

MONTCLAIR STATE UNIVERSITY

Montclair, NJ 07043

ADDENDUM NO. 3

Request for Proposal # 1573 Montclair Unbound Marketing

Date of Original Bidding Documents: September 12, 2023
 Date of Addendum No. 1: September 26, 2023
 Date of Addendum No 2: October 3, 2023
 Date of Addendum No. 3: October 12, 2023
Revised Bid Opening Date: October 23, 2023 at 10:00 A.M.

INTENT: This Addendum forms a part of the Contract Documents and modifies the Original Bidding Documents and Prior Addenda, if any, as identified above. Unless specifically noted or specified hereinafter, all work shall comply with the applicable provisions of the Contract Documents.

It is the sole responsibility of the Bidder to be knowledgeable of all of the additions, deletions, clarifications and modifications to the RFP relative to this RFP as set forth in all addenda. Bidders should acknowledge receipt of this Addendum in the space provided on the Bid Form. Failure to do so may subject Bidder to disqualification.

I. ANSWERS TO QUESTIONS:

#	RFP Section Reference	Question and Answer
1	-	<p>Question: What are the historical enrollments for the past 3 years for each of the programs that will be supported as part of this RFP?</p> <p>Answer: Below is the Calendar year enrollment for domestic (Excluding International) Certificates and Masters programs.</p> <ul style="list-style-type: none"> • 2023: 2,318 • 2022: 2,225 • 2021: 2,366 <p>Further information can be provided to the awarded Contractor including enrollment broken down by major.</p>
2	3.1	<p>Question: What are the new student enrollment goals for each program for the next 2-3 fiscal years?</p>

#	RFP Section Reference	Question and Answer
		<p>Answer: Our current data is inserted below for graduate programs. Our enrollment goals are generally within a 10% increase in enrollment each year but may vary by program. Below is the Calendar year enrollment by College for domestic (Excluding International) Certificates and Masters programs:</p> <p>a. <u>College of the Arts</u></p> <ul style="list-style-type: none"> • 2023: 68 • 2022: 90 • 2021: 82 <p>b. <u>College of Science and Mathematics</u></p> <ul style="list-style-type: none"> • 2023: 176 • 2022: 132 • 2021: 184 <p>c. <u>Feliciano School of Business</u></p> <ul style="list-style-type: none"> • 2023: 438 • 2022: 389 • 2021: 351 <p>d. <u>College of Humanities and Social Sciences</u></p> <ul style="list-style-type: none"> • 2023: 440 • 2022: 491 • 2021: 461 <p>e. <u>School of Nursing</u></p> <ul style="list-style-type: none"> • 2023: 53 • 2022: 41 • 2021: 44 <p>f. <u>College of Education and Human Services</u> (Fall 23 this College was split into two New Colleges)</p> <ul style="list-style-type: none"> • 2023: 509 (Excluding Fall 2023)
3.	3.2	<p>Question: What has been your annual marketing budget for the scope of this RFP over the last 2-3 years?</p> <p>Answer: The University does not share budget information; however, this information can be provided to the awarded Contractor.</p>
4	3.2	<p>Question: Can you provide an estimated budget percentage split by awareness, consideration, and action stages of the funnel?</p> <p>Answer: The below chart highlights FY23 spending per category:</p>

#	RFP Section Reference	Question and Answer																							
		<table border="1"> <thead> <tr> <th data-bbox="493 222 893 289">Channel</th> <th data-bbox="893 222 1070 289">FY23 % Spend</th> </tr> </thead> <tbody> <tr> <td data-bbox="493 289 893 331">Paid Search</td> <td data-bbox="893 289 1070 331">27.32%</td> </tr> <tr> <td data-bbox="493 331 893 373">Paid Social</td> <td data-bbox="893 331 1070 373">29.63%</td> </tr> <tr> <td data-bbox="493 373 893 415">Outdoor</td> <td data-bbox="893 373 1070 415">9.95%</td> </tr> <tr> <td data-bbox="493 415 893 457">Radio/Streaming Audio</td> <td data-bbox="893 415 1070 457">1.49%</td> </tr> <tr> <td data-bbox="493 457 893 499">TV/OTT</td> <td data-bbox="893 457 1070 499">6.69%</td> </tr> <tr> <td data-bbox="493 499 893 541">Print Ad</td> <td data-bbox="893 499 1070 541">2.09%</td> </tr> <tr> <td data-bbox="493 541 893 583">Email Ad</td> <td data-bbox="893 541 1070 583">0.01%</td> </tr> <tr> <td data-bbox="493 583 893 625">Programmatic/Display</td> <td data-bbox="893 583 1070 625">7.65%</td> </tr> <tr> <td data-bbox="493 625 893 667">Other Advertising</td> <td data-bbox="893 625 1070 667">15.17%</td> </tr> <tr> <td data-bbox="493 667 893 716">Total</td> <td data-bbox="893 667 1070 716">100.00%</td> </tr> </tbody> </table>	Channel	FY23 % Spend	Paid Search	27.32%	Paid Social	29.63%	Outdoor	9.95%	Radio/Streaming Audio	1.49%	TV/OTT	6.69%	Print Ad	2.09%	Email Ad	0.01%	Programmatic/Display	7.65%	Other Advertising	15.17%	Total	100.00%	
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Print Ad	2.09%																								
Email Ad	0.01%																								
Programmatic/Display	7.65%																								
Other Advertising	15.17%																								
Total	100.00%																								
5	3.2	<p>Question: Which marketing tactics (listed below) have you invested in over the last 18-months? If you have invested, can you share if it was a productive tactic and why?</p> <p>Answer: The tactics are below. We exceed the KPI's for most of these tactics but the performance varies depending on the campaign:</p> <ul style="list-style-type: none"> • Google ads • YouTube ads • Facebook and Instagram ads • LinkedIn ads • TikTok ads • Programmatic buys • Digital TV • Digital billboards • OOH static billboards, ads on buses, bus stops, airports • Magazines 																							
6	4.7	<p>Question: In section 4.7, A, 5, the RFP says "Provide a timeline for campaigns that align with our Targeted Enrollment numbers", can you clarify what you are requesting? Are you seeking a timeline to stand up campaigns to achieve the enrollment numbers or something else? Please advise.</p> <p>Answer: We are seeking a sample timeline to stand up campaigns. Provide the best response to this question based on the information provided in the RFP and this addendum. Refer to Part II. # 2.</p>																							
7	3.1	<p>Question: Are you able to provide a specific list of the programs that will be supported by the partner that is selected as part of this RFP process?</p>																							

