



**REQUEST FOR PROPOSAL  
TO PROVIDE  
PROGRAM MANAGEMENT, MARKETING, AND SYSTEM SERVICES**

**THE BOARD OF TRUSTEES OF STATE INSTITUTIONS OF HIGHER LEARNING  
3825 RIDGEWOOD ROAD, ROOM 412  
JACKSON, MS 39211**

**RFP NO: 2017:330**

**DUE DATE AND TIME  
March 30, 2017 2:00 PM**

**CONTACT PERSON: PHIL CUMBERLAND  
Ph. 601-432-6315  
[PCUMBERLAND@MISSISSIPPI.EDU](mailto:PCUMBERLAND@MISSISSIPPI.EDU)**

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**REQUEST FOR PROPOSAL: PROGRAM MANAGEMENT, MARKETING, AND SYSTEM SERVICES**

Issue Date: March 13, 2017  
Project No.: 2017:330 PROGRAM MANAGEMENT, MARKETING, AND SYSTEM SERVICES  
Proposal Due: March 30, 2017 2:00 PM  
Contact Name: Phil Cumberland  
Contact Phone Number: 601.432.6315  
Contact E-mail Address: pcumberland@mississippi.edu

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The Board of Trustees of State Institutions of Higher Learning (IHL) requests proposals from qualified vendors to provide direct marketing, customer service, interactive website design and development, data systems and data analysis services for Mississippi's Complete 2 Compete initiative.

Proposals will be opened at 2:00 PM CT on Thursday, March 30, 2017 at 3825 Ridgewood Road, 4th floor, conference room, Jackson, Mississippi 39211. Names of respondents will be read aloud. No other information will be discussed at that time. No activity on the part of the respondents at the proposal opening, other than attendance and note taking, is permitted. Any attempt to qualify or change any proposal by any respondent in attendance may result in the rejection of the proposal.

The successful vendor must be available to start within two weeks upon award.

It is the intent of IHL to enter a firm fixed price contract for the services outlined herein. Proposals should be based on a fixed fee that includes all anticipated fees.

Proposals must be submitted no later 2:00 PM CST, March 30, 2017.

**E-Mail to:**  
[pcumberland@mississippi.edu](mailto:pcumberland@mississippi.edu)

**Fax to:**  
601-432-6315  
Attention: Phil Cumberland

**Deliver to:**  
Board of Trustees of State Institutions of Higher Learning  
Attention: Procurement Department  
3828 Ridgewood Road Suite 412  
Jackson, MS 39211

## **BUSINESS OVERVIEW AND BACKGROUND**

The Board of Trustees is the constitutional governing body of the State Institutions of Higher Learning and is located at The Education and Research Center located at 3825 Ridgewood Road Jackson, Mississippi 39211.

The Commissioner of Higher Education is the chief executive officer of the state university system and is responsible for assisting the Board in the administration of the Board's policies and bylaws. Divisions of the Commissioner's Office include, but are not limited to, academic and student affairs, construction and physical affairs, finance and administration, legal affairs and research and planning.

Approximately 31 million Americans have completed some college credit without earning a degree or credential. In Mississippi, where the goal is to achieve a 60 percent higher education attainment rate by 2025, this population represents a significant opportunity. Currently, Mississippi's higher education attainment rate is approximately 36 percent. By encouraging these former students to complete their college degrees, Mississippi can make significant progress towards its college completion goals, strengthening its workforce, and improving the financial prospects for thousands of Mississippians.

Complete 2 Compete is a statewide program focused on encouraging Mississippi adults who have completed some college, but no degree, to return to college and finish what they started. The Mississippi Institutions of Higher Learning and the Mississippi Community College Board are partnering together to identify target groups, implement adult learner services, and re-engage adult students to help them complete their degrees. For our initial outreach, we have identified Mississippians with some college, but no degree, who attended a public university or college in the past 15 years.

The targeted outreach campaign will focus on four distinct groups:

**Group 1** - Associate's Degree No Additional Coursework – 77,647

- Former adult students (age >21)
- 60+ total hours earned with at least
- 16 hours earned at a single community college

**Group 2** - Bachelor's Degree No Additional Coursework – 11,674

- Former adult students (age >21)
- 120+ total hours earned

**Group 3** - Associate's Degree with Additional Coursework – 243,040

- Former adult students (age >21)
- 15-59 hours earned
- 3 subgroups: 15-30 hrs. earned; 31-45 hrs. earned; 46-59 hrs. earned

**Group 4** - Bachelor's Degree with Additional Coursework – 34,819

- Former adult students (age >21)
- 60+ total hours earned
- 3 subgroups: 60-75 hrs. earned; 76-90 hrs. earned; 91-119 hrs. earned

The services sought in this RFP are to support IHL along with the Mississippi Community College Board, the 8 public universities and the 15 community/junior colleges with the services needed

within the Complete 2 Compete project, including the direct outreach, the triage of responses and the reporting of data. It is estimated that this targeted outreach take place over a three-year time period, but in two phases as outlined below. Therefore, services and budget should reflect such a timeline. There is potential for this project to continue after three years.

**The Proposed Phases of C2C RFP project are as follows:**

**I. Phase I (30-90 days after contract is executed)**

Target Group: 20% of no additional coursework groups (Associate & Bachelor's)

- A. Website (30 days from approved contract)
  - (1) Data Hygiene & Append
  - (2) Basic Website
    - (a) Landing Page
    - (b) Institutions Attended Page (based on personalized URL data from tables or ask for if an opt-in option)
    - (c) Selection of MS public institution of choice for C2C program
    - (d) Next Steps Page
      - (i) An email would be generated from this page as confirmation as well
    - (f) Contact Page
    - (e) FAQ Page
- B. Direct Target Marketing (30 days after contract is executed)
  - (1) Personalized Direct Mail Piece
  - (2) Personalized Email Outreach
- C. C2C Data Dashboard (30 days after contract is executed)
  - (1) This dashboard should include one for C2C system office and an institutional specific dashboard for each MS public institution participating in the C2C program
  - (2) Dashboards should be able to produce all information obtained through website from application to degree completion per adult learner

Target Group: 80% of no additional coursework groups (Associate & Bachelor's)

