRC location will help meet those needs.
 - a) Including: frequency report, crosstab report, and statistical significance testing
 - iii. Explore subgroups and demographics to understand the differences in desires and motivations, thus allowing the Board of Regents to provide a customized approach that will satisfy particular needs in a given subgroup or demographic, for example, returning adult students, part-time students, non-degree seeking students, etc.
 4. Create a demand model that will show which students are most likely to utilize a new RRC, what programs those students will pursue, and what completion goals those students will have (certificate, associates, bachelors, etc.).

- i. The demand model will determine the most effective approach the Board of Regents can take to maximize the usefulness of a new RRC. We will look for this maximizing approach at the intersection of fulfilling Des Moines area business trends and opportunities, student motivations, and public university needs.
5. Develop targeted and actionable recommendations that will provide a clear understanding of the business objectives defined above and the next steps for the Iowa Board of Regents, while identifying likely implementation barriers.

Results:

The Iowa State Board of Regents will obtain a focused, quantified understanding of the current and long-term demand for various undergraduate and graduate courses, programs, certificates, and degrees. In addition, the Board of Regents will obtain detailed insights into the optimal location for a new RRC in the Des Moines metro area. The resulting recommendations will be both strategic and actionable, thereby allowing the Board of Regents to move forward swiftly and confidently in preparing the new RRC to be operational. While specific results vary based on a range of institutional and market factors, our work utilizing this same methodological approach with similar organizations in other states with analogous concerns has led to meaningful improvements.

REFERENCES

Dr. David Buhler

Utah Commissioner of Higher Education

Phone: 801.321.7103

Thomas Williams

Vice President, Marketing

Chamberlain College of Nursing

twilliams7@devry.com

Stuart Jones

Vice President of Advancement

Southern Utah University

Phone: (435) 586-7775

Erika Callahan

Vice President, Marketing

Boeing | Museum of Flight

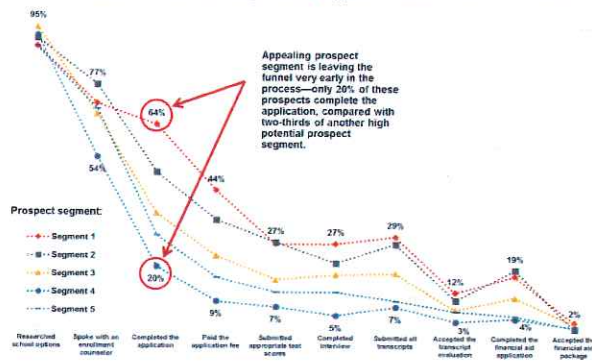
ecallahan@museumofflight.org

SAMPLE DOCUMENTS (Representative of the types of deliverables, data analysis and visualization, and insight Cicero will provide the Iowa Board of Regents in fulfillment of this project)

ENROLLMENT MANAGEMENT

There are now more than **4,600** degree-granting institutions in the United States from which students can choose—a **40 percent** increase over three decades ago. In this competitive landscape, institutions with efficient, high-functioning enrollment management processes have an advantage, given that speed and efficiency are priorities for today's students.

Funnel Attrition by Segment, Mapped to Admissions Process



By meticulously mapping each step in the admissions process and then quantifying prospect attrition in accordance with the steps identified in the map, Cicero developed recommendations that enabled this university to improve prospect conversion by 250 bps.

Cicero utilizes sophisticated segmentation, process mapping, and predictive modeling techniques to *identify optimal prospects* and enhance capacity to *increase conversion rates* among highly-valued prospects.

MARKETING

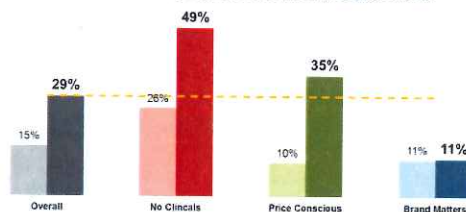
Marketing in higher education poses unique challenges. For example, in online marketing, click through rates for institutions of higher education are estimated as low as **1.72%**, and cost per click for specific programs can exceed **\$50**, making calibrated targeting, positioning, and messaging critical for institutions looking to compete.