#	RFP Section Reference	Question and Answer
		<p>Answer: The exact listing of programs is to be determined, but the online graduate business programs (MBA, business analytics) as well as additional new prospective programs that might coming in the pipeline (Accounting, undergraduate in Psychology).</p>
8	3.2	<p>Question: Section 3.2, Program Marketing) mentions, “Develop and implement a plan for influencer and social media marketing in collaboration with University Marketing and Communications.” Regarding “influencer”, would Montclair seek to onboard students to participate as social media influencers tasked with crafting and posting their own user-generated video content (UGC) about their Montclair experiences?</p> <p>Answer: We are open to discussing this idea with the awarded Contractor, but the University’s preference is for the vendor to shoulder most of the work related to the administration of such a program.</p>
9	3.2	<p>Question: Section 3.2, Program Marketing mentions “d. Anticipated conversion rates from inquiry through matriculation.” Does Montclair presently have a digital marketing program with tracking and clear line of site within Slate for annual performance metrics by digital campaign to help with forecasting? (i.e.: inquiry rate, inquiry to application rate, inquiry to enrollment rate?)</p> <p>Answer: Yes, we track rates at the admission funnel point.</p>
10	1.3	<p>Question: Section 1.3 stating that another portion of their goals is to build business relationships via organic channels (3.2.7)? What is your definition of organic in this RFP:</p> <ul style="list-style-type: none"> a. In-person fostered organic B2B relationship with employers locally to help market the university with the employees of those local businesses? b. A business relationship focused on backlinking to other businesses websites to influence online organic authority for SEO keyword rankings? <p>Answer: It is the first, a. In-person fostered organic B2B relationships.</p>
11	-	<p>Question: Does Montclair have recruiting business relationships with employers in the region for higher salary careers? Can you provide any details on the relationships minus business names?</p> <p>Answer: We do have some relationships with several businesses in the regions, however the University cannot share that information at this time.</p>
12	3.2	<p>Question: Does Montclair have stats available for use as value propositions for marketing about their job placement rates, faster speed to</p>

#	RFP Section Reference	Question and Answer
		<p>graduation, lower tuition, school rankings, and similar that can be used for marketing?</p> <p>Answer: Yes, this is sometimes program-specific, but this information can be provided as part of the marketing.</p>
13	-	<p>Question: Can you share what systems you use today (i.e. CRM, SIS, LMS) and the degree to which they are integrated for any kind of reporting that would enhance marketing forecasting and media spends?</p> <p>Answer: We currently use Banner student for SIS, Canvas for LMS, and Slate for CRM. Systems are integrated with student information that is passed through each platform.</p>
14	7.2	<p>Question: When is the expected or approximate award date of the RFP #1573 contract? In what timeframe does Montclair State University anticipate actual service delivery to begin? In what timeframe or for which semester start does the University anticipate marketing spend and lead generation to commence?</p> <p>Answer: The award date will be dependent upon the number of proposals we receive; however, it typically takes 60 days for the process to be completed. We anticipate service delivery to begin for the recruitment cycle for the Fall 2024 semester with service delivery to begin in early 2024.</p>
15	4.7	<p>Question: What are the estimated enrollment and lead goals for RFP #1573? Section 4.7, paragraph (5), references “our Targeted Enrollment numbers,” this suggests Montclair may have previously projected enrollment targets -- if so, can this information be shared with prospective bidders?</p> <ol style="list-style-type: none"> a. Are these goals further broken out for each degree or certificate program? b. Are they broken out by student type (i.e., undergraduate, graduate, certificate)? <p>Answer: a. This may vary based on program, but we are looking at roughly a target of five (5) to ten (10) percent increase in enrollments. Our expectation is that we would work with the winning agency to identify programs and update targets; b. Yes, they are broken up by undergraduate and graduate degrees.</p>
16	-	<p>Question: What is the expected or estimated annual budget for RFP #1573? Or, at least a range?</p> <p>Answer: The University does not share information regarding budgets.</p>

#	RFP Section Reference	Question and Answer
17	1.2	<p>Question: Section 1.2 states that “this project will initially entail working with Montclair’s portfolio of existing master and certificate (both online and on-campus) programs and existing online undergraduate programs but will expand to include new programs as determined by the University.”</p> <p>Will Montclair allocate additional funding annually to the RFP #1573 contract to support these new initiatives to allow the vendor to add the required resources and also to supplement the marketing and media spend to drive lead generation and enrollment outcomes?</p> <p>Answer: While ultimately Montclair will make the decision on actual spend we are seeking assistance with making these strategic decisions on what is appropriate to achieve desired enrollment targets.</p>
18	-	<p>Question: How does this contract interact with RFP #1523 media buying contract awarded in 2022?</p> <ul style="list-style-type: none"> a. Will there be a collaboration of some sort between the vendor handling the scope of work identified within RFP #1523 and the contractor chosen to provide services under the subsequent contract for RFP #1573? If so, how will this occur? b. How do you anticipate the media purchases executed within the scope of RFP #1523 to be different than media purchases made by the organization executing the eventual contract for RFP #1573? <p>Answer: This partnership will be in addition to RFP 1523.</p> <ul style="list-style-type: none"> a. We expect this work to be done outside of that scope b. The focus of this partnership will be to provide high-level strategic marketing that is program specific.
19	-	<p>Question: Will there be a separate branding initiative or campaign by University Communications and Marketing (or other entity) for the new 'Montclair Unbound' brand? Or, will the 'Unbound' branding efforts be entirely part of this contract? If there are separate 'Unbound' campaigns/strategies, how large (range) of a separate media effort or spend will this be?</p> <p>Answer: Branding is not part of this initiative. This contract focuses more on program marketing.</p>
20	-	<p>Question: We understand that a new Montclair website is under construction, and to maximize SEO effectiveness, would there still be resources allocated within the University prior to the transition to the new website to address expected SEO website recommendations for the current iteration of the Montclair website?</p>

#	RFP Section Reference	Question and Answer
		<p>Answer: Yes, that will be resources that will be allocated.</p>
21	-	<p>Question: To effectively target the fully online undergraduate program audience potential (in New Jersey), could you elaborate on how many community college articulation agreements are in place between Montclair and the 18 New Jersey community colleges that could be leveraged?</p> <p>Answer: The University’s articulation agreements can be found on the following link: https://www.montclair.edu/admissions/apply-and-check-status/articulation-agreements/.</p>
22	3.2.7	<p>Question: Can you expand on the “business-to-business relationships strategy” that was asked for in Section 3.2.7 (Program Marketing)?</p> <ol style="list-style-type: none"> a. How will this effort be measured? b. Are there key accounts that have already been identified by Montclair? <p>Answer: We are seeking assistance in building relationships with businesses and business groups that can provide a funnel for employees that would be interested in Montclair programs.</p> <ol style="list-style-type: none"> a. Measurement would be defined by the overall enrollment goals and strategy set forth for each program. b. Not at this time.
23	3.2	<p>Question: There are approximately 135 graduate, certificate, and online undergraduate programs that are potentially part of this RFP; to help us better identify the resources necessary to quickly and effectively develop media assets, content, and other supporting materials, could you please clarify Section 3.2, paragraph 3(b), which calls for a “Detailed Strategy for each program?”</p> <p>Developing a large volume of assets could take a large piece of the budget, so understanding Montclair's current program priorities is essential. An understanding of your initial program focus would be helpful. If you are looking for respondents to offer their initial recommendations around program priorities, this information would be helpful as well. If so, do you want bidders to include these recommendations within the response?</p> <p>Answer: We are initially looking at highly enrolled programs such as our online MBA as well as new programs in the pipeline such as a potential graduate degree in Accounting and a degree completion program in Psychology. We don’t expect a full strategy for every single program.</p>
24	5.1.1	<p>Question: Section 5.1.1, paragraph (4), references “Enrollment Goals” and asks the bidder to “offer some form of guarantees.” Given that the scope of services outlined in RFP #1573 does not request recruitment services from bidders, is Montclair instead asking for guarantees around lead</p>

