

Virginia Military Institute
Lexington, Virginia 24450-0304

REQUEST FOR PROPOSALS
RFP# V211-22-084

Issue Date: 1 May 2022
Title: Direct Contact Campaign
Due Date: Tuesday, 31 May 2022 at 2:00 PM EST

Commodity Codes: 91522 Communications Marketing Services
91544 Fulfillment (Data Processing, Packaging, Labeling and Mailing of Literature)
96153 Marketing Services

Issuing Agency: Virginia Military Institute
Procurement Services
330 Parade Avenue, Smith Hall #314
Lexington, VA 24450

Period of Contract: 1 July 2022 through 30 June 2027 (Annually Renewable hereafter for five (5) successive one (1) year renewals.)

Responses are to be submitted electronically through www.eva.virginia.gov. One original and one copy of the proposal, including all attachments is to be delivered to VMI at the address above. One electronic copy with a searchable PDF format (flash drive) with proprietary information clearly indicated in accordance with the *Virginia Freedom of Information Act*.

PRE-PROPOSAL MEETING - There will be a pre-proposal conference held for this solicitation. Questions are to be submitted using the Understanding of Requirements form and emailed to procurement@vmi.edu (Appendix A)

In Compliance With This Request For Proposal And To All The Conditions Imposed Herein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services Recorded With This Attached Signed Response Or As Mutually Agreed Upon By Subsequent Negotiation.

Name and Address of Firm:

The Parish Group

14 S. Pack Sq. Suite 500

Asheville, NC Zip Code: 28801

EVA Vendor ID or DUNS number DB0083155

E-mail: success@parishgroup.com

Date: May 31, 2022

By: 

Name: Eric Bryan
(Please Print)

Title: Vice President of Enrollment Strategies

Phone: (828) 505-3000

Fax: (828) 505-3002

Minority Vendor: _____ Woman owned: Small Business SWaM Certification Number: _____

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia, § 2.2-4343.1* or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.



VIRGINIA MILITARY INSTITUTE

STUDENT SEARCH PROPOSAL

REDACTED
VERSION

Together We Do **BIG** Things

Prepared by Eric Bryan
Vice President of Enrollment Strategies
The Parish Group
May 31, 2022



parishgroup.com | 828.505.3000 | 14 S. Pack Sq. Suite 500 | Asheville, NC 28801

Together We Do **BIG** Things



Since 1987, The Parish Group has offered comprehensive marketing solutions with passion and excellence. We have provided strategic communication to a wide variety of academic institutions: domestic, international, small private, and large regional state universities. Our team experience, personal service, custom solutions, and commitment excel at all levels of engagement.

As a boutique agency, we pride ourselves on quality and customization. We set strong limits on our number of clients, working with only a small number of institutions each year. This enables us to deliver our energy and expertise with the razor-sharp focus and passion that our clients deserve.

Our belief that each institution is unique in its character, history, and needs drives us to maintain a personal approach to our work. We rely heavily on our discovery phase to best set an effective and efficient direction for each client-partner. Upon its completion, our holistic understanding of the admissions process fuels us through effective campaign generation, inspired writing, compelling design, and a host of other services.

We believe our experience, stellar client retention, and unmatched results position us as the premier marketing partner for Virginia Military Institute. We look forward to becoming an integral part of your recruitment strategy. The time is right.

Together, we can do **BIG** things.

At your service,

Eric Bryan
Vice President of Enrollment Services
ericbryan@parishgroup.com
828.505.3000

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Executive SUMMARY



SEARCH RESPONSE RATE

For over 20 years, The Parish Group's undergraduate search Campaigns have achieved an average return of



10.34%

The three words that define The Parish Group are **service**, **loyalty**, and **results**. Since the early days of higher education marketing in the 1980s, we have offered comprehensive marketing solutions with passion and excellence. As a boutique agency, we pride ourselves on quality and customization. We set strong limits on our number of clients, which enables us to deliver our energy and expertise with the razor-sharp focus and passion that our clients deserve.

The Parish Group brings best-in-the-industry practice to everything we do. Our research methods and complementary marketing initiatives are born from extensive institutional and market assessment--we approach our work with both the professional and the consumer eye. Our strategic marketing initiatives and targeted campaigns allow institutions to craft content that speaks to specific goals and delivers optimal outcomes. We will assess what already works well, while finding new concepts and approaches to fill in the gaps.



A third of our partner schools have been with us for

20+ years

We believe our experience, personal service, stellar client retention and unmatched admission results position us as the premier marketing partner for Virginia Military Institute. We are a limber and proactive group, constantly researching and adjusting our campaigns to be as effective as possible. We aren't reliant on normal, but are in the habit of staying ahead of industry changes to ensure our client-partners' success. Our committed partnership with Virginia Military Institute will be a strategic extension of your admissions office, campus community, and value mission.



