

## **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

Martin Eichholz, Partner

Type or Print Name, Title

10-8-15

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

**Kelton**

9724 Washington Boulevard  
Culver City, California 90232

# Higher Education Needs Assessment for the Des Moines Metro Area

Prepared for the Board of Regents, State of Iowa  
October 9, 2015

## I. BASIC DATA ON BIDDER

# Company Information.

- Main Kelton Contact:
  - Martin Eichholz, PhD, Partner
  - martin.eichholz@keltonglobal.com
  - 310.736.3055
- Form of business
  - Sole proprietorship, incorporated in California.
- Whether the business is owned or controlled by a parent corporation.
  - No
- Whether the Bidder is a small business or certified targeted small business as defined in Iowa Code (2015) section 15.102.
  - No

## II. EXECUTIVE SUMMARY

# A snapshot of our multi-phase approach.

## REGENT NEEDS

1. Determine the short and long term demand for undergraduate and graduate degree programs, as well as certificates in the greater Des Moines area – to inform the development of the Regents Resource Center (RRC) offering.
2. Identify the ideal location in the Des Moines metro area for the new RRC, along with crucial location factors – testing the assumption that the AIB campus may be the best site.

## ALIGN

Kick Off  
Comparable Market Scan

### Inspiration + Hypotheses

Since time is of the essence, we'll start the engagement with a comprehensive kick-off call to align on goals and details of our approach. We'll then conduct a thorough comparable market scan to uncover best practices from similar markets.

## UNDERSTAND

Stakeholder Interviews  
Focus Groups

### Rich Stakeholder Insights

Deep exploration and measurement of RRC related needs, desires, perceptions, influences, mindset, attitudes and behaviors through stakeholder interviews and focus groups.

## ACTIVATE

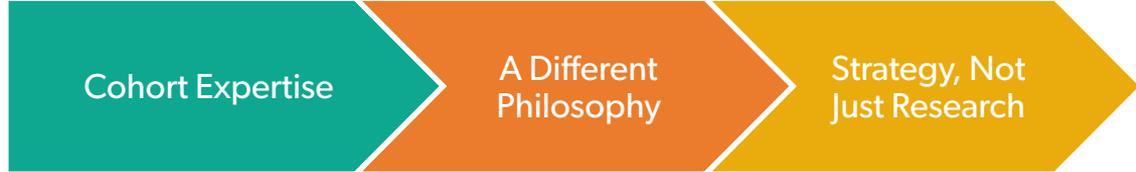
Insights-to-Action Report

### Recommendations for the Path Forward

Concise and actionable deliverables clearly detailing key research insights that lead to the ideal location and programming, along with tactical recommendations for positioning and messaging.

# Why Kelton?

Kelton brings a unique set of differentiators to this engagement, including specific expertise with the generational cohort of interest, an approach to qualitative research that is founded in a unique philosophy, and a team that delivers a strategy rather than just research insights.



Kelton's team is comprised of experienced researchers who are known throughout the industry for expertise in cohort research, specifically in the education sector, including serving as a partner for major universities to understand community perceptions and create successful strategy.

A deep humanistic approach founded in behavioral science to truly understand the needs, values, and aspirations of current students, prospective students and parents. We dig deep to understand how and why they connect with certain universities to create strategies that authentically align with their overall values.

Kelton is not just a research firm and our output is not just insights. Insights are a tool in our toolkit. We then take those insights and use them to define a strategy and identify specific program strategy and communication tactics that we know will resonate and map back to your specific audience's core values.

### III. COMPANY BACKGROUND



At our core, we are storytellers.

Our company was founded by two former journalists in 2006. From the beginning, we have worked with higher education clients, government clients & commercial clients.

From insights to strategy, we believe in the power of simple, compelling narratives for businesses and institutions.

Kelton is an insights & strategy consultancy with 73 people on staff between Los Angeles and New York.

We fuse insights, strategy, design and communications into integrated solutions that propel brands forward.