#	RFP Section Reference	Question and Answer
		<p>projections based on the overall marketing spend? If so, is the University looking for guarantees across all 135 graduate, certificate, and online undergraduate programs or around a specific set of programs?</p> <p>Answer: We are looking for a subset of highly enrolled programs (such as the MBA, business analytics, and new programs in Accounting and Psychology). Refer to Part II, # 2, for a revision to 5.1.1, paragraph (4).</p>
25	4.4	<p>Question: Section 4.4 requests bidders to submit “one (1) complete ORIGINAL Proposal...(and)...three (3) exact copies on a flash drive.” Can you please clarify? Is Montclair instead requesting three separate flash drives with exact copies of the ORIGINAL Proposal?</p> <p>Answer: The University is requesting three (3) separate flash drives with an exact copy of the original proposal on each flash drive.</p>
26	Attachment 1 – Price Sheet	<p>Question: Montclair’s Price Sheet (Attachment 1) to RFP #1573 is somewhat inflexible in that it does not allow for more creative pricing scenarios at increased levels of total marketing spend. Given the scope as presented and the anticipated growth in new programs beyond the existing programs discussed in Section 1.2, the University’s annual marketing spend may indeed increase substantially beyond the \$1MM level. Will Montclair allow bidders to amend the Price Sheet while also adhering to the prescribed “format?”</p> <p>Answer: The price sheet has been amended to include a yearly account servicing price, an hourly rate for creative work, and a broader range for increased level of total marketing spend. Please refer to the updated price sheet.</p>
27	Attachment 1 – Price Sheet	<p>Question: All-inclusive pricing – We would like clarification on the requirement for all-inclusive pricing since it’s based on a percentage of media spend. Is a percentage of media spend the only model you will accept? If yes, should we price non-media services such as SEO, landing page creation, creative assets etc. as part of that budget? We would need additional details on non-media services because it is difficult to price these activities based on media spend without specifics. For example:</p> <ul style="list-style-type: none"> a. Or how many landing pages need to be created monthly? Will that be defined somehow? b. For assets unrelated to landing pages (banner ads, etc.) we have the same type of questions. That is, how many creative assets, SEO changes, market research initiatives, etc., need to be delivered monthly? <p>Answer: The price sheet has been amended to include a yearly account servicing price and an hourly rate for creative work. Please refer to lines 1</p>

#	RFP Section Reference	Question and Answer
		through 6. For a. above, this will be identified on a program basis and is informed by the overall strategy; For b. above, this will be identified on a program basis and is informed by the overall strategy.
28	3.1	<p>Question: Section 3.1 - Market Research - Can you provide further detail on the type and of and breadth of market research? It says ongoing to identify new programs (surveys, public data), so we want to make sure we understand what you will require.</p> <p>Answer: Montclair is looking for assistance when the concept of a new program is proposed to provide market data, recommendations, and potential enrollments.</p>
29	3.2	<p>Question: Organic –Will we/Montclair be implementing SEO recommendations? Will we be optimizing existing pages or just on the landing pages we’re creating? Will you require ongoing SEO reporting and maintenance?</p> <p>Answer: The University is looking at SEO assistance with the development of new landing pages and microsites related to the programs that the partner will support. We would request some reporting be developed for the pages that are developed by the vendor. Any required maintenance would be strictly for these landing pages.</p>
30	3.2	<p>Question: Creative Direction – Do you have competitor creative or landing page examples that you like?</p> <p>Answer: No but the William Paterson landing pages have been mentioned as being effective: https://online.wpunj.edu/degrees/business/mba/general/.</p>
31	3.2	<p>Question: Section 3.2 - Clarify what organic marketing campaigns you are looking for?</p> <p>Answer: We are looking for Web, creative content, SEO optimization, and social media.</p>
32	3.2	<p>Question: Can you clarify what you mean by developing business to business relationships? We assume it’s with internal business partners, but we wanted to validate that assumption and get a better understanding of your expectations.</p> <p>Answer: We want our partner to develop relationships with other businesses to assist in the funnel of potential new students.</p>
33	4.7	<p>Question: Section 4.7 Do you have target enrollment numbers? Are they broken down by program? Will we know how many enrollments you’ll be</p>

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		<p>expecting from the paid media efforts? We would like to get as much information as possible to help with forecasting. That is, we would like a baseline to start with so that we know how many incremental enrollments you are looking for.</p> <p>Answer: Basic information is provided in the RFP and this addendum and should be utilized to best answer this question. Please refer to Part II. # 2.</p> <p>In addition, the University would be happy to provide more detailed information and projections by program to the awarded Contractor.</p>
34	Appendix 1	<p>Question: In Appendix 1 you reference including 'MONTCLAIR STATE UNIVERSITY STANDARD CONTRACT TERMS AND CONDITIONS' and ask that it be 'submitted'. Can you clarify what exactly you are asking be submitted? Is there some form of acknowledgment needed? Is it required that we sign the pdf document acknowledging them? Is there a process for exceptions?</p> <p>Answer: Per Appendix 1 "The documents listed below are required by State Law and University Policy. These documents are required to be completed. The Forms can be found at: https://www.montclair.edu/procurement/forms/." Regarding Terms and Conditions, it is preferable to have them signed when submitting the bid proposal, however, noting exceptions to particular Terms is acceptable and can be negotiated prior to contract award, depending on the particular exception.</p>
35	4.4	<p>Question: Is an electronic/email submission of a response to this RFP possible? Or, must all responses be a physically delivered document?</p> <p>Answer: Electronic/email submission is not acceptable, proposals must be submitted in accordance with RFP Section 4.4.</p>
36	3.0	<p>Question: Can you provide a list and/or total number of all existing programs you hope to have supported by this proposal? Are there programs you already know will be supported by this proposal?</p> <p>Answer: The online business programs will be part of the first group of programs to be supported (online MBA, business analytics). New programs that might be part of this first group include a graduate degree in Accounting and an undergraduate degree completion degree in Psychology.</p>
37	-	<p>Question: Can you share any plans you have for a budget to support Unbound? How much of that budget will be dedicated to services versus media spend?</p>