- D. Website (90 days after contract is executed)
  - (1) Add in page to include links from all MS public institutions' academic calendars
  - (2) Add in page to include links from all MS public institutions' Enrollment Guidelines
- E. Direct Target Marketing (90 days after contract is executed)
  - (1) Personalized Direct Mail Piece
  - (2) Personalized Email Outreach
  - (3) Internet & Website banner advertising
    - (a) Radio PSAs to begin (soft launch)
    - (b) Social Media introduced including banners on FB pages for C2C
- F. Call Center (90 days after contract is executed)
- G. C2C Data Dashboard (90 days from signed contract)
  - (1) Add social media monitoring
  - (2) Add Call Center monitoring
  - (3) Continue to build out dashboard merging in data as needed

## **II. Phase II (120 days after contract is executed)**

Target Group: 100% of additional coursework needed groups (Associate & Bachelor's)

- A. Website
  - (1) Fully designed interactive website interfaced with all participating MS public institutions to include a workflow necessary for communication throughout the C2C program from application to completion of degree
  - (2) Comparison of degree programs and Community College Pathway at each MS institution
  - (3) Facilitation of transcript requests to and from institutions
  - (4) Online Chat
  - (5) Page to include 3<sup>rd</sup> party scholarship options
  - (6) Employment Engagement Interface to include supporting employers
- B. Direct Target Marketing
  - (1) Develop promotional collateral materials:
    - (a) Posters
    - (b) Handouts
    - (c) Videos
  - (2) Develop and deploy 3 mailings per student household for each of the four distinct groups staggered to optimize engagement and maximize response
- C. C2C Data Dashboard
  - (1) Add monitoring for anything new added to website or marketing piece that is to be measured

### **1. GENERAL TERMS AND CONDITIONS**

Respondents have read and understand the following general terms and conditions related to this solicitation:

- 1.1 Awarded vendor will be expected to sign a Contract for Services for a term of two (2) years with option to renew for additional one (1) year term up to a total of three (3) years that contains the provisions set out within *Attachment D*.
- 1.2 IHL reserves the right to reject any and all proposals and IHL has the right to waive minor defects or variations of a proposal from the exact requirements of the specifications that do not affect the price, quality, quantity, delivery, or performance time of the services being procured. If insufficient information is submitted by a respondent with the proposal for IHL to properly evaluate, IHL has the right to require such additional information as it may deem necessary after the time set for receipt of proposals, provided that the information requested does not change the price, quality, quantity, delivery, or performance time of the services being procured.
- 1.3 In case of default of contractor, IHL reserves the right to purchase any or all items and/or services in default in open market, charging contractor with all costs of default.
- 1.4 All materials, products and/or services offered must be guaranteed to meet the requirements of the specifications indicated, given or referred to in this solicitation.
- 1.5 IHL reserves the right to make an award which is determined to be to the best interest of the State of Mississippi. The award does not have to go to the lowest respondent. This is not

- an advertisement for bids. This is a request for proposals for a prospective service contract.
- 1.6 IHL reserves the right to reject any proposal which does not conform to the requirements set forth in this RFP. Proposals may be rejected for reasons which include, but not limited to, the following;
- 1.6.1 The proposal contains unauthorized amendments to the requirements of the RFP;
  - 1.6.2 The proposal is conditional;
  - 1.6.3 The proposal is incomplete or contains irregularities which make the proposal indefinite or ambiguous;
  - 1.6.4 The proposal is received late;
  - 1.6.5 The proposal is not signed by an authorized representative of the party;
  - 1.6.6 The proposal contains false or misleading statements or references; and,
  - 1.6.7 The proposal does not offer to provide all services required by the RFP.
- 1.7. Respondent represents that he/she has not retained a person to solicit or secure a state contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except as disclosed in the proposal.
- 1.8 The right of vendor to proceed may be terminated after notice and hearing if the Board of Trustees of State Institutions of Higher Learning determines that vendor or any agent or other representative of vendor gave or agreed to give an inducement to any IHL employee or official or to the spouse of same in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request associated with this prospective agreement, as listed in Miss. Code Ann. 97-II-53
- 1.9 The respondent's signature on the RFP is a guarantee that the prices quoted have been arrived at without collusion with other eligible respondents and without effort to preclude the Board of Trustees of State Institutions of Higher Learning from obtaining the lowest possible competitive price.
- 1.10 From the date of release of this RFP, until a Letter of Intent is issued, all contacts with the IHL shall be made through the Procurement Office unless otherwise noted in the RFP. Violation of this condition may be considered sufficient cause for rejection of a proposal, irrespective of any other consideration.
- 1.11 The contract may be renewed at the discretion of IHL upon written notice to contractor at least (60) days prior to the contract anniversary date for a period of one (1) year at which time proposal prices and scope may be revised as needed for changes in project. The total number of years permitted shall not exceed three (3).
- 1.12 The procurement method to be used is that of competitive negotiation from which IHL is seeking the best combination of price, experience and quality of service. Discussions may be conducted with vendors who submit proposals. Likewise, IHL also reserves the right to accept any proposal as submitted for contract award, without substantive negotiation of offered terms, services or prices. For these reasons, all parties are advised to propose their most favorable terms initially.
- 1.13 The respondent should mark any and all pages of the proposal considered to be proprietary information which may remain confidential in accordance with Mississippi Code Annotated 25-61-9 and 79-23-1 (1972, as amended). Any pages not marked accordingly will be subject to review by the general public after award of

the contract. Requests to review the proprietary information will be handled in accordance with applicable legal procedures.

## 2. INSTRUCTION AND RESPONSE FORMAT

### 2.1 Instruction

- 2.1.1 Proposals must be received, in writing, by IHL by the date and time specified. IHL is not responsible for any delays in delivery or expenses for the development or delivery of proposal. Any proposal received after proposal opening time will be rejected and returned unopened.
- 2.1.2 Vendors must submit an original paper proposal, marked as such, three (3) paper copies, and an electronic copy of all materials required for acceptance of their proposal by the proposal due date.
- 2.1.3 To prevent opening of proposals by unauthorized individuals, all copies of the proposals that are delivered must be sealed in a package clearly marked **DO NOT OPEN** with RFP number and project information as on Cover Sheet.
- 2.1.4 Proposals or alterations by phone will be not be accepted.
- 2.1.5 Legibility, clarity and completeness of proposal are important and essential.
- 2.1.6 Proposal must be signed by individual(s) legally authorized to bind the firm. All information requested should be submitted. Failure to submit all information requested may result in receiving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information will be found nonresponsive and rejected.
- 2.1.7 Proposal must contain a statement that the proposal and the price(s) contained therein shall remain firm for a period of one hundred twenty (120) days.