# We use a holistic insights model to inspire real-world solutions.

We seek to understand your business, your category, your customer and the evolving culture in which you operate.



# We don't just report. We get you moving.

Whether it's strategy, personas, press-ready messaging or a creative brief, we create stories that inspire and playbooks that bring insights to life.



# With a rich toolkit, we devise a tailored approach for every unique challenge.

## **CULTURAL INSIGHTS**

- Commercial Semiotics
- Trend Scanning
- Future-Trend ID
- Category Mapping
- Brand and Message Analysis
- Ideation Inspiration

## **QUANTITATIVE RESEARCH**

- Brand Health & Tracking
- Brand Positioning
- Segmentation
- 360 Digital Segment Profiles
- Attitudes & Usage
- Conjoint & Discrete Choice Modeling
- Communications Effectiveness
- Shopper Insights

## **QUALITATIVE RESEARCH**

- Ethnographic Interviews
- Co-Creation Sessions
- Focus Groups
- Design Research
- Digital Qualitative
- Online Smart Communities
- In-Situ Observations



## **COMMUNICATIONS**

- Message Development
- Reputation Management
- Influencer Targeting
- News Worthy Polling + Content Development
- Communications Effectiveness Tracking

## **DESIGN**

- Interaction Design
- Product Development
- Service Design
- Prototyping
- Big Idea Development
- Brand Books

## **BRAND STRATEGY**

- Brand Development
- Brand Architecture
- Marketing and Experience Strategy
- Portfolio Optimization
- Opportunity Identification

## **ACTIVATION**

- Target Audience Personas
- Customer Journeys
- Product Development Roadmaps
- Stakeholder Workshops
- Ideation Sessions
- Vision Videos
- Creative Ignition Toolkits

# Financial Report

Please find the full report in separate attachment.

	
<b>KELTON RESEARCH, LLC</b> (A CALIFORNIA LIMITED LIABILITY COMPANY) FINANCIAL STATEMENTS AND INDEPENDENT AUDITOR'S REPORT DECEMBER 31, 2014 AND 2013	
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<b>KELTON RESEARCH, LLC</b> (A CALIFORNIA LIMITED LIABILITY COMPANY) DECEMBER 31, 2014 AND 2013	
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**Independent Auditor's Report**

To the Members of  
Kelton Research, LLC

**Report on Financial Statements**

We have audited the accompanying financial statements of Kelton Research, LLC, a California limited liability company, which comprise the balance sheets as of December 31, 2014 and 2013, and the related statements of income, changes in members' equity, and cash flows for the years then ended, and the related notes to the financial statements.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Kelton Research, LLC as of December 31, 2014 and 2013, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

		
<b>KELTON RESEARCH, LLC</b> (A CALIFORNIA LIMITED LIABILITY COMPANY) BALANCE SHEETS DECEMBER 31, 2014 AND 2013		
	2014	2013
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 214,430	\$ 521,260
Accounts receivable, net	4,160,822	4,627,247
Unfiled accounts receivable	697,889	456,348
Prepaid expenses and other current assets	146,247	73,817
Total current assets	5,229,388	5,678,772
Property and equipment, net	227,273	288,481
Security deposits	123,491	123,491
Investment	35,000	35,000
<b>Total assets</b>	<b>\$ 5,731,471</b>	<b>\$ 6,073,724</b>
<b>Liabilities and Members' Equity</b>		
Current liabilities:		
Accounts payable	\$ 207,191	\$ 662,120
Accrued expenses	127,472	181,288
Accrued payroll and employee-related expenses	387,220	214,267
Deferred revenue	1,863,219	1,687,179
Line of credit	-	360,200
Loan payable, current portion	2,960	22,588
Total current liabilities	2,796,212	3,117,632
Loan payable, net of current portion	13,797	25,827
Total liabilities	2,719,869	3,205,890
Commitments and contingencies		
Members' equity	3,011,602	2,867,834
<b>Total liabilities and members' equity</b>	<b>\$ 5,731,471</b>	<b>\$ 6,073,724</b>
<b>See notes to financial statements.</b>		
3		

## IV. QUALIFICATIONS AND EXPERIENCE

Understanding local brand perceptions of an LA institution.