#	RFP Section Reference	Question and Answer
		Answer: The University does not share budget information.
38	-	<p>Question: What metrics can you share from past performance? Enrollments, etc. in the program groupings you have indicated.</p> <p>Answer: Metrics will be shared with the winning Contractor.</p>
39	-	<p>Question: What metrics will indicate success for this project? What are your specific enrollment targets if any? For example, achieve XX by target date of YY.</p> <p>Answer: The Contractor's success will be measured by meeting enrollment targets of new students applied, admitted, and enrolled in programs that fall under the scope of this agreement. As for targets, basic information is provided in the RFP. More detailed information will be shared with the awarded Contractor.</p>
40	3.2	<p>Question: In Section 3.2 you indicate looking for expected leads and other metrics. Can it be assumed that this would be provided once programs are provided and/or identified by research? Or are you looking for some indication of results for purposes of this RFP response?</p> <p>Answer: Leads and other metrics should be identified once programs are provided.</p>
41	3	<p>Question: Should we assume every program will need creative, landing pages, campaign, and content support work? Or do you have existing creative and content that can be repurposed? Can you identify that situation by program? Knowing this could have a significant impact on costs.</p> <p>Answer: We have some limited materials for programs based on previous campaigns and work. We would seek guidance with our Contractor to determine if any can be reused. Please refer to Part II. for information regarding revision to the structure of the RFP and Price Sheet.</p>
42	3.2	<p>Question: You mention requiring landing pages to integrate with Slate. Are there any other systems you would expect your future partner to integrate with as part of the marketing or recruitment process?</p> <p>Answer: It will mainly be Slate.</p>
43	-	<p>Question: Have you considered how you will plan nurture students through the remaining parts of the funnel post inquiry? Do you plan to have your own internally supported and managed recruiting team on campus that will address that part of the student journey? If a proposing</p>

#	RFP Section Reference	Question and Answer
		<p>partner provides support for that part of the process, would you be interested in hearing more about it?</p> <p>Answer: The intention is for Montclair to provide the additional nurturing after the inquiry becomes a lead. The additional services are not part of this RFP.</p>
44	-	<p>Question: Can we assume Unbound will be centrally managed by a Montclair team that your chosen partner will interface regularly with for all aspects of the support provided? Or, will your chosen partner be required to interface and support all the diverse units on campus that will be contributing to this project?</p> <p>Answer: The Contractor will be centrally managed by the Unbound team.</p>
45	4.4	<p>Question: Can you please clarify what is meant in Section 4.4? It specifies 3 exact copies of the proposal be submitted electronically. However, an electronic file would be the same regardless. So, does that mean you want three differently named files of the same thing? Or, is it requiring three separate flash drives with same files on it?</p> <p>Answer: See answer to question 25.</p>
46	Attachment 1 – Price Sheet	<p>Question: Can you please provide additional clarity on the pricing spreadsheet? For example, when you specify the ‘marketing spend’ what is that inclusive of? Is marketing spend as defined for the spreadsheet inclusive of media spend alone? Or, is ‘marketing spend’ intended to cover the amount Montclair State might spend on all of the services specified in this RFP (creative work, landing pages, websites, strategy, etc..), including the media spend?</p> <p>Answer: Marketing spread is inclusive of media spend alone. The price sheet has been amended to include a yearly account servicing price and an hourly rate for creative work to account for other requested services. Please refer to the revised price sheet lines 1 through 6.</p>
47	Attachment 1 – Price Sheet	<p>Question: Can you further clarify your intent for how the pricing would operate from a provider’s point of view? In the pricing spreadsheet, you specify the pricing needing to be all-inclusive and dependent upon media spend. Assuming you intend for that percentage of spend to cover a provider’s costs for all of the services specified in the RFP, a provider of these services could be potentially at a loss, if you chose to pursue extremely low levels of media spend. Are you open to considering alternative pricing models for services specified that may be more advantageous to your position long term without risking loss? If yes, how should those models be articulated within the form?</p>

#	RFP Section Reference	Question and Answer
		<p>Answer: The price sheet has been amended to include a yearly account servicing price and an hourly rate for creative work. Please refer to the revised price sheet, lines 1 through 6.</p>
48	-	<p>Question: Will your chosen provider be involved in the decisions related to what level of marketing spend is appropriate to access the desired level of market attainment for programs included in this RFP?</p> <p>Answer: While Montclair will make the ultimate decision regarding spend, we seek assistance with making strategic decisions regarding what is appropriate in order to achieve the desired market share.</p>
49	Appendix # 1	<p>Question: Can the Mandatory equal opportunity employment language form AA-302 be completed upon intent to award versus in advance of award during submission?</p> <p>Answer: The AA-302 application must be submitted to the State and approved by the State prior to the award of the contract. It is not required at the time of bid opening with the Bidder's proposal but is recommended to help expedite the process.</p>
50	-	<p>Question: Can you provide more background information on your past digital marketing efforts?</p> <ul style="list-style-type: none"> a. Have you worked with a digital marketing agency for PPC, SEO, Social, etc.? If so, what worked/didn't work? What does your new agency need to be better at? b. If you've not worked with a dedicated agency before, how has digital marketing been managed to date? What has motivated you to seek a new partner/approach? c. <p>Answer: a. In the past it was based on all different types of tactics through partnerships, networking, and other various connections. We hope to establish these through organic efforts and also with targeted B2B; b. There is a need for a new partner to help with the Unbound initiative as our online program management relationship is coming to end of term.</p>
51	Attachment 1 – Price Sheet	<p>Question: The RFP mentions working with the Montclair team to determine a specific marketing strategy and budget breakdown across initiatives, but what is the anticipated total marketing budget the firm can expect to work with to promote all programs across any and all marketing initiatives? Does the budget cover just the agency fees, or does it also include ad spend and other implementation costs?</p> <p>Answer: The University does not provide budget information, however the intention is for the budget to include all implementations costs. Please refer to Part II, # 1 for a revised Price Sheet.</p>

#	RFP Section Reference	Question and Answer
52	Attachment 1 – Price Sheet	<p>Question: The pricing sheet provided covers requests the costs of digital marketing services based on the University’s “Annual Marketing Spend” tiers.</p> <ul style="list-style-type: none"> a. Do the various tiered “Annual Marketing Spend” amounts include the direct ad spend, which is 100% pass-through and paid directly to the ad platforms? Or are those amounts for services and agency hard costs only and do not include ad spend? b. The pricing sheet lists “Percentages” as the unit of measure, can this be changed by the presenting agency? <p>We ask because, while Paid Media Management is based on a percentage of ad spend, we do not use a % of ad spend model for SEO, Social Media, and Creative/Web development. That pricing is based on the volume of deliverables (i.e., how many SM channels we are managing and posting each month, how many landing pages we are creating, etc.)</p> <p>Answer: a. This is the direct add spend; b. The University has amended the price sheets to reflect creative costs, please refer to Part II, # 1.</p>
53.	-	<p>Question: Who will be the key point of contact on your team?</p> <p>Answer: Upon award of the contract the key point of contact will be the Montclair Unbound Team consisting of the Dean of the School of Business and Managing Director of Unbound, the Director of Program Design and Operations for Montclair Unbound, and the Interim Director of Graduate and Online Marketing.</p>
54.	-	<p>Question: Can you provide more background information on your past digital marketing efforts reports?</p> <ul style="list-style-type: none"> a. Have you worked with a digital marketing agency for PPC, SEO, Social, etc. and if so, what worked/didn’t work? What does your new agency need to be better at? b. If you’ve not worked with a dedicated agency before, how has digital marketing been managed to date? c. What has motivated you to seek a new partner/approach? <p>Answer: a. We have worked in the past with other firms. There was an agreement previously with an OPM partner that provides marketing, recruitment, and retention services for online business and an IT program; b. Montclair is seeking assistance to improve in strategic program specific marketing; c. There is a need for a new partner to help with the Unbound initiative.</p>

