RFP #770-17
Student Retention Consultant

Addendum 001
Issued August 18, 2017

1. Can you share with us the College's enrollment and retention goals both immediate and long-term, and overall vs. campus-specific?
   a. We are not an institution that seeks aggressive growth. We have enjoyed flat enrollments for a few years while other institutions in our state have seen sharp declines. While we are looking for stability and predictability in our enrollments we would like to improve our retention rates. The short term goals include to become an institution that makes decisions based on strong data, an institution with a strong admissions team that works to provide access and remove barriers, and institution that has a strategic enrollment management plan that is effective and fiscally efficient. Long term goals for the institution will include incremental growth that is manageable with our size and resources and improved retention and completion. We are however seeking growth at the Leadville campus which has seen several years of decline.

2. What are the current enrollment headcounts at each of the 3 residential and 8 commuter campuses? Full-time and part-time figures would be helpful.
   a. I would refer you to our website; http://coloradomtn.edu/departments/institutional-research/cmc-facts/ The Annual Student Data Report allows you to sort data how you find it helpful.

3. Can you expand on what you mean by "a stabilization of the out-of-state student market"? Are you looking to increase, decrease, or maintain out-of-state enrollment?
   a. We have seen a couple years of declining enrollment in out of state students. This year we may be up slightly, but our intention is to have better predictability with out of state students. We do not have any current strategies for the recruitment of this group. We are not necessarily looking for growth but we do need the steady enrollments to fill the residence halls.

4. Can you expand on what you mean by "predictability in determining program and faculty allocation from term-to-term"? Are you looking for advice on eliminating or adding programs?
   a. We are not looking for advice on programs. What we are looking for is better predictability on the number sections and course offerings needed. For example based on applications we would know that we need 15 sections of freshman math in the fall. In the fall we can predict sections needed in the spring, etc. We have had years in the past where we were force to quickly find instructors and add sections. We have also

had the opposite where we had to cancel many sections due to low enrollment numbers.

5. Do you have an overall project budget for the three year partnership? Is the project based on funding approved by your Board or has the funding been secured?
   a. Yes there is a budget and funding is secured.

6. I'm curious where the "100" comes from in predicting "+/- 100 FTE from term to term...?" Are you looking for accuracy within a specific % based on full and part time student populations combined? In other words, is there specific math behind this number?
   a. We would be looking for predictability within a certain percentage. This percentage may need to be determined based upon historical data analysis. The hope would be that through the data analysis portion of the RFP we could develop the analytic tools to improve this predictability over time. We understand that this will take time to refine.

7. In regards to predicting expected numbers for each program. Is this for every program as I believe there are close to 150 different programs? Or, are you grouping some programs together? I'm assuming some of these programs have small numbers.
   a. We would be looking at larger groupings.

8. Last bullet under "vision" I assume should read "Analysis of prospective student information," yes?
   a. yes

9. Your Vision focuses significantly on Predictive Analytics and that is reflected in the actual quantity of information that you provided in that area vs. others. The Title for your RFP is Student Recruitment Consultant so we are looking to clarify.
   a. The RFP was written this way because we believe we need the data analysis first and foremost before we can address the consulting on the Student Recruitment. This is a multi-year project that begins with the data components. The emphasis is a result of our immediate need to be more data informed. Recruitment consulting services should be based on what was found through the data work.

10. Are you looking at this work as containing 75% focus on Predictive Analytics or is it just a piece for you of the Student Recruitment process?
    a. As state in question 9, this is a piece, but a significant piece to the beginning of the project.

11. Our experience has shown that prerequisites for Predictive Analytics are typically things like identifying root cause, historical data gathering, etc. Where are you in that process? Have you started development of your predictability models?
    a. We have not begun this process and are aware that our data collection historically has not been very "clean." We understand that we may need guidance in data collection moving forward to help us to continue to improve.

12. What is Predictive Analytics to you? (Forecasting for example)

a. I feel there are several layers to this. One is the simple building of enrollment funnel reports that allow for some predictability in the fall of the incoming class. I would also like predictive reports on the applicants and their probability of attending school to allow us to target efforts at the group of applicants that need that extra effort from us to help them make that final decision. The final layer is more of a future predictor of enrollments. Can we look at local and state demographic information and make broad predictions on future enrollments.

13. What is the size of the team that would be involved with this Project?
    a. The analytics portion of the project will include representatives from admissions, marketing, institutional research and the business office. When we move to the recruitment consulting the number of people we anticipate needing professional development can be upwards of 20. The team to develop the SEM will be limited to key departments.

14. Have you identified the goals for Student Recruitment, Retention and Graduation Rates that you are trying to accomplish or is that part of this work?
    a. That is part of the work. What are realistic goals for us? We are not an institution that strives for continuous significant growth. We desire stable enrollments and the ability to forecast changes.

15. Other than the timeframe and yearly assignments, are their addition milestones that you are trying to achieve for each year?
    a. No.

16. You mention that you would like to expand your usage of Ellucian Recruit and that you would like to build a Predictive Analytics tool. We can provide AWS/HTML development but were you hoping to use that tool?
    a. Recruit has reporting function and a predictability tool that can be used on individual applicants. I believe what you mention you can deliver could be used in conjunction with the feature in Recruit or in the setup of Recruit reporting

17. Which modules do you have?
    a. We are a Colleague school, with the Ellucian Portal (Sharepoint), Student Planning, Financial Aid Self-Serve and Recruit (Microsoft Dynamics).

18. What is the status of Ellucian, installed and adopted for some or all the functions?
    a. Ellucian is our official student information system. It has been in use for many years.

19. Are you currently using any sort of telecommunications system for outside calls?
    a. We occasionally contract with NRCCUA

20. Where are you in the process of analyzing historical data and do you currently have access to your data or will we be pulling it down for you?
    a. We have not been analyzing the data. We do have access and will have one of our Analysts from the Institutional Research Office assigned to this project.

21. Where are you in the process of analyzing historical data? Do you have 2014 and 2015 data

available for trending?
- a. We have the data but it has not been analyzed for trends.

22. What are you currently using to gather data?
- a. Data is stored in Colleague.

23. Have you validated the quality of your data up to this point?
- a. No and we know there will be holes in our data.