UCLA





# Understanding local brand perceptions of an LA institution.



## Challenge

- **Discover Local Brand Perceptions**  
Despite a globally recognized brand, UCLA was having trouble connecting with alumni and LA locals.
- **Identify Donation Drivers**  
Understand what motivates alumni and LA locals to give to UCLA, and figure out what underlying perceptions are inhibiting donations.

## Approach

- **Historical Data Analysis**  
We looked at historical donation habits, to identify patterns.
- **Online Brand Tracker**  
We surveyed thousands of LA locals and UCLA alumni to understand their motivations. We also analyzed:
  - Brand Awareness
  - Campaign Awareness
  - Message Testing Analysis
- **Multiple Regression Analysis** was used to identify key drivers and predictors.

## Activation

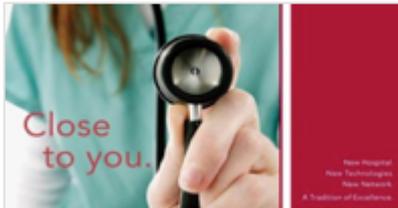
- **Summary of Key Drivers** that motivate UCLA alumni and Angelenos to contribute to the school.
- **Optimized Communications**  
UCLA used our findings to simply and improve community outreach efforts.
- **Continued Tracking**  
additional message testing and ad analysis, to ensure campaign effectiveness and help UCLA meet their donation goals.

Understanding and enhancing community perceptions.  
USC MEDICAL CENTERS





# Understanding and enhancing community perceptions.



## Challenge

- **Understand Community Perceptions** of three different USC medical institutions:
  - USC Medical Center
  - USC Norris Cancer Center
  - USC County Hospital

## Approach

- **Studied Regional Perceptions** in East Los Angeles, West Los Angeles, and the South Bay. We looked at:
  - Individual community needs
  - Perceived strengths and weaknesses of each offering
  - Types of services, procedures, and care philosophies that each community identified as most compelling

## Activation

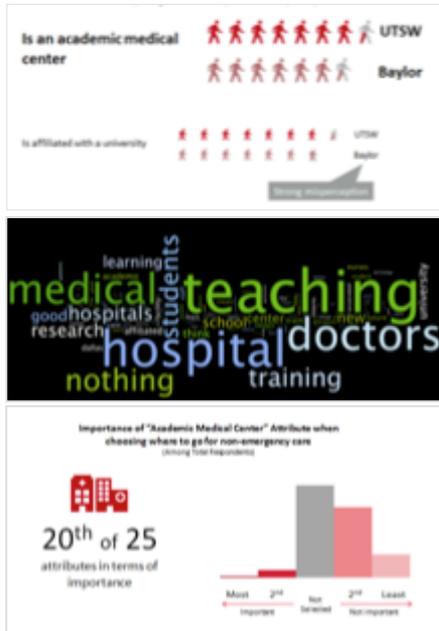
- **Insights Into Strategy**  
Our findings informed USC's new strategic positioning, and was integrated into a successful communications campaign that is still being implemented across Los Angeles.
- **Actionable Recommendations** We suggested in-facility changes that enabled USC Medical's new positioning to be consistent with actual patient experience.

Transforming a national institution with foundational insights.  
UT SOUTHWESTERN





# Transforming a national institution with foundational insights.



## Challenge

- **Assess the Competitive Landscape** of medical centers both locally and nationally.
- **Understand Brand Health** and accompanying image associations, as well as consumer perceptions.
- **Elevate Brand Perception** to support the opening of a new medical facility and highlight UTSW as the only academic medical center in Dallas.