#	RFP Section Reference	Question and Answer
55	Attachment 1 – Price Sheet	<p>Question: The RFP mentions working with the Montclair team to determine a specific marketing strategy and budget breakdown across initiatives, but what is the anticipated total marketing budget the firm can expect to work with to promote all programs across any and all marketing initiatives? Does the budget cover just the agency fees, or does it also include ad spend and other implementation costs?</p> <p>Answer: The University does not provide budget information. The price sheet has been amended accordingly.</p>
56	-	<p>Question: Could you provide more details on the specific programs that will be the initial focus (online undergraduate, online graduate, in-person masters, in-person certificates)? This will help tailor the proposal and recommendations.</p> <p>Answer: The initial focus will be on online graduate and online undergraduate programs. Specifically, the online MBA and potential new programs in the graduate space in Accounting and an undergraduate degree completion program in Psychology.</p>
57	-	<p>Question: What are the top 1-2 goals or outcomes you hope to achieve from this marketing partnership?</p> <p>Answer: Our primary goal is to have a partner that understands how to market a strategic portfolio of programs for Montclair University to help drive enrollment growth.</p>
58	3.8	<p>Question: Can you provide a breakdown of percentage of traffic, qualified leads, and applicants by channel? We want to understand what channels support the business either top of funnel and/or bottom of funnel.</p> <p>Answer: Refer to question 4.</p>
59	-	<p>Question: What analytics tool(s) do you use to support your attribution model?</p> <p>Answer: We use Slate as our CRM and have other tools we can provide to the Contractor.</p>
60	3	<p>Question: Is your attribution model first click or last attribution? For context, in a first click attribution model, the first interaction a potential student has with your site gets credit for a lead conversion, even if they later return directly. For instance, if they first came from a search engine (SEO) and later returned directly to convert, credit goes to SEO. A last click model credits the direct visit just before the conversion, giving it the conversion credit, emphasizing the last touchpoint. These models offer different perspectives on conversion attribution.</p>

#	RFP Section Reference	Question and Answer
		<p>Answer: The attribution model is the first interaction as a potential student that submits an RFI or enters our CRM system for the first time through the vendor’s marketing efforts credit goes to SEO.</p>
61	-	<p>Question: In your success metrics you mention both applications and starts. How would you define these? Is an “application” a completed application; is a “start” a started application?</p> <p>Answer: The application is a submitted application, a start is a new student that registers for classes.</p>
62	-	<p>Question: How and/or at what point in the lead lifecycle do you define whether a lead is qualified or not?</p> <p>Answer: This has been a fluid conversation. A lead has been marketed as qualified when campaigns are done through Slate. However, lead scoring and filtering leads upon filling out a RFI form is a route we prefer to go in.</p>
63	-	<p>Question: We have found with our university clients that a leading indicator of whether a lead will become a registered student (first semester fully paid) is if the lead completes their application within X days after becoming a lead. Do you track similar metrics? If so, have you found patterns or trends that could potentially help inform strategic initiatives?</p> <p>Answer: Yes, we track similar metrics and can be discussed with the Contractor.</p>
64	3	<p>Question: The scope states, “As needed, develop and execute the creative copywriting, graphic design, production, and delivery of campaign assets.” Can you please clarify what is meant by “as needed”?</p> <ol style="list-style-type: none"> a. Does Montclair have these design/development resources and will provide such assets to the marketing firm... but, the firm may need to also provide these services “as needed”, such as with Montclair’s internal resources are unable to provide? b. Or should the firm expect to provide these services/assets, as they are needed by the firm itself in order to execute its marketing tactics? <p>Answer: Depending on the program and assets that need to be created then assistance maybe required. We expect the vendor to provide much of the expertise in this space, but we may at times use some internal resources to assist. Please refer to section 3.5 for revisions to the RFP as well as the revisions to the price sheet attachment 1.</p>
65	***	<p>Question: The RFP instructs firms to “Ensure all marketing, branding, and promotion align with Montclair’s branding standards (including editorial and visual identity guidelines).”</p>

#	RFP Section Reference	Question and Answer
		<p>a. Does or will Montclair “<u>Unbound</u>” have separate brand/identity and messaging guidelines than what is the traditional/current Montclair branding?</p> <p>b. If so, have those guidelines been created, or are they in production?</p> <p>c. Will the brand team need any assistance or guidance from the firm in creating or expanding upon the “Unbound”?</p> <p>Answer: Branding is outside the scope of this RFP. To date the branding guidelines have not been created however, the in-house marketing team can handle this process and will not need the assistance to do so.</p>
66		<p>Question: The RFP requests we “Describe how your firm would create messaging and branding aligned with the strategic marketing plan of the University and the program-specific attributes.”</p> <ul style="list-style-type: none"> ○ Can you provide more information on the types of messaging and branding creative that can be expected from the firm? For example, will messaging/branding be limited to the ads and social media posts, and the landing pages the firm will be creating to execute their strategies? Or, is Montclair looking for over-arching branding and messaging for its new initiative, “Unbound”? <p>Answer: The University is seeking specific message branding on a program basis rather than over-arching branding. Please refer to Part II # 2 for revisions to the RFP.</p>
67		<p>Question: Who are the main competitors you want to differentiate from?</p> <p>Answer: We wish to differentiate from our main local peers: William Paterson University; New Jersey Institute of Technology; Kean University; and Rutgers University.</p>
68	3.5	<p>Question: The RFP states the University’s website is currently being overhauled, with an estimated completion date of 12/24. Is that December 24, 2023? Or December 2024?</p> <ul style="list-style-type: none"> a. Knowing a great deal of technical and onsite SEO is needed before, during, and immediately after a redesign launch, is the current firm that is managing the redesign/launch incorporating SEO strategies/implementations in their website redesign and migration scope and timeline? b. If not, should we include these highly recommended services/scope in our technical and pricing sheet? <p>Answer: The estimated completion date for the new website is December 2024. Answer to a. Yes, that is the intention. We expect the winning bidder for this agreement to provide recommendations in addition to the</p>