### 2.2 Proposal Contents

All responses are subject to a determination of “responsive” and “responsible” prior to award. IHL is the sole judge as to “responsiveness” and “responsibility” of suppliers. All RFPs must meet all required specifications and formatted as requested. Any RFP that does not meet requirements can result in automatic disqualification. IHL reserves the right to request additional information from suppliers to assist in the evaluation process.

- 2.2.1 **Title Page:** Note the RFP subject, the name of the Proposer’s firm, address, telephone number, email address, contact person, and date.
- 2.2.2 **Table of Contents**
- 2.2.3 **Proposal:** Proposal must be signed by the person in the vendor’s organization who is responsible for the decision as to the prices being offered or by a person who has been authorized in writing to act as agent for the person responsible for the decision on prices. All page numbers of the response should be numbered and, indicate which RFP section responding to. All RFPs must meet all required specifications and formatted as requested.
- 2.2.4 **Executive Summary to include:**
  - 2.2.4.1 Company Name, Address, Phone Number, Email, Website and individual(s) authorized to represent respondent.
  - 2.2.4.2 Company History



- 2.2.4.3 Key Members to work on project and a brief summary of their experience for each.
- 2.2.5 Contractor's Capabilities** Describe the experience of the firm in providing the service, given number of years the service has been provided to a similar sized institution. Stipulate whether organization is national, regional, or local and provide the location of the office from which work is performed for these services. Stipulate if the organization has been involved in litigation within the last five (5) years or if there are any pending litigation arising out of the organization's performance. If so, please list.
- 2.2.5.1 Statement of company's background & experience in regard to scope of work (include all work done with other higher education authorities).
- 2.2.6 Personnel and Project Manager:** Identify the personnel assigned to IHL that will be the point of contact for all inquiries/concerns related to the contract including service issues/interruptions, billing disputes/questions, etc. If the personnel is replaced, the contract administrator should be contacted prior to starting duties.
- 2.2.7 Reference:** Give at least three (3) references for contracts of similar size and scope to IHL. Include at least two (2) references for current contracts or those awarded during the past three (3) years. Include the name of the organization, the length of the contract, a brief summary of the work and the name, telephone number and email address of a contact person. Explain the similarity of the projects to the IHL project. Use Vendor Reference Form (*Attachment B*).
- 2.2.8 Acceptance of conditions:** Indicate any exceptions to the solicitation document terms, conditions and requirements. Failure to indicate any exception will be interpreted as the respondent's intent to comply fully with the requirements as written.
- 2.2.9 Additional data:** Provide any additional information that will aid in evaluation of the response.
- 2.2.10 Cost data:** Provide cost information on the Proposal Response Sheet (*Attachment A*) Cost data submitted at this stage is not binding and is subject to negotiation if proposal is chosen as a finalist.
- 2.2.11 Insurance Coverage:** Within ten (10) days after execution of a contract and prior to commencing any work under this contract, the Contractor shall furnish evidence of insurance to IHL. The insurance coverage shall comply with insurance requirements as described in *Section 2* of IHL's Standard Contract (*Attachment D*).
- 2.2.12 Financial Information:** Include a completed W9. **PARTICIPATION OF SMALL, WOMEN, AND MINORITY OWNED BUSINESSES:** It is the policy of IHL to contribute to the establishment, preservation, and strengthening of small businesses and businesses owned by women and minorities and to encourage their participation in universities procurement activities. IHL encourages vendors to provide for the participation of small businesses and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other contractual opportunities. A copy of your company's most recently audited financial statement, and any other explanatory documentation that would clarify and/or substantiate the proposal. Include all additional information that will be essential to the understanding of the proposal. This might include

diagrams, excerpts from manuals, or other explanatory documentation that would clarify and/or substantiate the proposal.

**2.2.13 Proposal Checklist:** A checklist of information is listed as *Attachment C*.

### **3. COST REQUIREMENTS**

- 3.1 Respondent certifies that the prices submitted in response to the solicitation have been arrived at independently and without, for the purpose of restricting competition, any consultation, communication or agreement with any other respondent or competitor relating to those prices, the intention to submit a proposal, or the methods or factors used to calculate the prices proposed.
- 3.2 Cost shall be “fully loaded” including all materials, equipment, travel expenses, per diem and all other necessary costs to fully and successfully complete the requirements.
- 3.3 IHL is not liable for any cost incurred by a vendor in the process of responding to the RFP.

### **4. QUESTIONS AND AMENDMENTS**

#### **4.1 Questions**

- 4.1.1 Request for additional information and questions should be addressed to Procurement Officer Phil Cumberland in writing at [pcumberland@mississippi.edu](mailto:pcumberland@mississippi.edu) no later than the date listed in the Solicitation Schedule in *Section 6*.
- 4.1.2 The IHL shall provide written response to all questions received in writing on or before the written question submittal deadline.
- 4.1.3 Questions received in relation to this RFP shall be answered and sent to all Respondents who are listed as having obtained the RFP.
- 4.1.4 All questions and answers will be published on the IHL website <http://www.mississippi.edu/finance/procurement.html> within the time reflected in the Solicitation Schedule in *Section 6*.

#### **4.2 Amendments**

- 4.2.1 Respondents shall be notified in writing of any changes in the specifications contained in this Request for Proposal.
- 4.2.2 All addenda, amendments, and interpretations to this solicitation shall be in writing. Any amendment or interpretation that is not in writing shall not legally bind IHL.
- 4.2.3 Should an amendment to the RFP be issued, it will be posted on the IHL website <http://www.mississippi.edu/finance/procurement.html>. Further, respondents must acknowledge receipt of any amendment to the solicitation by signing and returning the amendment with the proposal, by identifying the amendment number and date in the space provided for this purpose on the proposal form, or by letter. The acknowledgment must be received by IHL in the time and at the place specified for receipt of RFPs. It is the respondent’s sole responsibility to monitor the website for amendments to the RFP.

