



October 7, 2015

Dear Dr. Robert Donley,

Corona Insights is pleased to present this proposal to engage with the Iowa Board of Regents to obtain feedback from various stakeholders on the programming and location of a Regents Resource Center (RRC). On the following pages, you will find information about Corona Insights, including our capabilities and qualifications as well as our plan to gather feedback from various stakeholders.

Corona Insights has worked with many institutes of higher education throughout the country to help plan for their future. We have extensive experience in the proposed methodologies (i.e., surveys, interviews, and secondary data analysis). We pride ourselves on providing high quality customer service, and we are confident that we will exceed your expectations for this project.

In this document, we propose a work scope based on the RFP and our experience working on similar projects. We view this proposal as a starting point and look forward to working with you to ensure our work will provide the needed answers, in a timely fashion, and within budget.

I will serve as the primary contact for the project and would work closely with you and our internal team. We thank you for the opportunity to submit this proposal. If there is anything that we can do to provide additional information or better tailor the proposal to your needs, please don't hesitate to contact me at 303-894-8246 or at Kevin@CoronaInsights.com.

Sincerely,

Kevin Raines
Principal & CEO

Corona Insights
1580 Lincoln Street, Suite 600
Denver, CO 80203

Corona Insights is a Subchapter S corporation that is not owned or controlled by a parent corporation. Corona Insights is a small business as defined in Iowa Code (2015) section 15.102, although we are not located in Iowa.



CORONA
INSIGHTS
Bright thinking. Brilliant guidance.

HIGHER EDUCATION NEEDS ASSESSMENT FOR THE DES MOINES METRO AREA

Board of Regents, State of Iowa

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HIGHER EDUCATION NEEDS ASSESSMENT FOR THE DES MOINES METRO AREA

BOARD OF REGENTS, STATE OF IOWA

EXECUTIVE SUMMARY

Corona Insights understands the objective of this research is to provide the Board of Regents, State of Iowa with insights and guidance for a Regents Resource Center (RRC) based in Des Moines. Specific project goals include 1) assessing the current and future demand for degree programs and certificates in Des Moines and 2) identifying the ideal location in Des Moines from which to offer those degree programs and certificates.

Because demand for degree programs and certificates can be influenced by multiple factors, we recognize the need to solicit feedback from various stakeholders. We suggest several different methodologies that allow us to maximize the information we can gather efficiently from various groups. First, we propose using specialized census data to examine what industries are growing in Iowa, what specific occupations are growing, and what the population projections for Des Moines are. These data will help us to evaluate which degree programs and certificates match the growing occupations and industries and to assess the location of the RRC in Des Moines. Second, we will investigate comparable markets in the area to see what degree programs and certificates are being offered currently at schools in Iowa.

Third, we propose using a combination of online and phone interviews, depending on the contact information available, to solicit feedback from employers, policy makers, high school counselors, and other higher education institutes. Finally, we propose using online surveys and questionnaires to solicit feedback from parents and students. Combining these various data sources, we will be able to identify those degree programs and certificates that best match the demand and to evaluate the location of an RRC.

Given not only our experience with the proposed methodologies but also with research on higher education, we feel that we have the skills to make this a very successful project. Some of the members of our staff spent several years in higher education themselves and are aware of the major trends in higher education. Additionally, we have worked with several colleges and universities, conducting similar research. We have listed a few of these below, but more are listed in the qualifications section of this proposal.

Client: Bethel College

Year: 2013

State: Minnesota

Relevance: Higher Education, Market Analysis, Demographic Research

Bethel College retained Corona Insights to conduct research on the state of college graduates in the Twin Cities area, with the goal of identifying occupations where significant growth was occurring in the employment of college graduates, and to identify areas where college graduates were encroaching on areas traditionally held by non-graduates. We also conducted research to identify the value of a degree in

different occupations and conducted a study on the long-term professions of people with religion-based degrees.

Contact: Scott Jeffe

Client: Iliff School of Theology

Years: 2007 – 2014

State: Colorado

Relevance: Higher Education, Market Analysis, Marketing Strategy

Corona initially worked with Iliff School of Theology to prepare a Strategic Enrollment Marketing Plan that focused on analyzing the current and future needs of student markets. Corona completed a market analysis based on research to determine the current and future markets' needs for the school's programs and suggest new programs; conduct market research to inform enrollment marketing strategies in the short- and long-term; analyze existing data including revenue streams and enrollment data. Corona recognized that the school was at a critical stage in its history and needed to engage in a robust planning process that built campus-wide commitment to a vision for the future.

In ensuing years, Corona conducted follow-up research on an as-needed basis to guide and redirect the program, including prospective student research.

Contact: Greta Gloven

AN INTRODUCTION

Hello.

My name is Kevin Raines, and I would be your project manager if you elect to work with Corona Insights. I'm the founder of the firm and one of five principals at Corona.

At this stage of the process, my job is to convince you that we're a good fit, and I believe we are. At Corona Insights, none of our projects are exactly the same because we tailor each one to the needs of the client. Since you're looking for something relatively unique and unusual, we believe a tailor made approach would work best. And that is where our strength will shine.

We're a small research firm that clients call on for unusual needs, or for needs where they want innovative and unique solutions. Our niche is really more methodological than sector-based – the ability to apply a diverse array of problem-solving techniques and cross-pollination of thought to a variety of clients. We work primarily in areas of public benefit – higher education, health care, nonprofits, and outdoor recreation to name a few – and we think about every project. We have no “cookbooks” and no project templates. Every client gets our full attention and creativity.

So who are we? I'll offer a few summary points, and we would be glad to meet in person or on skype to elaborate.