## Approach

- **In-Depth Interviews** with 40+ physicians, alumni, and current students in order to understand brand perceptions, referral patterns, and UTSW's role in the Dallas community.
- **Regional Consumer Surveys** throughout Dallas to capture local perceptions.
- **Medical Alumni Surveys** to explore donation behavior and understand patient referral patterns.

## Activation

- **Identified Key Brand Attributes** that resonated with local consumers, which helped UTSW realize that they needed to clearly articulate what makes a medical center valuable to the community.
- **Informed Strategic Planning** UTSW used our insights to develop an overall strategic plan, which elevated the opening of the William P. Clements Jr. University Hospital in October 2014.

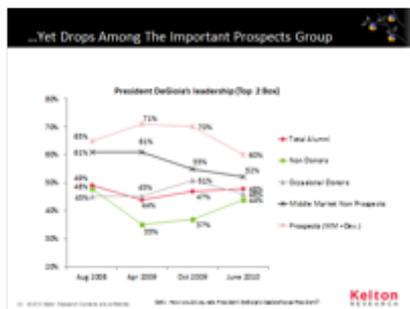
A large, multi-story Gothic Revival building made of dark grey stone with a prominent central clock tower and a red-tiled roof. The building is surrounded by green trees under a blue sky with white clouds. A semi-transparent grey box is overlaid on the top left of the image.

Using alumni tracking to optimize communications  
and donor relations.

GEORGETOWN UNIVERSITY



# Using alumni tracking to optimize communications and donor relations.



## Challenge

- **Optimize Communications Strategy** Determine overall brand health and perceptions.
- **Increase Donations** and alumni engagement.

## Approach

- **Comprehensive Online Tracker** We surveyed 1000+ alumni, current and prospective students, and parents over several years. Our tracker analyzed:
  - Brand health
  - Emotional connections to the institution
  - Leadership perceptions
  - Communication channels
  - Donation habits

## Activation

- **Constituency Stories** of alumni and associated individuals.
- **Target Group Profiles** to better understand potential donors.
- **Prioritized Communication Channels** Georgetown used our findings to revise strategy and target the right individuals.
- **Donation Predictor Algorithm** to better forecast donation behavior and reach the alumni with the highest donation potential.

EXAMPLE OF  
POTENTIAL PROJECT  
TEAM

## A team with unique experience.



**Susan Monahan**  
Director, Engagement Lead

As Director of Research and Strategy, Susan excels at bridging insights to client objectives, executing top-notch projects. Susan works closely with clients throughout the life of a project from collaborating on new methodologies to presenting compelling deliverables. A strong writer and storyteller, Susan possesses a broad understanding of marketing strategy and how the right findings can help drive a client's bottom line.

Susan's background in project management and client engagement began in the advertising industry. Prior to Kelton, she served as an account executive in brand marketing at The Cimarron Group, facilitating the process of creative teams in research, strategy and managing creative deliverables. Susan received a Bachelor's degree in Journalism with a minor in Business from the University of Oregon, then earned a Master's degree in Integrated Marketing Communications with a concentration in Media Management from Northwestern University.



**Kathleen Marker**  
Associate Director, Qualitative Research

Kathleen focuses on capturing consumer insights to inform future business decisions. She relishes opportunities to speak with people about a wide range of topics and industries. Kathleen is always trying to better understand larger societal themes and patterns based on how people express their thoughts and feelings.

Prior to joining Kelton, Kathleen managed the Center for Ethnographic Research at the University of California, Berkeley where she worked on a number of different qualitative assignments. She led research projects on health-related ethnographic studies.

Kathleen earned a Doctorate of Philosophy in sociology from the UCSD. Her doctoral work focused on economic sociology. She has taught qualitative research methods and design courses to undergraduates at the University of California's Berkeley and San Diego campuses in the Departments of Sociology, International and Area Studies, and Humanities.