## 5. EVALUATION AND AWARD

### 5.1 Evaluation Process

- 5.1.1 A selection committee shall review and evaluate all proposals according to the criteria set forth under this section. It is important that Respondents emphasize specific information pertinent to the work.
- 5.1.2 Evaluation of the proposals will be based on but are not limited to the categories listed in *Section 2.2* and 7.2 of this RFP and information listed below.
  - 5.1.2.1 Cost Data (*Attachment A*).  
Supporting detailed cost analysis may be submitted in addition to *Attachment A*.
  - 5.1.2.2 Financial Stability  
The financial ability from the companies most recently audited financial statements to provide the services required to fulfill the contract requirements and/or any information that would clarify and/or substantiate the proposal. Also, a W9.
  - 5.1.2.3 Experience, qualifications, and project requirements.
    - 5.1.2.3.1 Acceptance of the solicitation noting exceptions.
  - 5.1.2.4 Insurance bond.
  - 5.1.2.5 References.
  - 5.1.2.6 Added Value
- 5.1.3 IHL reserves the right to conduct discussions with any or all respondents, or to make an award of a contract without such discussions based only on evaluation of the written proposals. IHL reserves the right to contact and interview anyone connected with any past or present projects with which the respondent has been associated. IHL may make a written determination showing the basis upon which the award was made and such determination shall be included in the procurement file.
- 5.1.4 IHL reserves the right to request additional information or clarification from a respondent. The Respondent's cooperation during the evaluation process in providing the IHL staff with adequate responses to request for clarification will be considered a factor in the evaluation of responsiveness. Lack of such cooperation or failure to provide the information in a manner required may, at the State's discretion, result in the disqualification of the proposal.
- 5.1.5 IHL reserves the right to request oral presentations if additional information and/or clarification is required.
- 5.1.6 IHL reserves the right to reject any, part of, and/or all proposals at any time. IHL reserves the right to visit the respondent's place of business to verify the capacity and type of equipment and personnel available for servicing this contract prior to making a determination in awarding of this contract. In the event that IHL rejects any, any part of or all proposals, IHL shall not be responsible for any costs incurred by any respondent in submitting a proposal.

## 5.2 Award

- 5.2.1 If a satisfactory contract cannot be negotiated with the highest qualified Respondent, negotiations will be formally terminated. Negotiations shall then be undertaken with the second highest rated and so on.
- 5.2.2 A contract will be issued after the award (if an award is made) and will become an integral part of the contract process.
- 5.2.3 A written notice to proceed will be issued prior to commencement of services.
- 5.2.4 Responsive respondent will be notified in writing of IHL's intent to award a contract as a result of this RFP.
- 5.25 After notification of the intent to award is made, and under the supervision of agency staff, proposal scoring and pricing will be available for public inspection, by appointment, from 8:30 AM to 2:00 PM at 3825 Ridgewood Road, fourth floor, room 412, Jackson, Mississippi. Vendors may schedule reviews with the Procurement Officer.
- 5.2.6 Upon award of contract, successful respondent will be asked to provide a transition plan and timeline and obtain IHL's input and concurrence before moving forward.

## 6. SOLICITATION SCHEDULE

The important date and times by which actions related to this RFP should be completed:

Date of Issuance	Monday, March 13, 2017
Questions from Respondents Due	Tuesday, March 21, 2017 at 2:00 PM
Answers to Respondents Questions Due	Friday, March 24, 2017 by Close of Business
Proposals Due	Thursday, March 30, 2017 at 2:00 PM
Notice of Award (Estimated)	Friday, April 7, 2017
Contract Start Date (Estimated)	Friday, April 21, 2017

## 7. PROJECT REQUIREMENTS AND QUALIFICATIONS

### 7.1 Objective

The Board of Trustees of State Institutions of Higher Learning is soliciting proposals to provide direct marketing, customer service, interactive website design and development, data systems and data analysis services for Mississippi's Complete 2 Compete initiative.

### 7.2 Scope of Services

All proposals must be made based on, and either meet or exceed, the requirements contained herein. Responses should speak to the vendor's plan of action in regard to outlined objectives, as well as, answer the questions indicated under each section.

#### 7.2.1 Work Plan/Services Sought Responses

##### 7.2.1.1 Direct Marketing

- 7.2.1.1.1 Receive and manage data from universities and colleges regarding previous students and supplement those data with other datasets to provide updated addresses, emails and telephone numbers.
- 7.2.1.1.2 Append demographic information to enhance personalization and maximize audience response.
- 7.2.1.1.3 Complete a market analysis and conduct focus groups representative of the distinct audience groups to address the following key objectives:
  - 7.2.1.1.3.1 Explore prevailing perceptions and expectations surrounding adult learning among targeted consumers throughout the state of Mississippi.
  - 7.2.1.1.3.2 Provide findings, conclusions, and strategic implications to serve as direction in developing go-forward audience segmentation, design and messaging strategies.
- 7.2.1.1.4 Develop audience visual identity, design elements as well as segmentation and messaging strategy. Services include concept graphic design, image selection and procurement.
- 7.2.1.1.5 Develop promotional collateral materials:
  - 7.2.1.1.5.1 Posters
  - 7.2.1.1.5.2 Handouts
  - 7.2.1.1.5.3 Videos
- 7.2.1.1.6 Develop and deploy 3 mailings per student household for each of the four distinct groups staggered to optimize engagement and maximize response.
- 7.2.1.1.7 Develop and deploy a complementary personalized email campaign.
- 7.2.1.1.8 Develop appropriate automated/triggered personalized response email specifying next steps for each adult student respondent scenario.
- 7.2.1.1.9 Provide a centralized database capturing response and inquiries from all channels including direct mail, email and supporting call center(s).
- 7.2.1.2 Data Management: Summarize process for data management, proposed software to be used, and preferred format of transmittal of information back and forth from institutions.
- 7.2.1.3 Vendor Selection
  - 7.2.1.3.1 Describe the process utilized to determine printing and mailing vendors used for projects.
- 7.2.1.4 Previous Samples
  - 7.2.1.4.1 Provide samples of personalized marketing pieces used with higher education clients.

## **7.2.2 Focus Groups**

- 7.2.2.1 Describe process for assembling focus groups to be used.