We're a firm of thinkers. There are ten of us, headquartered in Denver. We are experienced in what we do, and we are a tight team, with a median of eight years of experience at our firm. Seven of us hold master's degrees, two with Ph.D's, in a wide variety of fields.



We're Midwesterners by origin. While we're located in Denver, we know our Midwestern schools. We have degrees from large flagship schools like Iowa State, Purdue, and the University of Missouri-Columbia. We have degrees from small campuses like the Missouri University of Science and Technology, the University of Wisconsin-La Crosse, and Emporia State. We have degrees from private universities such as Washington University in St. Louis and Macalester College. We understand the culture and the logistics of universities in the Midwest because that's where our roots and much of our own education lies.

We're small and intense. We're not going to wow you with a huge client list because we don't have a huge client list. That's by choice, and it's how we operate. We work with a wide variety of clients each year, which usually includes two or three or four higher education institutions, each facing a different and unique problem. We have no assembly line of canned studies.

We're a research firm with strong data mining capability. We're not a marketing firm because that's not our skill set. Our skill set is in understanding how markets operate and how people think and make decisions. We do that via primary research, secondary research, and understanding how economies and communities work. Whether we're mining demographic data to understand the value of a college degree in South Dakota, or understanding trends in the careers of college-educated people in Minnesota, or figuring out who's going to be the most successful law school student in Colorado, we use our skills to understand the bridge between university education and the work force.

We solve unique problems, often by creating our own data. If you look at many firms, you'll see a strong pattern in what they do. It's their expertise, and it's what they do on a daily basis. Like any specialty, they become strong in that niche and weaker in other niches. Our niche is unusual – we take on highly custom projects where outcomes are very important. In those types of situations, we often create our own data via surveys, interviews, observational research, or other means. Whether it's doing the research groundwork for a major university name change in Georgia, or understanding perceptions of college in Wyoming, or figuring out how alumni engage with their schools in Missouri, or figuring out how to recruit more women into STEM programs in Colorado, we are skilled at developing an understanding of the world and figuring out what that means for our clients. On behalf of colleges and universities, we have conducted primary research with constituencies ranging from the general public to state legislators to alumni to major donors to referring career counselors to prospective students to professional associations. We're very skilled at outreach with a variety of target audiences.

Are we a good fit for you? We think so, based on your needs and our skills. We present you the following proposal because we would be interested in speaking with you to further investigate that fit.

COMPANY BACKGROUND

Our founder named the company Corona because the word means “a halo of light.” It's the knowledge that surrounds and illuminates an issue; exactly what we provide.

Corona Insights serves as a resource for our customers needing to make decisions on a wide variety of topics. We help our customers uncover the right answers to the questions most important to them. Then we guide them to use those answers to inform their decisions and plans. The firm's mission is to:

*Provide accurate and unbiased information and counsel
to decision makers.*



Corona accomplishes this mission by taking the time to understand our customers’ goals, developing a plan, and then executing and delivering actionable insights. At the core of this process is Corona’s professional team of consultants and support staff.

When you hire Corona, you hire smart and passionate people – we love what we do, stay abreast of trends in our fields, and fully engage with our customers. In essence, we’re in the business of helping our customers make smart decisions. Sounds simple, doesn’t it? The reality is that each customer’s needs are unique, so the Corona team takes our own knowledge and experience, combines them with proven approaches, and creates a custom engagement for each one.

Our areas of expertise create the perfect blend of research and consulting. Sometimes you need analytics to understand the data you have, or you might require new market research in order to answer your question. Perhaps you have all the data but struggle with creating a strategy for your future direction. No matter where you’re starting from, we can help you move forward.

CORONA’S SERVICES

Corona works with a variety of organizations, both large and small, and provides a variety of services to address their needs.

Market Research	Data Analysis	Strategic Consulting
<ul style="list-style-type: none"> > Scientific surveys (all modes) > Focus groups (in-person and online) > Multi-lingual research > In-depth interviews > On-site data collection > Observational research > Demographic research > Campaign evaluation > Usability testing 	<ul style="list-style-type: none"> > Program and process evaluation > Database analysis > Secondary data analysis > Decision analysis > Statistical analysis and modeling > Demographic and geodemographic modeling > GIS > Utilizing Census data > Feasibility studies > Social and fiscal impact studies > Economic impact studies 	<ul style="list-style-type: none"> > Business and marketing planning > Program evaluation > Data inventories and frameworks > Strategic planning > Strategy development > Business model design for nonprofits

FIRM QUALITY AND REPUTATION

While we started small more than a decade ago, we certainly didn't stay that way. Although the volume of projects speaks to the demand for our work, the fact that two-thirds of our work is for repeat and referred customers says even more. We're proud to receive praise from our customers and accolades for the work that we do.

We offer several indicators of our firm's quality and reputation below.

Awards. Listed below are several awards Corona has received in the past few years.

- ➔ 2014 Colorado AMA (American Marketing Association) Gold Peak Award for market research work to inform ACVIM's (American College of Veterinary Internal Medicine) member engagement and outreach.
- ➔ 2013 Colorado AMA Gold Peak Award for market research work to inform Donor Alliance's marketing strategy.
- ➔ 2011 Colorado AMA Gold Peak Award for market research work to inform the University of Denver Sturm College of Law's strategic plan.
- ➔ 2011 Colorado Ethics in Business Alliance's (CEBA) Ethics in Business Award finalist.

Staff Quality and Experience. Our breadth of experience working with a diverse set of organizations has helped our customers see much more than they could on their own. We're able to do this because we only hire the best. We're lifelong learners who bring our best thinking to market research, data analysis, and strategic consulting. Our entire team not only loves the work we do, but is dedicated to providing remarkable service, high quality work, and great value for our customers.