Current Prospect Pool Segmentation



By quantifying the impact of a simple change to the way tuition is displayed on the web, Cicero helped this professional school nearly double its click through rate among serious prospects.

Share of Preference By Segment For Distinct Messaging Options:



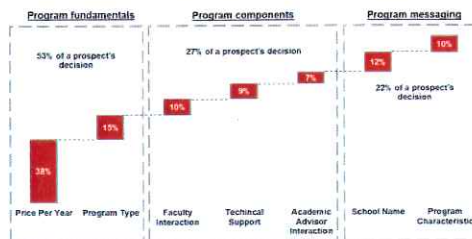
Utilizing sophisticated segmentation techniques, Cicero helped this graduate school appropriately target its marketing to prospects who were most likely to enroll, leading to increased conversion rates.

Cicero leverages cutting edge research and analytics to accurately define and target prospect segments and to *optimize marketing mix, positioning, and messaging* to *improve marketing ROI* in higher education.

PROGRAM DEVELOPMENT

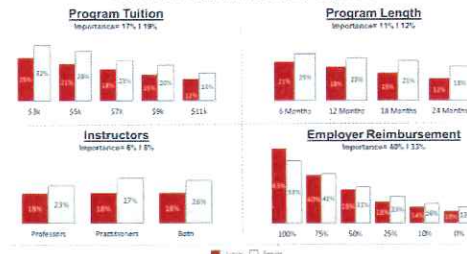
Over **one-third** of total higher education enrollment is now online. Nearly **two-thirds** of colleges surveyed in 2012 offered fully online degree programs, **doubling** the figure from just ten years prior. In an increasingly competitive landscape, developing the right type of program to meet prospect needs is fundamental to success.

Weighted Components of a Prospect's Decision



Cicero demonstrated to this post-graduate professional school the importance of different drivers of prospect interest, allowing the school to optimally develop and position a new degree program.

Drivers of Program Interest by Segment



Cicero helped this university effectively develop a new degree program by accurately quantifying the relative importance of a range of different factors in shaping a prospect's enrollment decision.

Cicero deploys cutting edge choice- and menu-based conjoint methodologies to help institutions optimally develop new programs and strategies that accurately reflect prospect demand **ensuring strong ROI** for these new programs.



SOURCE: <http://www.education.com/education/online-education/articles/2013/01/28/online-course-enrollment-critical-for-10th-grad-year>

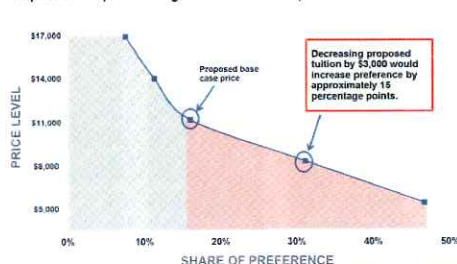
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DELIVERY DISRUPTION AND INNOVATION

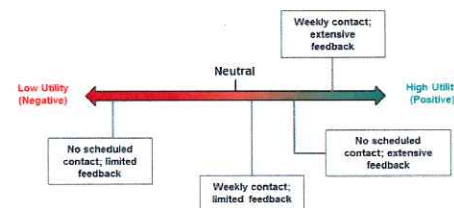
A range of new, disruptive education delivery models have emerged. For instance, at present over **140,000** undergrads and **57,000** grad students are enrolled in competency-based programs. Identifying and implementing innovative delivery models to meet evolving student demands is certain to be an important trend in higher education in the years to come.

Cicero helped this university determine how to properly price a new degree delivery model in accordance with prospect demand, quantifying the impact on ROI of different pricing options.