### **7.2.3 Call Center**

- 7.2.3.1 Develop outbound personal telephone outreach of non-mail/email respondents.
- 7.2.3.2 Provide centralized inbound call center to triage initial adult responses and the reporting of data.
- 7.2.3.3 Manage inbound and outbound call center(s); including scripting, FAQs and quality control and production standards.
- 7.2.3.4 Allows for web based response processing by inbound and outbound call center(s).
- 7.2.3.5 Questions below must be answered;
  - 7.2.3.5.1 How many call center representatives do you employ at your call center?
  - 7.2.3.5.2 How many can you comfortably expand to?
  - 7.2.3.5.3 Provide requirements and procedures for hiring call center representatives.
  - 7.2.3.5.4 Describe in detail the training and continued monitoring for all call center representatives.
  - 7.2.3.5.5 Detail call center representative compensation and incentive programs.
  - 7.2.3.5.6 Specify call center hours of operation.
  - 7.2.3.5.7 Provide your policy on complaint and dispute handling.

### **7.2.4 Media Buy**

- 7.2.4.1 Indicate company's experience with web banner and social media advertising, streaming media, and other traditional social media channels.
  - 7.2.4.1.1 Develop and manage paid media buy, including but not limited to:
    - 7.2.4.1.1.1 Internet and website banner advertising
    - 7.2.4.1.1.2 Social media advertising
    - 7.2.4.1.1.3 Streaming media (e.g., Pandora, Hulu)
    - 7.2.4.1.1.4 Other traditional and social media channels as recommended for appropriate demographics.

### **7.2.5 Systems**

- 7.2.5.1 Online Interactive Application
  - 7.2.5.1.1 Provide a database driven, interactive, Complete 2 Compete online application/decision tree that supports processing of responses and inquiries from targeted adult groups as defined in this RFP's Business Overview and Background on page 4.
    - 7.2.5.1.1.1 Groups 1 & 2 – No Additional Course Work Applicants; supporting adults in applying for an earned degree possibly through reverse transfer or re-evaluation of earned hours with the potential of awarding a baccalaureate degree.

- 7.2.5.1.1.2 Groups 3 & 4 – Returning Adult Student Program inquiries; supporting adults in connecting with a Mississippi public colleges or university that matches their needs, to complete an Associate's or Bachelor's degree. NOTE: system to support Groups 1 & 2 found ineligible for immediate awarding of degree and needing additional coursework.
- 7.2.5.1.1.3 Interfaces with electronic transcript request system (i.e. Transcripts on Demand) to leverage existing order processing and fulfilment.
- 7.2.5.1.1.4 Deploys emails triggered with predetermined responses based on response/inquiry.

## **7.2.6 Lead Delivery and Status Reporting**

- 7.2.6.1 Provide a real time online dashboard supporting lead delivery and lead status reporting.
  - 7.2.6.1.1 Provides real-time assignment and online access to adult student responses and inquiries for No Additional Course Work Applicant submissions and Returning Adult Student Program inquiries.
  - 7.2.6.1.2 Provides distinct, secure, online access by each participating college and university to their respective responses and inquiries.
  - 7.2.6.1.3 Supports participating institutions' response and inquiry progress/status reporting and tracking.
  - 7.2.6.1.4 Leverages eTranscript system status updates to automate reporting.
  - 7.2.6.1.5 Provides administration officials from the Mississippi Institutions of Higher Learning and the Mississippi Community College Board real time, global results access, for all programs as well as marketing results metrics.
  - 7.2.6.1.6 Provides separate access for each participating institution (up to 25) with access to their unique adult learner respondents.

## **7.2.7 Results Reporting**

- 7.2.7.1 Provide real time results and end of campaign reporting.
  - 7.2.7.1.1 Supports real time reporting of response activity by each marketing medium (Mail, email, online digital and social advertising, telephone outreach etc.)
  - 7.2.7.1.2 Provides end-of-campaign reports indicating rate of success for each method (measured through number of households contacted, response rate and, with assistance from institutions, respondent degrees awarded and re-enrolments).

- 7.2.7.1.3 Executes reporting of student experience satisfaction through student surveys and follow-up communications.
- 7.2.7.1.4 Questions
  - 7.2.7.1.4.1 What databases are used for the implementation of all items listed under “Systems” outlined in “Services Sought”?
  - 7.2.7.1.4.2 Define technical support for both IHL, institutions, and prospective students experiencing technical difficulties; to include response times.

#### **7.2.8 Security**

- 7.2.8.1 Outline the security measures in place for the protection of data transmitted for placement files.
- 7.2.8.2 Describe the security measures used to prevent unauthorized user access to your system and data. Please indicate if there has ever been a data compromise as well as, if applicable, steps taken to protect customer’s data and the safeguards put in place to prevent it in the future.
- 7.2.8.3 Describe any Cyber Security insurance policy you maintain.

#### **7.3 Project Timeline**

- 7.3.1 Phase One estimated completion 30-90 days after contract is executed.
- 7.3.2 Phase Two estimated completion 120 days after contract is executed. This is contingent upon completion of Phase One.
- 7.3.3 See Business Overview and Background for Phase specifics.

### **8. Proposal Signature Page**

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ FAX #: \_\_\_\_\_

Email address: \_\_\_\_\_

Federal Tax ID (or Social Security #): \_\_\_\_\_

Print Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**This form must be signed. All signatures must be original and not photocopies.**

Signature signifies the proposal and the price(s) contained therein shall remain firm for a period of one hundred twenty (120) days.

*RFP Number: # 2017:330 Program Management, Marketing, and System Services  
Proposal Due @ 2:00 PM, March 30, 2017  
Page 16 of 25*



**ATTACHMENT A**  
**PROPOSAL COST RESPONSE SHEET**

<b>Section Reference</b>	<b>Service (Please include brief narrative of series included in each)</b>	<b>Total Amount</b>
	<b>Direct Marketing</b>	\$
	<b>Call Center</b>	\$
	<b>Media Buy</b>	\$
	<b>Systems</b>	\$
	<b>Administration</b>	\$
	<b>Total Cost of Project</b>	\$

**ATTACHMENT B  
REFERENCES**

**REFERENCE 1**

Name of Company: \_\_\_\_\_

Dates of Service: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Cell Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

**REFERENCE 2**

Name of Company: \_\_\_\_\_

Dates of Service: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Cell Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

**REFERENCE 3**

Name of Company: \_\_\_\_\_

Dates of Service: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Cell Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