- ➔ In 2014, surveys of Corona's customers showed that 94% would "definitely" recommend Corona Insights, with customer service being the top reason for recommending.
- ➔ The vast majority of our staff hold advanced degrees, including two PhD's.
- ➔ Our staff brings a breadth of experience to our work. Among our staff, we hold master's degrees in business, marketing, public affairs (demographics), psychology, and natural resources, and PhD's in cognitive and social psychology. We can add to those credentials bachelor's degrees in aerospace engineering, industrial engineering, marketing, psychology, environmental studies, and other degrees. The Corona staff has a very rigorous and well-rounded education.
- ➔ We employ an exacting testing process that candidates must pass to even get an interview. For quantitative associates, for example, we screen applicants and only invite a selected few to the test. Among those applicants, the vast majority do not score sufficiently high enough to move on to an interview, which ensures that Corona hires only the top performers in each of our fields of emphasis.

Professional Involvement and Affiliations. Corona is active in our profession and our community, with involvement that includes:

- ➔ American Association for Public Opinion Research
- ➔ American Evaluation Association

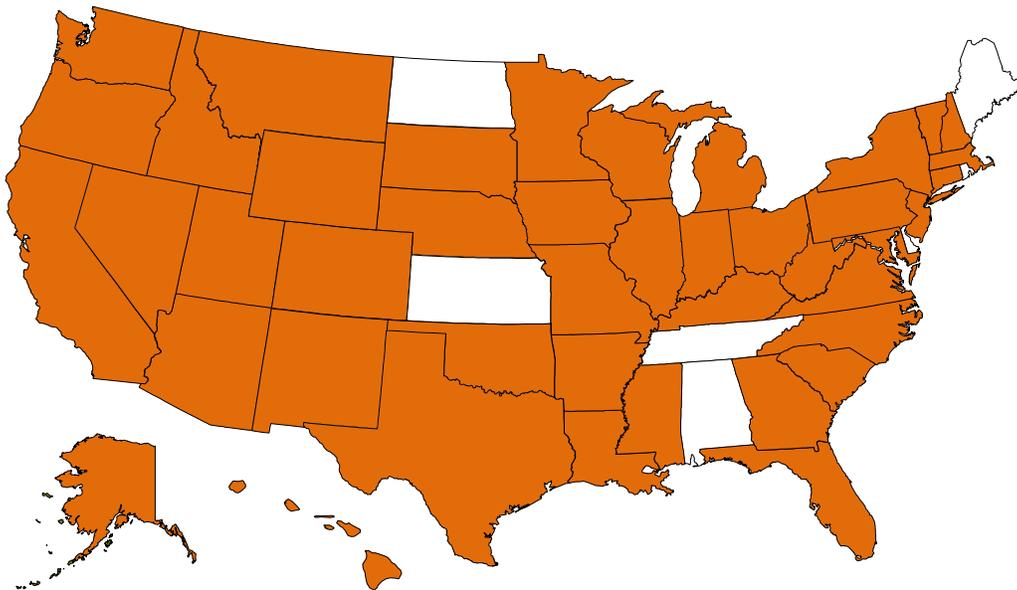


- Colorado Nonprofit Association
- Colorado Municipal League, Associate Member
- Marketing Research Association

Community Involvement. While our work itself often benefits our communities, through the many nonprofits and government organizations with whom we regularly work, our staff have also contributed their time and efforts to support many community boards and committees, including the Colorado Department of Public Health & Environment’s Child Fatality Review, the Denver Business Series, Social Venture Partners, College Summit, and the Rocky Mountain Research and Prevention Institute, to name a few.

OUR FIRM’S GEOGRAPHIC RANGE

Corona has conducted over 1,000 research or consulting engagements in nearly every state across the U.S., plus the District of Columbia. We also frequently conduct nationwide studies. The map below depicts states in which Corona has conducted research and/or engaged in consulting.



QUALIFICATIONS AND EXPERIENCE

The following examples of our work highlight Corona's expertise with research of key populations of stakeholders and experience in the higher education realm. Corona can provide additional examples of relevant experience and references upon request.

ALUMNI ENGAGEMENT RESEARCH

Client: University of Missouri – Kansas City School of Medicine

Year: 2011

State: Missouri

Relevance: Higher Education, Surveys, Marketing Strategy

The University of Missouri – Kansas City School of Medicine hired Corona Insights in mid-2011 to conduct research aimed at better understanding how alumni feel about their own engagement with the School, their awareness and interest in alumni events, their preferred sources of information, and their overall perceptions of the School. This information was gained through an online survey of alumni, followed by one focus group in St. Louis and two focus groups in Kansas City to dive deeper into the findings of the survey. Corona recommended that the school prioritize increasing involvement in student education via quarterly emailed newsletters.

SCHOLARSHIP PROGRAM EVALUATION

Client: The Denver Foundation

Year: 2014

State: Colorado

Relevance: Higher Education, Marketing Strategy

For the Reisher Family Foundation and the Denver Foundation, Corona Insights conducted a program review of the Reisher Scholars Program, which is one of the largest privately funded college scholarship programs in Colorado. Corona conducted in-depth qualitative research with several constituency groups to assess areas of strength and areas for improvement for this program, which provides scholarships for hundreds of students. Corona visited five Colorado campuses to interview each school's Chancellor, financial aid director, program coordinator, and student program assistants. At each university, Corona facilitated focus groups with current scholarships. Simultaneously, we conducted 20 phone interviews with alums of the scholarship. Our research included gathering input from donors, leadership, operating committees, and staff. The final report included 13 recommendations encompassing branding advice, marketing strategy, staffing, philosophy alignment, expansion options, programmatic adjustments, and budget allocation.