#	RFP Section Reference	Question and Answer
		work that is being done. B. It would be helpful to include if only for SEO implementation that may take place after the website redesign is launched. Please refer to the revisions to the Price Sheet and under section 3.5 # 4 of the revised RFP.
69	3.5	<p>Question: The RFP states all landing pages must be hosted by the awarded firm. Does this also include the design and development of any/all landing pages? Or will Montclair design and develop needed landing pages, and the firm just host them?</p> <p>If the firm is to develop and host landing pages, do you know how many landing pages and, if not, should we just give ad hoc pricing for landing page creation/hosting/maintenance?</p> <p>Answer: As a change in specifications. it has been determined that the Contractor will provide support for landing pages and capturing leads based on best practices for higher education. Landing pages could be hosted by the awarded bidder or by the University. If hosted by the awarded Contractor, the Contractor will need to certify that it complies with all University requirements for data security and privacy, including but not limited to EUGDPR and Chinese Privacy Law requirements. The University requires the Contractor to have the ability to track the entire customer journey and to measure engagement at every step. Please refer to Part II, # 2 which reflect these changes.</p>
70	-	<p>Question: Do you have an existing tech stack or CRM that the agency would need to integrate with?</p> <p>Answer: The University uses Slate.</p>
71	4.7	<p>Question: The technical proposal requests that we “Provide a timeline for campaigns that align with our Targeted Enrollment numbers”. This is typically something we provide as a result of kickoff and onboarding exercises. This would be difficult to provide at this point in time without better understanding what campaigns are currently in place, what <u>future</u> campaign goals/objectives and priorities are across all the various undergrad/masters and online/offline programs, and what the current enrollment numbers are, how they’ve been trending, and what the future enrollment goals are.</p> <ol style="list-style-type: none"> a. Does Montclair already have a campaign/promotional calendar the firm can anticipate following? If so, can this be provided? b. Can you provide more information on your current enrollment numbers and future enrollment goals? c. What has been the general trend of enrollment in the last 2-3 years? Have you been hitting your targets or off by a certain percentage? <p>Answer: a. Yes, see question 2 for answer; b. Please see question # 2. c.</p>

#	RFP Section Reference	Question and Answer
		Our paid marketing campaigns have generated a sufficient number of leads. We would like to see a lower proportion of problematic or unworkable leads, and we would also like to see more down-funnel activity from the campaigns. Please refer to Part II, # 2 as this request has been slightly updated in the revised RFP document.
72	-	<p>Question: What have been your biggest pain points with your paid marketing campaigns?</p> <p>Answer: The University’s paid marketing campaigns have generated a sufficient number of leads. We would like to see a lower proportion of problematic or unworkable leads, and we would also like to see more down-funnel activity from the campaigns.</p>
73	-	<p>Question: What have been your biggest wins with marketing that you’d like to retain?</p> <p>Answer: The University has had successful branding with the ability to generate a sufficient number of leads.</p>
74	-	<p>Question: Does Montclair offer rolling admissions or regular admissions, as this will play a factor in the overall strategy?</p> <p>Answer: Montclair does have rolling admissions for the graduate programs and would want this to remain the same.</p>
75	3.2	<p>Question: The scope of work states, “Provide daily oversight to ensure the effectiveness of our marketing campaigns such as A/B testing, etc.” - what are the expectations here, a high-level summary of how A/B test is progressing, or a daily report with specific metrics?</p> <p>Answer: The University is open to working with the Contractor on the best course, but a high-level summary and specific metrics on a timed basis would work best.</p>
76	3.2	<p>Question: Can you expand on your current marketing efforts for these programs? What channels and tactics are you using now?</p> <p>Answer: The University uses a number of social media channels for paid marketing, refer to question 5 for details.</p>
77	-	<p>Question: Do you have any existing data or reports on lead volume, cost per lead, conversion rates etc. that can be shared?</p> <p>Answer: Yes, we will provide the data to the awarded Contractor.</p>

#	RFP Section Reference	Question and Answer
78	3.5	<p>Question: Has the University engaged in SEO tactics/campaigns in the past, internally, or externally? If so, what and what were the results?</p> <p>Answer: Yes, we will provide the data to the awarded Contractor.</p>
79	3.5	<p>Question: What do you believe to be your biggest challenges/pain points on the SEO front that you hope to overcome with an SEO partner?</p> <p>Answer: The University's biggest challenges are: 1) How to rank on terms on a national or global scale (vs. local NJ search typically the focus for Montclair) and 2) How to best streamline content and terms to reduce volume of related Montclair pages competing against each other (MBA online vs. weekends vs. full time vs. part time)</p>
80	3.5	<p>Question: Are you looking to have a full, long-term SEO strategy managed by the agency (i.e., monthly tactics/deliverables across technical, onsite content, and offsite link building/directories)? Or more of a one-time "clean up" or one-time/ongoing general consultation?</p> <p>Answer: We are looking for ongoing consultation.</p>
81	-	<p>Question: What programs or degrees are a priority, if any?</p> <p>Answer: The online MBA program will be a high priority to start.</p>
82	-	<p>Question: Will we have access to the website or an IT team who can make on-page optimizations?</p> <p>Answer: Yes, we can provide access to our website.</p>
83	0	<p>Question: Will content creation be the responsibility of the agency? Or will the brand team provide all content requested? Or will the agency and brand teamwork in collaboration to produce content?</p> <p>Answer: The University expects that the contracted agency will do a large portion of the content creation but can get additional collaboration with the brand team. Refer to Part II # 2.</p>
84	0	<p>Question: Does the site have a designated blog?</p> <p>Answer: The University would like to do so. We expect each page to be slightly different based on recommendations and what is best suited for the market and demand of each program selected.</p>
85	-	<p>Question: What would the review process look like for content production?</p>

#	RFP Section Reference	Question and Answer
		Answer: All content must be reviewed and approved by both the Unbound Team and the Department of University Communications and Marketing.
86	3.5	<p>Question: Has Montclair engaged in influencer and social media marketing in the past? If so, to what extent/scale and what was or was not successful?</p> <p>a. Can you give an example of the types of “social influencers” the brand team expects the marketing to be able to bring to the table?</p> <p>Answer: The University has not engaged in working with an influencer in the past. Therefore, we anticipate working with the Contractor to determine what tactics would work best for this project.</p>
87	3	<p>Questions: The scope states, “As part of organic marketing, develop business-to-business relationships to help drive student enrollment.”</p> <p>a. Can you elaborate more on the types of B2B relationships and how these have been established in the past? And/or how do you envision them being established in the future through organic efforts? (i.e., partnership/affiliate promotions, targeting/growing a B2B following, outbound strategies, etc.)</p> <p>Answer: In the past it was based on all different types of tactics through partnerships, networking, and other various connections. We hope to establish these through organic efforts and also with targeted B2B.</p>
88	4	<p>Question: Are printed proposals a firm requirement or will you accept PDFs?</p> <p>Answer: Printed proposals are a firm requirement.</p>
89	-	<p>Question: Do you have an incumbent agency?</p> <p>Answer: Yes, however the contract is ending and the scope has changed.</p>
90	-	<p>Question: What digital are you doing currently? Is it in house or through a vendor?</p> <p>Answer: The University uses both in house and through an agency.</p>
91	-	<p>Question: Do all programs live within same Slate instance?</p> <p>Answer: Yes.</p>

#	RFP Section Reference	Question and Answer
92	-	<p>Question: Do you need any creative support?</p> <p>Answer: Yes, the University will need assistance with creative. Refer to lines 2 through 6 on the amended price sheet.</p>
93	-	<p>Question: Do you have video assets available?</p> <p>Answer: Yes we can provide video assets to the Contractor.</p>
94	-	<p>Question: What is your media budget?</p> <p>Answer: The University does not share budget information.</p>
95	-	<p>Question: What are your priority in-person and online graduate degrees and certificates?</p> <p>Answer: The priority is online programs.</p>