**ATTACHMENT C  
PROPOSAL CHECKLIST**

2.1.	Original paper proposal, marked as such, three (3) paper copies, and an electronic copy
2.2.1	Title Page
2.2.2	Table of Contents
2.2.3	Proposal must be signed by authorized person.
2.2.4	Executive Summary
2.2.5	Contractor's Capabilities
2.2.6	Personnel and Project Manager
2.2.7	3 References using Reference Form ( <i>Attachment B</i> )
2.2.8	Acceptance of Conditions
2.2.9	Additional data, <i>not mandatory</i>
2.2.10	Cost Data. Use Proposal Cost Response Sheet ( <i>Attachment A</i> )
2.2.11	Insurance Coverage as described in <i>Section 2 of IHL Standard Contract (Attachment D)</i>
2.2.12	Financial Information, Financial Statement and W9
4.2	Amendments to RFP
7.2	Scope of Services
7.3	Project Timeline
8	Proposal Signature Page

## ATTACHMENT D

Contractor: \_\_\_\_\_ Phone Number: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

**Are you currently receiving a benefit from the Public Employees' Retirement System of Mississippi? Yes ☐ No ☐**  
**If the answer is yes, individual must contact the Office of Human Resources (601.432.6134) to discuss eligibility of retirees to earn compensation from the IHL Executive Office prior to completing this form.**

U.S. Citizen: Yes ☐ No ☐ If no, Country of Citizenship: \_\_\_\_\_ and Residence: \_\_\_\_\_  
If no, are you a non-resident alien? \_\_\_\_\_ Visa Type: \_\_\_\_\_ Resident Alien: \_\_\_\_\_  
Incorporated: Yes ☐ No ☐ Small Business, Minority, Woman-Owned? (Circle all applicable)

U.S. Social Security Number or U.S. Federal Tax Identification Number: \_\_\_\_\_

### STATEMENT OF WORK:

IHL has determined that these services are essential and could not satisfactorily be performed by IHL Executive Office employees. Therefore, the Contractor noted above will perform the services and/or tasks as follows:

Contractor shall provide the following: \_\_\_\_\_

(Please reference attachment if additional space required. Any attachment is incorporated into this contract.)

Contract Begin Date: \_\_\_\_\_ Contract Completion Date: \_\_\_\_\_

**CONSIDERATION AND COMPENSATION:** Account to be Charged: \_\_\_\_\_

Rate of Pay: (indicate hourly, daily, scheduled deliverables/tasks, total project, etc.) \$ \_\_\_\_\_

*(If charged to a Corporation for National and Community Service Grant, consultant daily rate cannot exceed \$540.)*

Payment Terms: \_\_\_\_\_

Services shall not exceed: \$ \_\_\_\_\_ Expenses shall not exceed: \$ \_\_\_\_\_

Nature of Expenses: \_\_\_\_\_

**Signed original invoices** referencing the IHL contract number should be submitted to the following address:

Mississippi Board of Trustees State Institutions of Higher Learning  
Attention: IHL contact will be designated upon execution of contract.  
3825 Ridgewood Road  
Jackson, MS 39211-6453

### IHL EXECUTIVE OFFICE CONTACT:

Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_

**Contractor Certification:** I understand I must submit a signed W-9 Form (available at the following link: <http://www.mississippi.edu/finance/downloads/fw9.pdf>). I agree to the terms noted above and to the general terms and conditions referenced in the following pages. I am an independent Contractor for the IHL; therefore, the IHL is not liable for Social Security Contributions pursuant to Section 418, 42 U.S. Code. Furthermore, IRS Form 1099 will be forwarded at the end of the calendar year if total payments exceed \$600.

Signature of Contractor: \_\_\_\_\_ Date: \_\_\_\_\_

The Mississippi Board of Trustees Institutions of Higher Learning acceptance of contract:

\_\_\_\_\_ Date: \_\_\_\_\_

Commissioner (or approved designee)

1. **INDEPENDENT CONTRACTOR:** The Contractor will act as an independent contractor under this contract, and neither the Contractor nor any employee or agent of the Contractor is an employee of the IHL Executive Office. Nothing contained herein shall be deemed or construed by the IHL Executive Office, the Contractor, or any third party as creating the relationship of principal and agent, master and servant, partners, joint ventures, employer and employee, or any similar such relationship between the IHL Executive Office and the Contractor. Neither the method of computation of fees or other charges, nor any other provision contained herein, nor any acts of the IHL Executive Office or the Contractor hereunder, create or shall be deemed to create a relationship other than the independent relationship of the IHL Executive Office and the Contractor. Contractor's personnel shall not be deemed in any way, directly or indirectly, expressly or by implication, to be employees of the State. IHL Executive Office shall be at no time legally responsible for any negligence or other wrongdoing by the Contractor, its servants, agents, or employees. The IHL Executive Office shall not withhold from the contract payments to the Contractor any federal or State unemployment taxes, federal or State income taxes, Social Security tax, or any other amounts for benefits to the Contractor. Further, the IHL Executive Office shall not provide to the Contractor any insurance coverage or other benefits, including Workers' Compensation, normally provided by the State for its employees.

The Contractor will provide the services and achieve the results specified by the IHL, free from the direction or control of the IHL as to means and methods of performance.

2. **INSURANCE.** The Contractor, as an independent contractor, shall provide proof of Comprehensive General Liability insurance, Worker's Compensation insurance and Commercial Auto Liability Insurance. The Contractor must provide a Certificate of Coverage mailed to the Board of Trustees of State Institutions of Higher Learning, Office of Contracts and Grants Compliance, 3825 Ridgewood Road, Suite 417, Jackson, MS, 39211. The Certificate of Coverage should, at a minimum, contain the name of the carrier, effective and expiration dates of coverage, a description of the covered perils, and the amount of coverage by peril, the name and mailing address of the insurance company, and the name and mailing address of the insurance agent. The Certificate of Coverage must name the Board of Trustees of State Institutions of Higher Learning as an additional insured. The Comprehensive General Liability coverage and the Commercial Auto Liability coverage shall be a minimum amount of Three Million Dollars (\$3,000,000) per occurrence and Three Million Dollars (\$3,000,000) annual aggregate through an insurance company with a Best rating of A- or higher and a financial size Class X or higher approved by the Mississippi Department of Insurance.
3. **NONRESIDENT ALIEN.** If the Contractor is a nonresident alien performing services in the United States or its territories, the Contractor agrees that proof of visa status (I-94 Form) documenting authorization to receive payment for work performed will be provided to the IHL prior to payment by the IHL.
4. **AUTHORITY TO CONTRACT.** The CONTRACTOR warrants (a) is authorized to enter into this agreement; (b) that it is qualified to do business and in good standing in the State of Mississippi; (c) that entry into and performance under this agreement is not restricted or prohibited by any loan, security, financing, contractual, or other agreement of any kind; and (d) notwithstanding any other provision of this agreement to the contrary, that there are no existing legal proceedings, either voluntary or otherwise, which may adversely affect its ability to perform its obligations under this agreement.
5. **ACCESS TO RECORDS.** The Contractor shall maintain books, records, documents, and other evidence and accounting procedures and practices to sufficiently reflect properly all costs of whatever nature claimed to have been incurred in the performance of the Contract. The IHL, any sponsor, the state of Mississippi, or the Comptroller General of the United States or their authorized representatives shall have access to the books, documents,