STRATEGIC ENROLLMENT MARKETING PLAN

Client: Iliff School of Theology

Years: 2007 – 2014

State: Colorado

Relevance: Higher Education, Market Analysis, Marketing Strategy



Corona initially worked with Iliff School of Theology to prepare a Strategic Enrollment Marketing Plan that focused on analyzing the current and future needs of student markets. Corona completed a market analysis based on research to determine the current and future markets' needs for the school's programs and suggest new programs; conduct market research to inform enrollment marketing strategies in the short- and long-term; analyze existing data including revenue streams and enrollment data. Corona recognized that the school was at a critical stage in its history and needed to engage in a robust planning process that built campus-wide commitment to a vision for the future.

In ensuing years, Corona conducted follow-up research on an as-needed basis to guide and redirect the program, including prospective student research.

ADMISSIONS DECISION SUPPORT AND STRATEGIC PLAN

Client: Sturm College of Law

Years: 2006 – 2015

State: Colorado

Relevance: Higher Education, Market Analysis, Financial Aid Strategy, Optimization Research

Corona was initially brought on board to help optimize the use of resources to achieve a higher placement in law school rankings. However, our role quickly morphed into identifying and evaluating strategies to increase bar passage rates at the school. This then evolved over the years into supporting the school with admissions and financial aid strategies.

In 2010, Corona's work expanded in a different direction, when we were asked to develop a strategic plan for the law school. In this work, we conducted a comprehensive analysis of trends and patterns in law education, and developed recommendations that were faculty-approved and served as the core of the school's strategic plan.

Today, Corona runs an ongoing database of students and prospects for the school that we use to "data mine" and conduct analyses on demand.

DEGREED WORKER GROWTH AREAS

Client: Bethel College

Year: 2013

State: Minnesota

Relevance: Higher Education, Market Analysis, Demographic Research

Bethel College retained Corona Insights to conduct research on the state of college graduates in the Twin Cities area, with the goal of identifying occupations where significant growth was occurring in the employment of college graduates, and to identify areas where college graduates were encroaching on areas traditionally held by non-graduates. We also conducted research to identify the value of a degree in different occupations and conducted a study on the long-term professions of people with religion-based degrees.

BRAND RESEARCH STUDY

Client: University of Wyoming

Years: 2009 - 2010



State: Wyoming

Relevance: Higher Education, Marketing Strategy, Surveys

Corona conducted a brand research study for the University of Wyoming to uncover brand perceptions from their key audiences - the general public, parents, prospective students, current students, alumni/donors, and state legislators. Corona developed a core set of brand questions to ask all audiences in order to compare and contrast the different groups' perceptions, as well as questions specific to each individual audience and their unique relationship with the University. Results showed the overall attributes of the brand as well as differences between audiences. Surveys were conducted via email and telephone with 3,600+ responses collected for analysis.

VALUE OF A DEGREE

Client: South Dakota College Consortium

Year: 2009

State: South Dakota

Relevance: Higher Education, Market Analysis, Demographic Research

A consortium of schools retained Corona Insights to conduct a demographic analysis of industries in the Sioux Falls area, to identify areas where a four-year degree provided significant earnings advantages over a two-year degree or no degree. Corona also examined migration patterns for graduate degree holders to assess if the region was importing highly educated workers in particular areas.

BRAND AWARENESS AND PERCEPTION STUDY

Client: York Technical College

Year: 2008

State: South Carolina

Relevance: Higher Education, Market Analysis, Surveys

Corona was retained by York Technical College to conduct a variety of research aimed at better understanding market issues and perceptions among the College's key constituents. As part of this process, Corona conducted surveys with current York students, students who applied to York but chose not to attend, high school students, parents of high school students, and high school counselors. The information gained from these five surveys was synthesized to better understand perceptions of the College among the various audiences and to identify steps that could be taken by the College to improve its image and increase enrollment in the future. Overall, research analysis and reporting was based on 2,700+ survey responses across the five segments.

ENROLLMENT MARKET POTENTIAL STUDY

Client: The Women's College of the University of Denver

Year: 2007-2008

State: Colorado

Relevance: Higher Education, Market Analysis, Marketing Strategy

The Women's College of the University of Denver retained Corona to gather information about what had been responsible for recent changes in their enrollment. Corona used a variety of tools to answer the following questions about the current programs as well as the proposed new programs: 1) Who are the

potential students? 2) Where are they? and 3) How do they reach them? The final analysis provided details about the market potential and a report was created and presented to the client to assist with the future decisions to increase attendee enrollment. Research included analysis of existing data, focus groups with current students, competitor analysis, a campus perception assessment, analysis to understand macro-level forces, and market analysis.

COLLEGE BRAND PERCEPTIONS

Client: Medical College of Georgia

Year: 2006

State: Georgia

Relevance: Higher Education, Marketing Strategy, Surveys

Corona Insights conducted an extensive research project to determine the perceptions of the Medical College of Georgia according to various target audiences, including internal stakeholders, prospective students, career counselors, state legislators, alumni, donors, the public, and members of health professions associations. Research was completed via surveys, interviews, and other research modes.

TARGET AUDIENCE MARKET RESEARCH

Client: Coastal Bend College

Year: 2004

State: Texas

Relevance: Higher Education, Marketing Strategy, Surveys

Corona conducted resident, parent, and potential future student market surveys for Coastal Bend College, which is located in Texas. The study consisted of a series of interconnected random telephone surveys within the College's core geographic market area. The surveys targeted four specific audiences: teenagers who were considering attending college; parents of teenagers who were considering attending college; community members who had attended college; and community members who had never attended college. In total, 1,095 survey responses served as the basis for analysis and reporting.