EXAMPLE OF  
POTENTIAL PROJECT  
TEAM

## A team with unique experience.



**Martin Eichholz**  
Partner

Martin is an expert in branding and positioning, new product development/innovation, audience segmentation, and discrete choice/pricing studies. A great storyteller and strategic thinker, Martin is devoted to providing superior customer service, applying innovative methodologies, and mentoring Kelton's growing team of quantitative researchers. Martin has worked with countless brands across various industries and is proud to have significantly grown many of Kelton's key accounts.

Prior to Kelton, Martin served as Vice President of Research at Frank Magid & Associates. He earned his Bachelor's degree in Media Studies at the University of Mainz in Germany, and later received Master's degrees in Public Relations from Syracuse University and in Mass Communication/Media Studies from the University of Mainz in Germany. He also earned a Doctorate in Mass Communication from Syracuse University.



**Jaime McMahon**  
Field Director

As Field Director, Jaime ensures that Kelton's qualitative fieldwork draws from articulate, insightful respondents who fit the precise profiles our clients seek. Jaime manages Kelton's relationships with qualitative research vendors and oversees qualitative recruitment, from writing and fine-tuning screeners to selecting qualified respondents who will provide diverse and interesting perspectives.

Before coming to Kelton, Jaime honed her eye for detail in the financial services industry, spending 12 years focusing on operational risk and compliance at the Capital Group Companies. Prior to that, she received a B.A. in International Relations and Government at Claremont McKenna College.

When she's not writing a screener or working with a qualitative vendor, Jaime spends her time with her husband and two young daughters. She loves to cook, bake, and eat, and prefers to do all three with an interesting cocktail in hand.

# Terminations, Litigation and Debarment.

- During the last five (5) years, has the Bidder had a contract for services terminated for any reason? If so, provide full details related to the termination.
  - NO
- During the last five (5) years, describe any order, judgment or decree of any Federal or State authority barring, suspending, or otherwise limiting the right of the Bidder to engage in any business, practice, or activity.
  - NO
- During the last five (5) years, list and summarize pending or threatened litigation, administrative or regulatory proceedings, or similar matters that could affect the ability of the Bidder to perform the required services. The Bidder must also state whether it or any owners, officers, or primary partners have ever been convicted of a felony. Failure to disclose these matters may result in rejection of the bid proposal or in termination of any subsequent contract. This is a continuing disclosure requirement. Any such matter commencing after submission of a bid proposal, and with respect to the successful Bidder after the execution of a contract, must be disclosed in a timely manner in a written statement to the Board.
  - NO
- During the last five (5) years, have any irregularities been discovered in any of the accounts maintained by the Bidder on behalf of others? If so, describe the circumstances of irregularities
  - NO

## V. STATEMENT OF SCOPE

# Thank you.

Thanks for considering Kelton for this opportunity. We have great experience in the education sector and look to leverage our existing knowledge of student, parent, and stakeholder needs, wants and desires. Additionally, we have a wealth of experience in understanding the effects and influence community perceptions can have on an institution, the key drivers behind those perceptions, and unique strategies to increase community perceptions overall.

Over the years, we've earned a reputation for strategic thinking and creative approaches. We pride ourselves on the ability to go beyond reporting the facts – peeling apart the information, providing not only the data but also strategic recommendations on a path forward. We're excited to bring that context and experience to this effort, and are prepared to meet (and exceed) expectations with our highly qualified and enthusiastic team.

We understand the Board of Regents is looking for near-term and far-term strategic recommendations on the ideal programs and certificates to be offered at the new RRC in Des Moines as well as the optimal location for the campus in general. In our experience, the next important piece to ensure RRC success is a strategic communication strategy that is directed to keep community perceptions and awareness high.

In the following pages, you'll find our thinking on how best to tackle this opportunity. Our approach is never off-the-shelf, and we are collaborators; so please view this as a starting point that we'd like to build to completion with you. We look forward to hearing your thoughts!