papers, and records of the Contractor which are directly pertinent to the Contract for the purpose of making audit, examination, excerpts and transcripts. Such books and records shall be maintained by the Contractor for three years from the date of the completion of work. Contractor is responsible for any audit discrepancies involving deviation from the terms of the Contract and for any commitments or expenditures in excess of amounts authorized by the IHL.

6. **OWNERSHIP OF WORK PRODUCTS.** Any discovery, patent, copyright, invention, work papers, software, software applications, written materials, publications, data, information, by-product or end-product arising as a direct result of the performance of this Contract shall be the sole property of the IHL.
7. **TERMINATION.** Either the IHL or the Contractor may terminate its obligations under this Contract by giving the other party at least 10 days prior written notice of such termination, specifying the intended date of termination; provided, however, that, upon request from the IHL, the Contractor shall continue performance until the IHL can find a replacement contractor or for an additional thirty (30) days after the specified termination date, whichever is the shorter time period. Upon termination, an equitable settlement shall be made for actual costs incurred by the Contractor up to the date of termination.
8. **IHL EXECUTIVE OFFICE EMPLOYEES.** The Contractor will not hire any employee of the IHL Executive Office to perform any services covered by this agreement without prior written approval from IHL Executive Office Human Resources Department.
9. **CONFIDENTIAL INFORMATION.** In connection with the contract hereunder, the IHL and the Contractor shall be free to exchange such technical information and know-how as may be necessary to carry out the objective of the agreement. Neither party shall be required to disclose to the other party technical information and know-how which it received in confidence from a third party or which is developed for a third party under conditions giving rise to an obligation or confidentiality. Employees of the IHL Executive Office performing services hereunder shall enter into confidentiality agreements should such exchange of information be needed to conduct the project. The IHL shall have the appropriate individuals execute said agreements and provide copies to the Contractor. The Contractor shall have the appropriate individuals execute said agreements and provide copies to the IHL.

Notwithstanding any provision to the contrary contained herein, it is recognized that the IHL is a public agency of the State of Mississippi and is subject to the Mississippi Public Records Act, section 25-61-1, et seq., Miss. Code Ann. If a public records request is made for any information provided to the IHL pursuant to this agreement, the IHL shall promptly notify the disclosing party of such request. The disclosing party shall promptly institute appropriate legal proceedings to protect its information. No party to this agreement shall be liable to the other party for disclosures of information required by Court order or required by law.

Contractor agrees to the attached data sharing terms and conditions (Exhibit 1).

10. **ACKNOWLEDGEMENT OF SPONSORSHIP.** The Contractor agrees that, in any publication, acknowledgement shall be made of sponsorship by the IHL and/or other sponsor by use of the following statement "This work was performed under the sponsorship of the Mississippi Board of Trustees State Institutions of Higher Learning. This work does not necessarily represent the views of the IHL or the sponsoring agency." If the publication is copyrighted, the statement "Reproduction of this article, with the customary credit to the source, is permitted," shall be added. With the exception of acknowledging sponsorship of research, the name of the IHL may not be used in publications, news releases, advertising, speeches, technical papers, photographs, and other releases of

information regarding this Contract or data developed under this Contract without written approval of the IHL.

- 11. APPLICABLE LAW.** The contract shall be governed by and construed in accordance with the laws of the State of Mississippi, excluding its conflicts of laws provisions, and any litigation with respect thereto shall be brought in the courts of the state. The CONTRACTOR shall comply with applicable federal, state, and local laws and regulations. If a court determines that any provision of this contract is not enforceable against IHL, the CONTRACTOR agrees that the individual signing this agreement on behalf of IHL is not personally responsible or liable for any of the obligations and duties contained herein.
- 12. INDEMNIFICATION.** To the fullest extent allowed by law, the CONTRACTOR shall indemnify, defend, save and hold harmless, protect, and exonerate IHL, its Commissioner, Board Members, officers, employees, agents and representatives, and the State of Mississippi from and against all claims, demands, liabilities, suits, actions, damages, losses, and costs of every kind and nature whatsoever, including, without limitation, court costs, investigative fees and expenses, attorney's fees, arising out of or caused by the CONTRACTOR and/or its partners, principals, agents, employees and/or Subcontractors in the performance of or failure to perform this agreement. In IHL's sole discretion, the CONTRACTOR may be allowed to control the defense of any such claim, suit, etc. In the event the CONTRACTOR defends said claim, suit, etc., the CONTRACTOR shall use legal counsel acceptable to IHL; the CONTRACTOR shall be solely responsible for all costs and/or expenses associated with such defense, and IHL shall be entitled to participate in said defense. The CONTRACTOR shall not settle any claim, suit, etc., without IHL's concurrence, which IHL shall not unreasonably withhold.
- 13. CONFLICT OF INTEREST.** The Contractor affirms that, to the best of his/her knowledge, there exists no actual or potential conflict between Contractor's family, business, or financial interests and his/her services under this Contract, and, in the event of change in either his/her private interests or service under this Contract, he/she will inform the IHL regarding possible conflict of interest that may arise as a result of such change.
- 14. AVAILABILITY OF FUNDS AND EXPENDITURE APPROVAL.** It is expressly understood and agreed that the obligation of IHL to proceed under this Agreement is conditioned upon the appropriation of funds by the Mississippi State Legislature and the receipt of state and/or federal funds. If the funds anticipated for the continuing fulfillment of the Agreement are at any time not forthcoming or insufficient, either through the failure of the federal government to provide funds or of the State of Mississippi to appropriate funds or the discontinuance or material alteration of the program under which the funds were provided or if funds are not otherwise available to IHL, IHL shall have the right upon ten (10) working days written notice to the CONTRACTOR, to terminate this Agreement without damage, penalty cost, or expense to IHL of any kind whatsoever. The effective date of termination shall be as specified in the notice of termination.
- 15. SEVERABILITY.** If any term or provision of this contract is prohibited by the laws of the State of Mississippi or declared invalid or void by a court of competent jurisdiction, the remainder of the contract shall be valid and enforceable to the fullest extent permitted by law.
- 16. TOTAL AGREEMENT.** This Contract contains the entire agreement between the parties, superseding any prior or concurrent agreements as to the services being provided, and no oral or written terms or conditions that are not contained in this Contract shall be binding. This Contract may not be changed except by mutual agreement of the parties. Any such change shall be reduced to writing and signed by both parties.
- 17. CONTRACT CHANGES.** The IHL may, at any time, by written order, make changes within the general scope of the contract or any of its task orders as to the services or work to be