PROJECT TEAM

Kevin Raines is the founding principal at Corona Insights. If you need less stress in your life, you'll like working with Kevin. He'll make things easy for you. Whether you're facing down a problem or identifying a new strategic opportunity, he'll help you figure out what decisions you need to make, and how to get you the information you need to make those decisions. And then he'll take care of it. Ethically, accurately, and without drama (but maybe with a dash of dry humor).

The engagements that Kevin enjoys most are large, multi-faceted projects that have profound organizational impacts, and complex projects that require "measuring the unmeasurable". In those situations he's at his best in his research and advisory role, helping first to develop information and then to interpret it and help you figure out where to go from there.

Kevin has long been interested in higher education markets, and has led research projects in the area ranging from prospective student research with Coastal Bend College in Beeville, Texas, in 2003 all the way to his current work examining enrollment patterns at the University of Denver and local stakeholder perceptions of the University of Missouri.

Kevin holds a master's degree in public affairs (emphasis in demographics) from the University of Texas at Austin, and a bachelor's degree in aerospace engineering from the University of Missouri-Rolla (now the Missouri University of Science and Technology).

Kevin's Role: Kevin will serve as the project manager and primary contact.

Kate Darwent, PhD, is a Senior Associate at Corona. She has spent the past 11 years using research to understand human thought and behavior. One of her biggest passions in her work is showing people the power and utility of quality research. She enjoys combing through data to discover key findings and moreover, enjoys highlighting those key findings for others. Kate's strengths include creative research design to maximize the utility of the data and data analysis.

Kate has extensive experience with all of the proposed methodologies. She recently completed a project that examined industry growth in several states using Census data. She also has worked on projects at Corona that involved surveying college students and that the growth and planning of a higher education institution.

Kate earned BAs in Psychology and French at Washington University in St. Louis. She then completed an MA and PhD in Social Psychology at Ohio State University, with a minor in Quantitative Psychology. She has presented her research at several national conferences and is a member of the Association for Psychological Science and the American Association for Public Opinion Research.

Kate's Role: Kate will serve as the primary analyst

Kevin Raines, CEO & *Principal*

Contact Corona Insights, 1580 Lincoln St. Suite 600, Denver, CO 80203
(720)838-3705 mobile
Kevin@CoronaInsights.com

Education Master of Public Affairs (*Robert S. Strauss Scholar*), Emphasis in Demographics, 1993
University of Texas at Austin

Bachelor of Science (*magna cum laude*), Aerospace Engineering, 1986
University of Missouri-Rolla

Work History

- ➔ **Founder & Principal** of Corona Insights, 1999-present
- ➔ **Adjunct Faculty**, University of Denver, teach courses on research methods for PR and marketing, 2005-present as requested
- ➔ **Associate to Senior Consultant, BBC Research & Consulting, 1993-1999**
- ➔ **Associate Engineer to Engineer – Technology, McDonnell Aircraft Company, McDonnell Douglas Corporation, 1986-1991**
- ➔ Highlights include:
 - 19 years of research consulting experience
 - 24 years of analytical experience
 - Managed and/or conducted over 250 quantitative research projects, with budgets ranging from under \$1,000 to \$300,000
 - Experience in primary market research, on-site data collection, data analysis, demographic research and modeling, fiscal and financial analysis, including many governmental research, analysis, and consulting projects

Experience

Market Research
Surveys & Focus Groups

- ➔ *Surveys.* Designed, managed, and analyzed a large number of surveys via telephone, mail, and other modes. Surveys have ranged in geographic scope from targeted neighborhoods to cities, states, and national surveys. Topics have included train noise issues, novel authorship, perceptions of law enforcement, opinions on road conditions, awareness of companies' marketing effort, and myriad other subjects. Target groups have included the general population, drinkers, young unmarried males, teen drivers, union members, rural populations, pet owners, and others. Clients have included governmental agencies, nonprofits, and private sector firms.

- ➔ *Focus Groups.* Designed, conducted, and analyzed focus groups on a variety of subjects, with a niche in conducting focus groups in diverse location as part of field studies. Topics have included technology use, sport utility vehicle ownership issues, testing of marketing messages, and other topics. Focus group participants have included such diverse target markets as Spanish-speaking car buyers, vocational school students, teenagers, readers, senior citizens, owners of particular types of vehicles, commuters, and African American men.

Field Research
Observational Studies

- ➔ *Observational Studies/Ethnographic Research.* Led and conducted observational surveys to gather first-hand data on public behaviors, with responsibilities for project design, data collection, and subsequent analysis.

Data Collection Interviews

- ➔ *Data Collection.* On-site data collection efforts have focused on locating, compiling, and analyzing data that already exist at a client's location but have not been examined or analyzed. Samples include on-site data collection of concessions pricing at Denver



Kevin Raines, CEO & *Principal*

Policy Research Outcomes Evaluation Policy Counsel Needs Assessments

International Airport compared to comparable retail locations, and mapping of bookstore layouts in several states to identify placement and promotion patterns.

- *Interviews.* Conducted on-site interviews on numerous topics and with numerous types of interviewees in order to gather project-relevant data. Examples include housing providers in West Virginia, forestry practitioners in New Mexico, business owners in Montana, Iowa, and Colorado, forest professions in New Mexico, landlords in South Dakota, Realtors in Colorado resorts, and others.
- *Outcomes Evaluation.* Conducted several assignments to examine the impacts of policies and procedures. Examples include enforcement efforts aimed at seat belt use, private sector marketing evaluations, and others.
- *Policy Counsel.* Provided analysis of issues via quantitative and qualitative measures, and provided recommendations for priorities in future actions. Examples include low-income assistance grants in Wyoming, juvenile crime issues in Wyoming, and community needs in Adams County, Colorado.
- *Needs Assessments.* Participated in numerous needs assessments for communities and states. Examples include community needs in Adams County, Colorado, and housing needs assessments in Colorado and numerous states across the U.S.