96		<p>Question: The RFP has areas outside our expertise. Can we respond with our areas of qualifications and expertise?</p> <p>Answer: Yes.</p>
97	-	<p>Question: Who is currently overseeing Montclair State University's overall marketing and Enrollment efforts?</p> <p>Answer: There is currently a company that provides marketing and recruiting services for our online business programs which will be coming to an end. Other marketing is done through University Marketing and Communications.</p>
98	-	<p>Question: Who is managing Montclair State University's media and lead generation campaigns?</p> <p>Answer: The University Marketing and Communications Department manages the media and lead generation campaigns.</p>
99	-	<p>Questions: How many and what programs are in scope?</p> <p>Answer: We will determine the programs with the awarded Contractor, but we expect at a handful of programs to begin. This includes our online business programs (MBA) and potentially graduate new programs in Accounting, Educational Leadership, and an undergraduate degree completion in Psychology.</p>
100	-	<p>Questions: Are certain programs or subject matter of particular emphasis or priority?</p>

		<p>Answer: Our on-line programs are the priority. We are initially looking at highly enrolled programs such as our online MBA as well as new programs in the pipeline such as a potential graduate degree in Accounting and a degree completion program in Psychology.</p>
101	Attachment 1 – Price Sheet	<p>Questions: The price sheet notes % to be collected by the bidder”. Can you provide more clarity as to what that means?</p> <p>Answer: Montclair will be spending a defined amount of money to create both paid and organic marketing efforts. Of that money, what percent will the agency charge as their fee? For example, if Montclair spends \$500,000 on a program. How much of that \$500,00 would your agency want back as your fee? (3%, 5% etc.).</p>
102	3.1	<p>Questions: Are there specific enrollment targets?</p> <p>Answer: Our current data is inserted below for graduate programs. Our enrollment goals are generally within a 10% increase in enrollment each year, but may vary by program. We do expect that these targets will be modified as our goals are fluid each year.</p> <p>Below is the Calendar year enrollment by College for domestic (Excluding International) Certificates and Masters programs.</p> <p><u>College of the Arts</u></p> <ul style="list-style-type: none"> • 2023: 68 • 2022: 90 • 2021: 82 <p><u>College of Science and Mathematics</u></p> <ul style="list-style-type: none"> • 2023: 176 • 2022: 132 • 2021: 184 <p><u>Feliciano School of Business</u></p> <ul style="list-style-type: none"> • 2023: 438 • 2022: 389 • 2021: 351 <p><u>College of Humanities and Social Sciences</u></p> <ul style="list-style-type: none"> • 2023: 440 • 2022: 491 • 2021: 461 <p><u>School of Nursing</u></p> <ul style="list-style-type: none"> • 2023: 53 • 2022: 41 • 2021: 44 <p><u>College of Education and Human Service</u> (Fall 23 this College was split into two New Colleges)</p> <ul style="list-style-type: none"> • 2023: 509 (Excluding Fall 20230) • 2022: 960 • 2021: 1,110

103	-	<p>Questions: Are there specific revenue goals?</p> <p>Answer: We cannot provide an estimate at this time.</p>
104	3	<p>Questions: What are the most important factors to Montclair State University when choosing a partner?</p> <p>Answer: The University is seeking a strong partnership that will enable us to strategically market our programs to grow enrollments. Having the capability to identify what we need and successfully execute the plan to get there is critical.</p>
105	Bid Opening Date	<p>Question: Currently, there is a very limited time planned between bidders receiving answers to their questions and the date we would plan to ship a physical submission to have it to Montclair U early. In the interest of providing a complete, thorough response, would it be possible to extend the deadline for delivery of this RFP to Monday, October 16?</p> <p>Answer: The bid response date will be moved to October 20, 2023. Please refer to the top of this addendum and the revised RFP.</p>
106	4	<p>Questions: Because distribution and communications (including all addenda) will be posted on the Montclair State University Procurement Services website and because questions are accepted via email, would it be possible to submit proposals via email instead of requiring physical submissions?</p> <p>Answer: Because the bids must be opened in a public setting, we cannot accept emailed proposals.</p>
107	Attachment 1 – Price Sheet	<p>Question: What is the University’s preferred pricing model: fee-based or revenue share?</p> <p>Answer: The University is requesting a fee-based model. Please refer to Part 1, # 1 reflecting the revised Price Sheet.</p>
108	-	<p>Question: Would it be possible for Montclair State University to share anticipated budget details for this engagement?</p> <p>Answer: No. The University does not share budget information.</p>
109	-	<p>Question: Approximately how many students, not attributed to marketing efforts, typically enroll in a semester in your online programs?</p> <p>Answer: Typically, there are about 900 students enrolled in the online programs.</p>
110	-	<p>Question: What CMS, CRM, and Application system do you currently utilize?</p>

		Answer: The University uses Slate.
111	-	Question: What metrics will you use to measure success for these services? Answer: Success will be measured by leads, applications, and starts based on strategic program marketing.
112	-	Question: What reporting tools do you already have in place for your current activities? Answer: Montclair State University uses Slate, Banner, and Canvas as main enterprise systems for CRM, SIS, and LMS.
113	-	Question: Will the University be providing access to your Google Analytics to assist with tracking and optimizing the campaign? Answer: The University can provide the type of access needed for success.
114	-	Question: Will these digital marketing services co-exist and be coordinated with your existing OPM-driven marketing efforts? Answer: The University is not under an existing OPM agreement.
115	-	Question: Can you describe your capability to scale up operations in support of the expected growth that the digital marketing efforts will produce? Answer: Unbound is in the beginning stages of a multi-year plan to scale up operations which includes support for the marketing, recruitment, and retention of all students in an Unbound program.
116	-	Question: Will this effort include the University staff being readily available to make on-demand and timely revisions to your web properties and landing pages to accommodate enhanced performance of the digital marketing? Answer: Yes, staff will be available.
117	-	Question: Are there target profiles for the type of prospective student (by category of offering) that the university can share? Answer: Yes and the University can provide this to the awarded Agency.
118	-	Question: Of the other universities or online competitors that offer similar programs, which do you consider your key competitors?