## VI. METHODOLOGY

# Grounding ourselves in best-in-class examples.

## Project Kick-Off

Because time is of the essence, Kelton will conduct an hour-long kick-off call with the core team to accomplish the following:

- Align on project goals and objectives
- Review research methodology
- Brainstorm initial hypotheses to inform the discussion guide development
- Collaboratively shape screener criteria
- Finalize markets to focus on in the Comparable Market Scan
- Finalize timeline, highlighting key delivery dates

## Comparable Market Scan

As stimulus to inform the optimal location for the new RRC in Des Moines, we will ground ourselves in best-in-class examples from similar markets – being closely comparable in population, density, and higher education penetration. Additionally, due to Des Moines being a state capital, we also recommend that the comparison markets be State capitals since that often has a major impact on a town's makeup and psychographics. Upon first blush, we propose looking at Boise, Topeka, and Lincoln; however, we will finalize the markets with the team at the project kick-off.

We will aim to build best-in-class examples of ideal locations for this type of center. Below are some key points we aim to understand:

- Location dynamics (i.e., near an airport, freeway, downtown area, main street, remote, etc.)
- Driving distance for current students
- Traffic dynamics
- Type and size of institutions present (i.e., full-time degree, part-time degree, extended education, etc.)
- Surrounding amenities (i.e., hotels, restaurants, child care, libraries, etc.)
- Enrollment and courses/degrees/certificates offered

# Overall Methodology

## Stakeholder Interviews

+

## Focus Groups

Up to 25 interviews with the following (recruited off client lists):

- High school career advisors
- University of Iowa, Iowa State University, and University of Northern Iowa admissions personnel
- Business and non-profit HR directors and CEOs
- City managers and HR directors
- State agency HR directors
- Chamber of commerce CEOs and other business association leaders
- Des Moines-area state legislators
- Selected state agency directors
- Representatives from Des Moines University, Drake University, Grand View University, Des Moines Area Community College
- Provosts and associate provosts
- Deans and associate deans

5 group; 6 participants per group

- Prospective students
  - 2 groups
  - Recruit 8 to seat 6 per group
  - Ages 17-30
  - Interested in attending one of the Iowa's 3 public universities
- Current students
  - 2 groups
  - Recruit 8 to seat 6 per group
  - Currently attend one of the Iowa's 3 public universities
- Parents of prospective and current students
  - 1 group
  - Recruit 8 to seat 6 per group
  - Has a child either currently enrolled or interested in attending one of the Iowa's 3 public universities in the next 2 years

## UNDERSTAND

# Stakeholder Interviews

Kelton will conduct a series of in-depth interviews with up to 25 stakeholders\* on the provided list.

Since the stakeholders are unique in roles and their relationship with RRC, each interview will be custom-designed to match the needs of the project, but staying consistent enough to draw similarities.

The interviews will be either on the phone or in-person, depending on scheduling.

### POTENTIAL DISCUSSION GUIDE:

We develop discussion guides hand-in-hand with our clients, but believe it's helpful at this stage to also share a few preliminary ideas. Here are the types of questions we could ask:

- What does higher education mean to you? How important is it to have? What classes and lessons do you think are most important in the higher education experience?
- Tell us about your role. How do you see what you do influencing the education of others? How do higher education options in the area affect your job?
- In your opinion, how should a new Regents Resource Center (RRC) serve the Des Moines metro area? How would it enhance educational opportunities and collaboration in the area? What would be the ideal location and why?
- What are the current barriers in higher education (for full-time degree, part-time degree, certificate, continuing education, etc.) in your area? What impact is this having?
- In your opinion, what are today's and future students' expectations and desires for the higher education experience? What is the role of online classes vs. in-person classes?
- What would you like to see as potential programs, degrees, and resources at the new RRC? Why? How would that benefit you, potential students, and the greater community?