Analysis and Modeling

Data Analysis Demographic Models Optimization Models

- *Data Analysis.* In addition to analyses of surveys, observational studies, and on-site data, Mr. Raines has completed analyses of numerous types of data, ranging from African American demographics to law school admissions to immigrant populations.
- *Demographic Models.* Developed numerous predictive and descriptive models. Examples include predictive models of housing demand in a rural Colorado county, bar exam passage rates, and tourism estimates related to sporting tournaments.
- *Optimization Models.* Developed analytical models and algorithms for a variety of purposes, including means of combining databases while accounting for typos and spelling errors, selecting optimal combinations of sites for multi-site research projects, and optimizing pairings of participants at networking functions.

Fiscal and Financial Analysis

Impact Studies Feasibility Studies

- *Impact Studies.* Developed models to examine the impact of proposed new developments or policy changes on tax revenues and public expenditures. Topics have included development of a new sporting complex, ski resort expansions, hotel development, casino development, and even the creation of an entirely new county.
- *Feasibility Studies.* Developed financial feasibility estimates and financial models for a number of ventures, including expansion of a health care organization, and development of banks, housing developments, hotels, and even a new technology for stadium scoreboards.

Katherine M. Darwent, *Senior Associate*

Work History

Senior Associate, Corona Insights, Denver, Colorado
2014 to Present

Associate, Corona Insights, Denver, Colorado
2013 to 2014

Graduate Teaching Associate, Ohio State University, Columbus, Ohio
2009 to 2012

Graduate Research Associate, Ohio State University, Columbus, Ohio
2005 to 2012

Research Assistant at Eating Disorder Clinic,
Washington University in St. Louis, St. Louis, Missouri
2003 to 2005

Education

Ph.D., Social Psychology, 2012
Ohio State University

M.A., Social Psychology, 2007
Ohio State University

B.A. (*summa cum laude*), Psychology and French, 2005
Washington University in St. Louis

Certifications

Completed NIH Required Education in the Protection of Human Research Participants, 2014

Examples of Relevant Experience

Survey Research

- Designed, administered, and analyzed several online surveys to college undergraduates about personality, opinions, behavior, and goals.
- Designed, administered, and analyzed several laboratory surveys to college undergraduates about personality, opinions, behavior, and goals.
- Assessed statistical models of health care data to be used for a predictive analysis tool
- Designed and coordinated health behavior surveys
- Designed, analyzed, and presented the results of a public phone survey about arts and culture that included an oversampling of two minority groups. Helped write a cultural plan for the City of Denver based on this research.
- Designed, conducted, analyzed, and presented the results of an intercept survey of arts festival attendees.
- Designed and analyzed a pre and post statewide survey that assessed health insurance knowledge and attitudes.
- Designed and analyzed a pre and post survey that assessed the success of a nonprofit's ad campaign.

Katherine M. Darwent, *Senior Associate*

- Designed and analyzed mail and phone surveys that measured satisfaction and needs of various counties and cities in Colorado.
- Analyzed a statewide survey that measured impaired driving behaviors and knowledge of state laws and campaigns.
- Designed, analyzed, and presented the results of college student surveys that assessed smoking behavior.

Behavioral Research

- Designed, administered, and analyzed a study examining eating behavior
- Helped administer a treatment study for Binge Eating Disorder

Secondary Data Analysis

- Performed several literature searches prior to designing surveys
- Used Census data to describe the demographics of different types of health insurance in Colorado
- Used Census data to describe the demographics of several different U.S. cities.
- Used data about car travel and highways counts to predict the visibility and potential tourism of a new hotel and restaurant
- Used Census data to identify growing industries in Colorado and Arizona.

Recognition and Community Involvement

Awards

- National Institute for Mental Health traineeship: 2006
- Ohio State University, Dean's Fellowship: 2005
- Washington University in St. Louis, Phi Beta Kappa, 2005

Community Involvement

- Member, American Association for Public Opinion Research, 2014 to present
- Member, Association for Psychological Science, 2007 to present

INFORMATION CONCERNING TERMINATIONS, LITIGATION AND DEBARMENT

Below we provide answers to the RFP questions concerning 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. We have had adjustments to work scope for various reasons that occasionally result in elimination of some elements of the work scope, but no termination.
- ➔ 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.
 - > None.
- ➔ 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.
 - > None.
- ➔ 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
 - > None.

STATEMENT OF SCOPE & METHODOLOGIES

The following work scope outlines our recommended approach for this project, including an estimated timeline.

WORK SCOPE

SECONDARY DATA ANALYSIS

Research mode: Secondary data analysis of census data

Approach: To assess the need for different degree and certificate programs, we will examine industry and occupation data for the Des Moines metro area from the Census. By comparing older data to the most recent data available, we can identify which industries and occupations have experienced the greatest growth. Census data also provide a wealth of variables to examine, which may present some interesting analyses, like the average wages of the top growing industries in the metro area.

Additionally, we will also consult population projections for Des Moines in order to assess the location of the RRC.

Deliverables: High level summary of the findings and a phone call to discuss the implications of these results for the degree programs and certificates to be tested in the interviews and surveys.

COMPARABLE MARKET ANALYSIS

Research mode: Environmental scan of comparable markets in the area

Approach: To conduct the environmental scan, we will research what degree programs and certificates are being offered by other educational institutions in the area.