performed. If such changes cause an increase or a decrease in the CONTRACTOR's cost or time required to perform any services under this contract or assigned task orders, whether or not changed by an order, the IHL shall make an equitable adjustment and modify this contract, or the appropriate task order, in writing. The CONTRACTOR must assert any claim for adjustment under this clause in writing within thirty (30) days from the date the CONTRACTOR received the IHL's notification of change, unless the IHL grants additional time before the date of final payment. No services for which the CONTRACTOR will charge any additional compensation shall be furnished without the prior written authorization of the IHL.

**18. ASSIGNMENT/TRANSFER/SUBCONTRACTING.** The Contractor shall not assign, transfer, subcontract, or otherwise give to or impose on any other party any obligation or right of the Contractor under this Contract, without prior written consent of the IHL.

**19. THIRD PARTY ACTION NOTIFICATION.** The CONTRACTOR shall give the IHL prompt notice in writing of any action or suit filed, and prompt notice of any claim made against the CONTRACTOR by any entity that may result in litigation related in any way to this contract.

**20. EMPLOYMENT VERIFICATION.** CONTRACTOR represents and warrants that it will ensure its compliance with the Mississippi Employment Protection Act (Senate Bill 2988 from the 2008 Regular Legislative Session) and will register and participate in the status verification system for all newly hired employees. The term "employee" as used herein means any person that is hired to perform work within the State of Mississippi. As used herein, "status verification system" means the Illegal Immigration Reform and Immigration Responsibility Act of 1996 that is operated by the United States Department of Homeland Security, also known as the E-Verify Program, or any other successor electronic verification system replacing the E-Verify Program. CONTRACTOR agrees to maintain records of such compliance and, upon request of the State, to provide a copy of each such verification to the State. CONTRACTOR further represents and warrants that any person assigned to perform services hereunder meets the employment eligibility requirements of all immigration laws of the State of Mississippi. CONTRACTOR understands and agrees that any breach of these warranties may subject CONTRACTOR to the following: (a) termination of this Agreement and ineligibility for any state or public contract in Mississippi for up to three (3) years, with notice of such.

**21. NOTICE.** Any notice required or permitted to be given under this contract shall be in writing and sent by certified United States mail, postage prepaid, return receipt requested, to IHL by writing the Mississippi Institutions of Higher Learning, Attention: Office of Contracts and Grants Compliance, 3825 Ridgewood Road, Suite 417, Jackson, MS 39216 or to the CONTRACTOR by writing \_\_\_\_\_

The parties agree to promptly notify each other of any change of address.

Contractor	Institutions of Higher Learning
By: _____	By: _____
Name: _____	Name: _____
Title: _____	Title: _____
Company: _____	Date: _____
Date: _____	



## Exhibit 1

### DATA SHARING TERMS AND CONDITIONS

In connection with the Complete to Compete initiative, the Contractor will receive student directory information as defined in the Family Educational Rights and Privacy Act (FERPA) and its implementing regulations (34 C.F.R. Part 99), for the purpose of designing and creating a data-driven, personalized marketing campaign in order to engage former students who may be eligible to earn post-secondary credentials. The marketing campaign shall be designed to encourage eligible former students to return to one of Mississippi's public post-secondary institutions and complete their post-secondary degree.

The Contractor shall provide IHL and MCCB with periodic activity reports that outline the productivity of the marketing campaign.

The student contact information provided to the Contractor will be student directory information as defined in FERPA (34 C.F.R. § 99.3), generally including the following list of data elements, but may vary depending on data availability:

Unique ID ( <b>not</b> SSN or student ID),	SchoolPhoneNumber,	CurrentState,
Prefix,	SchoolEmail,	CurrentZipCode,
FirstName,	PermanentAddress1,	CurrentPhoneNumber,
MiddleName,	PermanentAddress2,	CurrentEmail,
LastName,	PermanentCity,	Student Mobile Number,
Suffix,	PermanentState,	ClassLevel,
School (Institution Code),	PermanentZipCode,	Enroll Term/Year,
SchoolAddress1,	PermanentPhoneNumber,	End Term/Year,
SchoolAddress2,	PermanentEmail,	Gender,
SchoolCity,	Mobile Number,	Ethnicity,
SchoolState,	CurrentAddress1,	Birthdate
SchoolZipCode,	CurrentAddress2,	
	CurrentCity,	

To protect the privacy of the students, Contractor agrees to use the student data information exclusively for the purposes of the Complete to Compete initiative and agrees not to share the student data information outside the scope of this initiative without the prior written permission of the affected student(s), the IHL and/or the MCCB. Contractor shall maintain appropriate administrative, technical and physical safeguards designed to ensure the security and integrity of the student data and protect against unauthorized access to or use of such data.

Contractor agrees to indemnify the IHL and MCCB for any harm or loss resulting from any breach or disclosure of student data to any unauthorized person or entity. This provision shall be in addition to any other indemnification provision in the Agreement. In the event of any breach or unauthorized disclosure of student data, Contractor shall immediately inform the IHL and MCCB and shall immediately take action to remedy the breach.

Contractor agrees that all uses and disclosures of student data information shall be in accordance with FERPA, its implementing regulations, and any other applicable privacy laws.