Impact of Proposed Program Price on Prospect Share of Preference



Program-Specific Structured Assistance Utility to Prospect



In determining how to structure student/faculty interaction in a new degree delivery model, Cicero helped this large private university understand student preferences and their impact on enrollment decisions.

By engaging in sophisticated predictive and financial modeling, incorporating market sizing, cannibalization, and pricing strategy, Cicero helps universities chart a course to **optimal expected return** on innovative education delivery strategies.



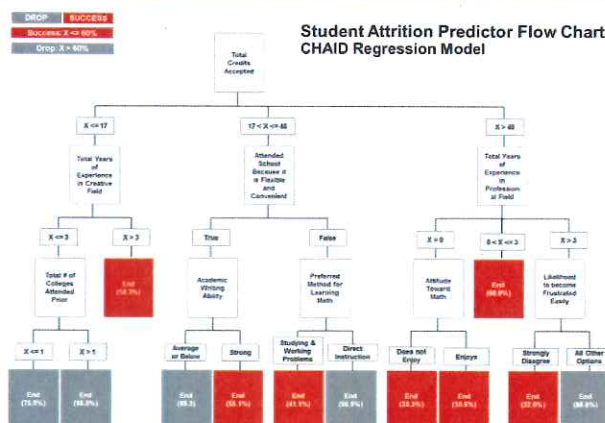
SOURCE: <http://www.aac.edu/education/innovation/competency-based-education-enrollment-demographics-effectivity>

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STUDENT RETENTION

On average, a university can lose between **one-third** and **one-half** of its total student enrollment each year, more in certain sectors. Institutions must identify factors that can predict persistence and success and understand how to properly allocate resources toward impactful attrition mitigation strategies to enhance graduation rates.

Cicero built a predictive model, as well as an interactive typing tool, to help this large national online university understand the specific factors that predict either success or attrition, ultimately allowing this university to target intervention strategies immediately and enhance student success rates.



Cicero leverages data to develop predictive models that help institutions identify students who are at greatest risk for attrition, ultimately improving institutions' capacity to provide assistance and ultimately improve the odds of success.

OPERATIONAL EFFICIENCY

In public higher education, state appropriations per-student have sunk to their **lowest level in over twenty years**. Simultaneously, across the entire higher education landscape, institutions cannot afford excess costs associated with administrative inefficiencies. Simply put, universities must identify ways to operate more efficiently to remain competitive.



Financial and predictive modeling of implementation options led to full process standardization for 25,000 university employees, including design and implementation of automated enterprise software systems in 300+ control units, resulting in annual savings of over \$2MM beyond projected project outcomes.

Cicero's capacity extends beyond the identification of inefficiencies and targets for administrative process improvement. By leveraging sophisticated data and analytics alongside expansive, hands-on experience in higher education, Cicero is able to help institutions achieve **real, attainable outcomes** in their efforts to develop operational efficiencies.

COST OF SERVICES



Cicero Group's project fees will not exceed \$172,200 for complete fulfillment of this project. These fees are inclusive of the following:

- Research design and development (Expected: 80 hours)
- All secondary research required, including market scans and comparative analyses (Expected: 150 hours)
- Stakeholder interview/engagement setup and moderation (Expected: 100 hours)
- Sample/Incentives for research and interview participants (and all research-associated hard costs) (Expected: \$24,500)
- Programming, testing, QA, and deployment (Expected: 80 hours)
- Data preparation, cleaning, and coding (Expected: 40 hours)
- Statistical analysis and demand modeling (Expected: 250 hours)
- Comprehensive project management (Expected: 80 hours)
- Completion of all requested reporting, including weekly progress/status reports, milestone reports, and final deliverables (Expected: 150 hours)
- Collaborative strategic engagement with Iowa Board of Regents personnel and other key stakeholders at project culmination AND on an ongoing basis following the fulfillment of the terms of this specific engagement (Expected 40 hours)

Cicero would be delighted to itemize expected hourly costs based on project phasing/deliverables upon request.