Deliverables: High level summary of the findings and a phone call to discuss the implications of these results for the degree programs and certificates to be tested in the interviews and surveys.

INTERVIEWS

Research mode: 30 minutes interviews (phone or online, depending on the type of contact information available)

Respondents: Employers, policy makers, Des Moines area Higher Education institutions, and high school counselors

Sampling: The Board of Regents, State of Iowa will provide contact information for employers, policy makers, and Des Moines area Higher Education institutions. For the sample of high school counselors, we would solicit sample from the Board of Regents and the University of Iowa, Iowa State University, and the University of Northern Iowa.

<i>Incentives:</i>	None
<i>Total interviews completed:</i>	We have budgeted for 40 completed interviews (10 from each group). Depending on the available contact information, the number of completes for each segment may vary. Additional interviews may be completed if desired for an additional cost.
<i>Topics explored:</i>	The need for and desirability of different degree programs and certificates, the pros and cons of having an RRC in Des Moines, the ways that such a campus might benefit students on other main campuses, the best location for various programs.
<i>Interview length:</i>	30 minutes
<i>Deliverables:</i>	High level summary of the findings and a phone call to discuss the implications of these results for the surveys.

SURVEYS

<i>Research mode:</i>	Online survey (current students) and online qualitative questionnaires (prospective students and parents)
<i>Respondents:</i>	Current students of the University of Iowa, Iowa State University, and the University of Northern Iowa; prospective students and prospective parents
<i>Sampling:</i>	<p>We plan to work with the University of Iowa, Iowa State University, and the University of Northern Iowa to obtain samples of current students. We will strive for a mix of traditional and nontraditional students in this sample.</p> <p>For the prospective students and parents, we will use an online panel that pulls in respondents from across Iowa. Prospective students will be 17-18 years of age, and prospective parents will be those who have a child who is 16-18 years old.</p>
<i>Incentives:</i>	We have included in the budget a raffle for the current students. We have found in our own work that a raffle for a tablet works well with college students.
<i>Total surveys completed:</i>	<p>We will aim to collect 400 responses from current students. This sample size would produce a margin of error of $\pm 5\%$ at a 95% confidence level, meaning we would be 95% confident that the results would be accurate within $\pm 5\%$ of our estimate. Additionally, weighting can affect the margin of error.</p> <p>For prospective students and parents, we will aim to collect 10 to 15 completes from each group. Like the interviews, this will provide qualitative data about the topics of interest</p>
<i>Weighting:</i>	Corona may use information about the universities to weight the current student data accordingly (e.g., by gender and to reflect the relative sizes of each of the schools).
<i>Topics explored:</i>	The need for and desirability of different degree programs and certificates, the pros and cons of having an RRC in Des Moines, the ways that such a campus might benefit students on other main campuses, the best times and location for various programs, location factors that are important to prospective and current students, including but not limited to: proximity to work, home, commercial and retail establishments, and

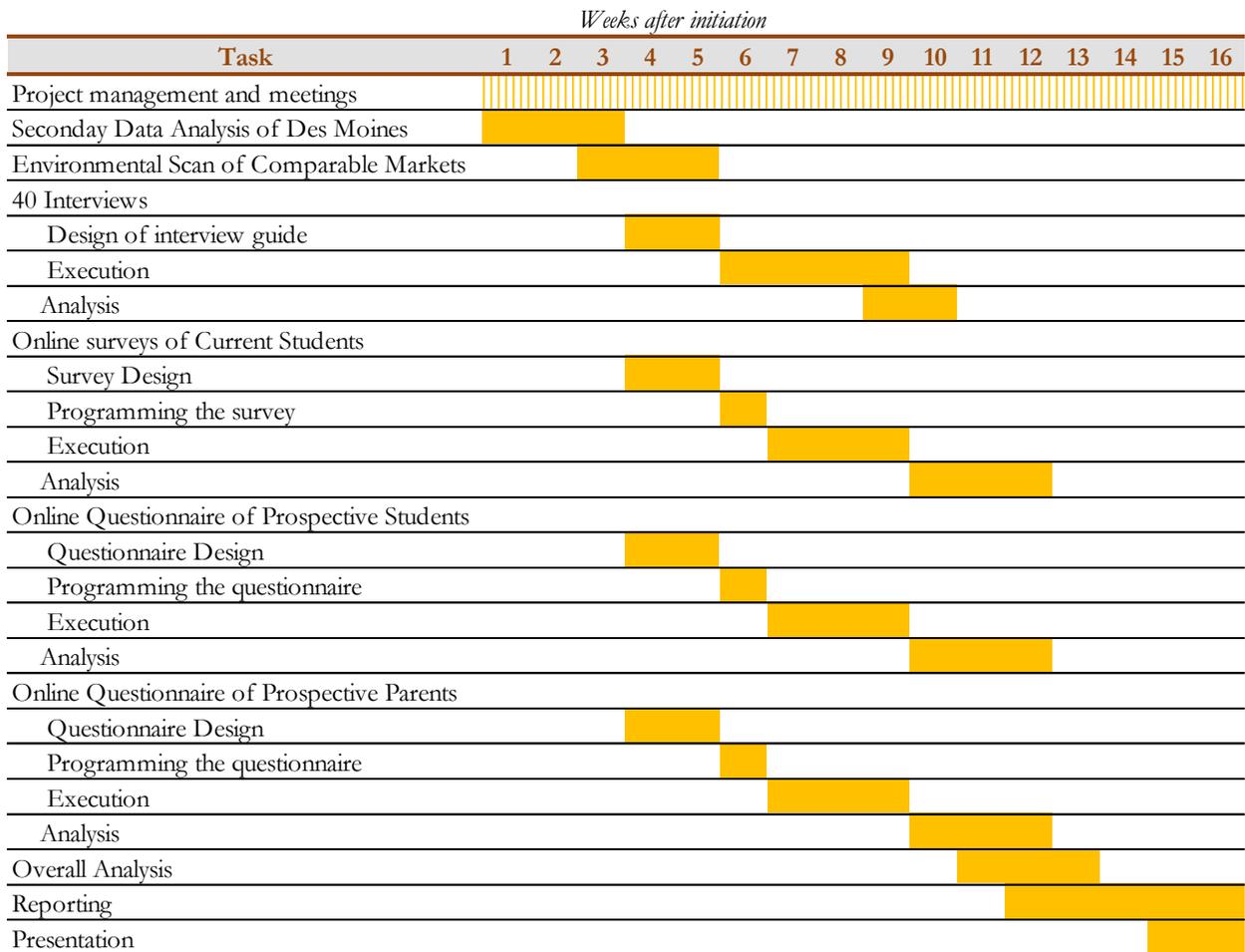
the interstate; availability of convenient and free parking; ready access to public transportation; and safety. .