## UNDERSTAND

# Focus Groups

In tandem with the Stakeholder Interviews, we will conduct a series of 2-hour focus groups with current students, prospective students and parents of current or prospective students (details on page 30). The focus groups will be designed to extract information on the current and future state of higher education programs to inform the development of the new RRC offering.

### POTENTIAL SESSION FLOW:

We will finalize the session plans with our clients, but again believe it's helpful at this stage to also share a few preliminary ideas. Given the difference among groups, we will customize each session to be relevant to the audience. Here are the types of general questions and exercises we envision:

- **LIFESTYLE OVERVIEW** - We take a humanistic approach – aiming to understand our participants on a deeper level. We'll ask them to describe themselves and their lifestyles, values, and goals. We'll also explore their experiences with and perspectives on the role of higher education in their lives, families, and communities.
- **DREAM IT**- We will ask participants to create their ideal degree programs and locations. We'll explore what an ideal curriculum would look like, what they deem new and innovative programs/classes, and the factors that would make a location appealing.
- **THE DEAL BREAKERS** - We will host an open conversation on barriers to RRC participation. Our moderator will explore what components are essential to have, what features would make use easier/more difficult and how various offerings would impact students and the community.





## TIMING

# Timeline

Below is a proposed timeline. We look forward to collaborating on a final timeline based on discussion with your team.

WEEK OF

TASK	11/9	11/16	11/23	11/30	12/7	12/14	12/21	12/28	1/4	1/11	1/18	1/25	2/1	2/8	2/15	2/22
Kickoff Call	█						█									
Comparable Market Scan	█	█	█	█			█									
Focus Group Screener Finalized				█			█									
Stakeholder and Focus Group Recruitment					█	█	█	█								
Stakeholder Interviews							█	█	█	█						
Focus Groups							█	█								
Analysis							█	█	█	█						
First Draft of Report							█						█			
Final Insights-To-Action Report							█							█	█	█

## VII. REFERENCES

## REFERENCES



UCLA

Kate Halkett

Senior Director of Marketing

(310) 825-8980 | [khalkett@support.ucla.edu](mailto:khalkett@support.ucla.edu)



UT Southwestern

Nimisha Savani

Former VP Marketing Communications and Public Affairs

(214) 210-4022 | [Nimisha.Savani@gmail.com](mailto:Nimisha.Savani@gmail.com)



GEORGETOWN UNIVERSITY

Georgetown

Bill O'Leary

Former Chief Marketing Officer & Associate Vice President

Please let us know if you need to speak with him

## VIII. SAMPLE DOCUMENTS



## IX. COST OF SERVICES

## TIMING, COST + DELIVERABLES

Kelton believes in flat-fee pricing to eliminate surprises.

All pricing includes discussion guide development, screener development, recruiting, incentives, administration and staffing of fieldwork, analysis and deliverables.

All travel and other out-of-pocket expenses are billed back at cost.

Phase	Activity	Rates, Hours, Other Costs	Total Cost
<b>ALIGN</b>	Kick Off Call Comparable Market Scan	Partner: \$635 x 5 hours Director: \$365 x 20 hours Analyst: \$165 x 80 hours Secondary Data Access: \$4,000	\$27,675
<b>UNDERSTAND</b>	Up to 25 Stakeholder Interviews* 5 Focus Groups	Partner: \$635 x 5 hours Director: \$365 x 120 hours Analyst: \$165 x 90 hours Focus Group Recruiting & Incentives: \$22,000 Facility Rental, Video Recording, Food: \$7,000	\$90,825
<b>ACTIVATE</b>	Full Insights-to-Action Report	Partner: \$635 x 5 hours Director: \$365 x 20 hours Analyst: \$165 x 20 hours	\$13,775
<b>GRAND TOTAL COST</b>			<b>\$132,275</b>

\*It is assumed Regents will provide a list of contact information for the stakeholders and that we are not incentivizing for involvement.

THANK YOU

## **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

Martin Eichholz, Partner

Type or Print Name, Title

10-8-15

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