*Travel for Cicero consultants not included in the above figure, and to be billed upon project completion at true cost.

PROFESSIONAL ARRANGEMENTS

The project will be charged on Net-30 day terms. 50% of the project will be invoiced up-front and 50% of the project will be invoiced at the delivery of the final report.

Payment should be mailed to the following address:

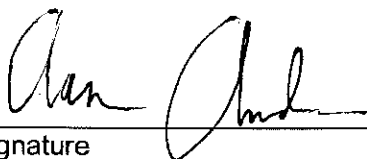
Cicero Research, LLC
Accounts Receivable Department
515 East 100 South, Suite 300
Salt Lake City, UT 84012
Federal Tax ID#: 26-1190513

ASSURANCES, REPRESENTATIONS AND AUTHORIZATION TO RELEASE INFORMATION

The Bidder hereby assures and represents with respect to this proposal that:

1. It possesses legal authority to submit this proposal; that a resolution, motion or similar action has been duly adopted or passed as an official act of the Bidder's governing entity authorizing the submittal of this proposal, including all assurances, representations contained herein, and directing and authorizing the person signing below to act in connection with the application and to provide additional information as may be required.
2. It will comply with all applicable federal and state equal opportunity and affirmative action requirements.
3. All statements and information made or furnished to the Board are true and correct in all material respects. Bidder has not knowingly made any false statements in its proposal. Bidder acknowledges that supplying any information determined to be false, misleading or deceptive will be grounds for disqualification from consideration.
4. Bidder hereby authorizes the Board to obtain information regarding its performance on other contracts, agreements or other business arrangements, its business reputation, and any other matter pertinent to evaluation and the selection of a successful Bidder in response to this Request for Proposal. It authorizes the Board to research the company's history, make credit checks, contact the company's financial institution, contact former and current clients of the company, and perform other related activities necessary for reasonable evaluation of this proposal.
 - The Bidder acknowledges that it may not agree with the information and opinions given by such person or entity in response to a reference request. The Bidder acknowledges that the information and opinions given by such person or entity may hurt its chances to receive contract awards from the Board or may otherwise hurt its reputation or operations. The Bidder is willing to take that risk.
 - The Bidder hereby releases, acquits, and forever discharges the State of Iowa, Board of Regents, their officers, directors, employees and agents from any and all liability whatsoever, including all claims, demands and causes of action of every nature and kind affecting the undersigned that it may have or ever claim to have relating to information, data, opinions, and references obtained by the Board in the evaluation and selection of a successful Bidder in response to this Request for Proposal.
 - The Bidder authorizes representatives of the Board to contact any and all of the persons, entities, and references which are, directly or indirectly, listed, submitted, or referenced in the undersigned's proposal submitted in response to this Request for Proposal.

- The Bidder further authorizes any and all persons or entities to provide information, data, and opinions with regard to the undersigned's performance under any contract, agreement, or other business arrangement, the undersigned's ability to perform, the undersigned's business reputation, and any other matter pertinent to the evaluation of the undersigned. The undersigned hereby releases, acquits and forever discharges any such person or entity and their officers, directors, employees and agents from any and all liability whatsoever, including all claims, demands and causes of action of every nature and kind affecting the undersigned that it may have or ever claim to have relating to information, data, opinions, and references supplied to the Board in the evaluation and selection of a successful Bidder in response to this Request for Proposal.
- A photocopy or facsimile of this signed Authorization is as valid as an original.


Signature

Aaron Andersen, Principal
Type or Print Name, Title

10/8/2015
Date

This form must be signed by an authorized representative of the Bidder and submitted to the Board along with Bidder's proposal.

RFP:	Higher Education Needs Assessment for the Des Moines Area
ENTITY:	Board of Regents, State of Iowa
RFP RELEASE DATE:	September 11, 2015