Survey length: We suggesting capping the surveys and questionnaires at about 10 minutes; if they are longer, they will have a lower response rate.

Deliverables: Formal report of the findings in PowerPoint and a phone call to discuss findings, key insights, and recommendations. An Excel file of data tables. A spreadsheet of raw data can also be provided.

All of the methods and findings described above will be summarized in a final Higher Education Needs Assessment PowerPoint report. Additionally, we have included in the budget pricing for an in person presentation of the final report.

TIMELINE



REFERENCES

Below is contact information for three client references:



- Gregg Kvistad
Provost and Executive Vice Chancellor
University of Denver
Mary Reed Building, Room 203
2199 S. University Blvd.
Denver, CO 80208
303-871-2966
provost@du.edu

- Greta Gloven
Vice President of Marketing Communications and Strategic Partnerships
Iliff School of Theology
2201 S. University Blvd.
Denver , CO 80210
303-765-3109
ggloven@iliff.edu

- Scott Jeffe (contact for Bethel College project)
Education Dynamics
111 River Street, Suite 1202
Hoboken, NJ 07030
201.377.3332
sjeffe@educationdynamics.com

SAMPLE DOCUMENTS

Unfortunately, most of our higher education work has been confidential, so we are unable to submit any of those past reports. We could, however, present some of those reports during an interview. Or, if desired, we could provide non-education sample documents, although those may not be as relevant.

COST OF SERVICES

Tasks	\$200		\$140		Corona's Fees	Direct Expenses	Cost by Task
	Principal		Associate				
	Hours	Cost	Hours	Cost			
Secondary Data Analysis of Des Moines	4	\$800	32	\$4,480	\$5,280	\$0	\$5,280
Environmental Scan of Comparable Markets	4	\$800	16	\$2,240	\$3,040	\$0	\$3,040
40 Interviews							
Design of interview guide	2	\$400	8	\$1,120	\$1,520	\$0	\$1,520
Execution (includes scheduling logistics)	0	\$0	80	\$11,200	\$11,200	\$0	\$11,200
Analysis	4	\$800	32	\$4,480	\$5,280	\$0	\$5,280
Online surveys of Current Students							
Survey Design	2	\$400	8	\$1,120	\$1,520	\$0	\$1,520
Programming the survey	0	\$0	10	\$1,400	\$1,400	\$100	\$1,500
Execution	0	\$0	4	\$560	\$560	\$500	\$1,060
Analysis	4	\$800	32	\$4,480	\$5,280	\$0	\$5,280
Online questionnaire of Prospective Students							
Questionnaire Design	2	\$400	8	\$1,120	\$1,520	\$0	\$1,520
Programming the questionnaire	0	\$0	10	\$1,400	\$1,400	\$100	\$1,500
Execution	0	\$0	4	\$560	\$560	\$1,650	\$2,210
Analysis	4	\$800	32	\$4,480	\$5,280	\$0	\$5,280
Online questionnaire of Prospective Parents							
Questionnaire Design	2	\$400	8	\$1,120	\$1,520	\$0	\$1,520
Programming the questionnaire	0	\$0	10	\$1,400	\$1,400	\$100	\$1,500
Execution	0	\$0	4	\$560	\$560	\$0	\$560
Analysis	4	\$800	32	\$4,480	\$5,280	\$0	\$5,280
Overall Analysis	4	\$800	16	\$2,240	\$3,040	\$0	\$3,040
Reporting	8	\$1,600	32	\$4,480	\$6,080	\$0	\$6,080
Presentation	4	\$800	30	\$4,200	\$5,000	\$1,000	\$6,000
<i>Project Administration</i>					\$5,338		\$5,338
						Total Cost	\$75,508

Notes

- The environmental scan will examine a maximum of 5 other educational institutions.
- Interview guide design includes 2 rounds of revisions.
 - It is assumed that one guide will be used for all of the different segments of interest. A maximum of 3 questions unique to each segment is included in the pricing.
- Survey instrument design includes 2 rounds of revisions.
- Online questionnaire design includes 2 rounds of revisions.
- The online panel firm offers a flat fee for up to 30 online questionnaires. This flat fee is included only under the online questionnaire of prospective students as a direct expense and not under the online questionnaire of prospective parents.
- An incentive is included for the current student survey.
- Current student survey costs assume that the universities will provide student samples.
- Interview costs assume that the Board of Regents will provide contact information for the sample.
- All meetings are assumed to be conducted via telephone or Skype aside from the final presentation, which is priced to include travel costs.

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

Kevin Raines, Principal & CEO

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