		<p>Answer: The University's key competitors are William Patterson University, Kean University, the New Jersey Institute of Technology and Rutgers University.</p>
119	-	<p>Question: How current is your existing research? Are you willing to share research, data, and insights with offerors? Will there be any need to conduct new research?</p> <p>Answer: There is a need to conduct more research. We would be happy to share what we have with the selected Agency. We see this as a collaborative effort.</p>
120	-	<p>Question: In lieu of complete resumes (or completing the provided form/attachment), would narrative bios suffice to demonstrate the qualifications of key personnel?</p> <p>Answer: Resumes are preferable, however detailed bios would suffice. Refer to Part II, # 2.</p>
121	-	<p>Question: What is the budget allocated for this project?</p> <p>Answer: The University does not provide budget information.</p>
122	-	<p>Question: In your opinion, what is your biggest challenge right now?</p> <p>Answer: The biggest challenge at a high level is to develop strategic marketing efforts that are program based to help grow enrollments in a hyper competitive environment.</p>
123	-	<p>Question: What strengths are important to you from your selected agency partner?</p> <p>Answer: The ability to inform Montclair how to reach enrollment targets based on our marketing spend and can then execute on that plan.</p>
124	-	<p>Question: Who will be directing/leading the agency partner on a daily basis?</p> <p>Answer: This will be a collaborative effort between Montclair Unbound with assistance from Enrollment Management and University Marketing and Communications.</p>
125	-	<p>Question: How many full-time employees do you currently have within your marketing team?</p> <p>Answer: There are five employees and the entire University Marketing and Communications team can be found here: https://www.montclair.edu/university-communications/our-people/.</p>

126	3.5	<p>Question: For SEO purposes, how many web pages are related to the graduate programs? And how many page programs would Montclair State University like the selected agency to edit and/or create new content for?</p> <p>Answer: The number of new program pages will be based on which programs will be marketed first under the partnership.</p>
127	3.5	<p>Question: The RFP mentions creating marketing content (blogs and videos) to drive organic leads. How many blogs and videos are you looking for the selected agency to create?</p> <p>Answer: This is dependent upon the program and will be based on recommendations from the agency.</p>
128	3.5	<p>Question: The content creation seems to require web support to build pages. What type of additional web support, if any, are you looking for?</p> <p>Answer: No additional web support outside of the building of the pages and help with creative is needed.</p>
129	-	<p>Question: What is Montclair State University's current CMS? Will the selected agency be expected to work with the University's web team to provide website recommendations for the new site?</p> <p>Answer: Slate is the current CMS. We do not expect the partner to work with the web team on the new website, but rather to provide assistance on individual pages.</p>
130	Attachment 1 – Price Sheet	<p>Question: Can you explain the pricing sheet and the percentage requirements? And would the University prefer we provide an itemized price breakdown alongside the required Attachment 1 – Price Sheet</p> <p>Answer: Montclair will be spending an amount of money to create both paid and organic marketing efforts. From the money Montclair spends, what percent of that will the agency want back as their fee? For example, if Montclair spends \$500,000 on a program. What percent of that \$500,000 would your agency charge as your fee for services? Additionally, we have updated our price sheet to reflect hourly rates for creative. Please refer to lines 2 through 6 on the revised price sheet.</p>
131	3.1	<p>Question: What market research deliverables do you envision as a part of this project?</p> <p>Answers: The deliverables will be related to a high-level overview of market data and research that helps to inform a project enrollment and marketing plan to achieve enrollment targets.</p>
132	-	<p>Question: How many programs make up the existing portfolio of master, certificate, and online undergraduate programs?</p>

		<p>Answer: Online programs can be found on the following link: https://www.montclair.edu/online/. There are also two (2) undergraduate degree completion programs online. More programs will be added as part of this initiative.</p>
133	3	<p>Question: Will all programs be included in a paid media strategy?</p> <p>Answer: Not all programs will be included, only the ones that are selected in partnership with the Contractor.</p>
134	3.2	<p>Question: Can you share any enrollment data (current vs. goals) for a better understanding of what needs to be accomplished?</p> <p>Answer: Our enrollment goals are generally within a 10% increase per year, but may vary by program. Please see question 2 for data related to graduate program enrollment.</p>
135	-	<p>Question: What channels do you envision being included in an omnichannel strategy (paid, earned, owned, etc.)?</p> <p>Answer: All channels, paid earned, shared and owned.</p>
136	-	<p>Question: What is the estimated budget (both media spend and associated fees) set aside for this engagement?</p> <p>Answer: The University does not share budget information.</p>
137	3	<p>Question: Can you confirm whether any media buying and the placement of adverts is within this scope of work or whether the services will purely be research and campaign development based?</p> <p>Answer: Media buying and ad placement are in scope for this RFP.</p>
138	-	<p>Question: Would the appointed supplier be working with your incumbent media buying agency Net Natives?</p> <p>Answer: No, this is a separate engagement.</p>
139	4.7	<p>Question: Will you accept separate documentation submitted alongside our Technical Proposal and wider required submissions e.g. case study documents and a creative portfolio?</p> <p>Answer: Yes.</p>
140	-	<p>Question: Are you able to confirm your expected budget or historical annual spend for these services and any media buying activities (if included in scope)? Do you have any anticipated budget splits that we should be aware of across the services?</p>

		Answer: The University does not provide budget information.
141	-	Question: For the programs specified within this RFP can you please divulge what your recruitment targets are for the next 1-3 years? Would you like to target any particular age or geographic groups? Answer: Our goal is the tri-state area at first and then to expand outside of the region based on success.
142	-	Question: Why have you decided to tender for this opportunity now, e.g. new budget/marketing initiative or a contract coming to an end with the incumbent agency/agencies? Answer: There is an agreement that is coming to an end with a current agency that provide much of the marketing for some of our online programs.
143	-	Question: What CRM do you currently utilize as a university? Answer: The University uses Slate.
144	-	Question: What are your priority DMAs (ranked if possible)? Are there any specific geographies you've identified as opportunities? Answer: The University's geographic areas of interest for the onset of this contract are New Jersey, New York, and Pennsylvania.
145	-	Question: Who would you consider your five main competitors? Answer: Montclair State University's main competitors are William Patterson University, Kean University, Rutgers University and the New Jersey Institute of Technology.
146	-	Question: Is this a renewal/recycle of the marketing initiative from the previous RFP #1523, or is this for additional services? Answer: This RFP is for additional services than those in RFP 1523.
147	-	Question: Is there a current Media Buying partner relationship, and are things currently working smoothly? Answer: Currently there are relationships with a media buyer and a separate one with an online program management company. The current agreement with the online program management company is coming to an end and this bidding will help to replace that.
148	-	Question: What is the specific enrollment growth that Montclair St. is looking for?

		Answer: Basic growth information is provided in the RFP.
149	-	Question: What KPIs other than enrollment growth will be used for evaluating a successful marketing campaign? Answer: The University will use the number of leads generate, the number of new successful programs that are brought to market.

II. ADDITIONS, DELETIONS, CLARIFICATIONS AND MODIFICATIONS TO THE RFP

#	RFP Section Reference	Additions, Deletions, Clarifications and Modifications
1	Price Sheet	The University has posted "Price Sheet – Attachment 1 – Revised Addendum 3" with this addendum. This replaces the Price Sheet originally posted with this RFP.
2	RFP	The University has posted "RFP 1573 Revision 1–" with addendum # 3 and is considered part of the entire addendum. This replaces the RFP originally posted with this RFP. All items that have been removed have been strikethrough and all new items are in red.

Please acknowledge receipt of this Addendum No. 3 via the following email addresses: bladesl@montclair.edu and alimj@montclair.edu.

Company Name (please print)

Date

Signature

Title

Contact Name (please print)