Students who interact with digital ads are

5x more likely to enroll

Our belief that each institution is unique in its character, history, and needs drives us to maintain a personal approach to our work. We rely heavily on our Research and Discovery Phase to best set an effective and efficient direction for each client-partner. By immersing ourselves in the culture of your school, we will form an understanding of its history, present, and future. **We will work with you to identify and engage prospective students that will inquire, apply, enroll, graduate, and become faithful alumni of Virginia Military Institute.** Our strategy for success will involve increasing volume, diversity, and academic preparedness for the incoming class as we effectively reach the right students with the right message.

PLAN and METHODOLOGY



The following plan and methodology report reflects needs as outlined in the *Direct Contact Campaign RFP Section V. Statement of Needs, A-J*. It will be the mission of The Parish Group to exceed the recruitment goals and objectives of Virginia Military Institute through direct contact campaigns as outlined below.

DISCOVERY

Research and data analysis are at the core of every search and marketing engagement with The Parish Group (TPG). Our efforts to understand, solidify, and expand the value proposition and market reach of Virginia Military Institute (VMI) will be fully grounded in and built upon quantitative and qualitative data. In partnering with VMI, TPG would expect to analyze three to five years of historical enrollment funnel data, communication structure and reach, as well as conduct interviews and surveys with prospective, current, and former students, faculty and staff, and alumni. These avenues would develop clarity in identifying ideal fit students based on enrollment likelihood and lead to determination of location density, as well as optimized communication strategies for market segments.

TPG's approach will rely on identification of ideal fit prospects from varied sources (College Board, Encoura, CBSS, etc.) and utilization of customized multi-channel marketing strategies to meet students in the mediums of highest engagement probability. Expansion of traditional student search (print and email) methods into new and existing geographic markets with targeted variable content creation will accompany paid and organic digital/social media marketing efforts for each targeted population. TPG will work with VMI to identify/develop appropriate and appealing custom content for each market segment where growth and stabilization are expected.

Based on research of VMI's past enrollment and our expertise within higher education marketing, TPG would position the VMI brand and value as the dominant, first-choice option within its primary markets. Pursuing the right student leads at correct intervals and through most effective channels would enable a rise in the perception of and loyalty to VMI. Success would be gauged by growth at all levels of the admissions funnel with a higher percentage of student yield.



CAMPAIGN GENERATION

TPG has extensive experience in inquiry and application generation, with numerous success stories among our client-partners. Our combination of print, email, and digital campaigns starts the cycle of building interest and articulating value proposition for prospective students from early high school through the application process. Our belief is that the earlier and more consistent the conversation between institutions and their prospective students, the better.

Assessment of reach within VMI's historically reliable markets will be necessary to determine future strategy. Research and analysis into not only where VMI's best-performing markets are, but how prospects are engaging with the institution within those markets will provide insight into maintenance versus change of approach. TPG will work with VMI to consider both marketing strategy and personal approach to communicating brand value with high schools, transfer feeders, and other valuable partners within backyard markets.

Simultaneously, expansion of the VMI brand to new markets will be a tandem approach of growth in student search and increased marketing footprint. While direct marketing to a larger population of high-quality, high-fit prospective students across the country will put the VMI brand into new households, markets, and schools, that reach must be bolstered by corresponding presence in digital media. Search engine marketing, search engine optimization, social media presence, competitor conquering - all approaches will be a part of the comprehensive plan for brand awareness expansion.

TPG utilizes custom-built marketing and advertising plans for each partner. A part of our research process will be assessment of the current marketing mix, determination of appropriate budgets for advertising, and continuous identification of mediums with the highest level of responsiveness. For those mediums where direct attribution is determinable, regular review of attribution measures will be ongoing. Our marketing approach includes full creative development, which is based on VMI's current graphic and verbal identity and utilizes variable methods. Creative development will apply to entire campaigns, including personalized, high-impact, photo-rich email marketing campaigns, postcards, and personalized letters with associated reply and web response sites.

PLAN and METHODOLOGY



DIGITAL ENGAGEMENT

Throughout 35 years of industry experience, TPG has long remained on the forefront of enrollment marketing's evolution. With roots in the pre-internet ink and paper days, all the way to leading CRM and digital engagement technologies, we are reliant on a fully customized mix of approaches to build rapport with an ever-changing market demographic. Our team will not only utilize best-practice in our efforts, we will audit VMI's current practices and offer collaborative development for continued improvement.

In the digital and social media space in particular, SEO, SEM, and social media marketing, including geofencing and conquering efforts will keep VMI present in student internet searches for military educational opportunities, social media feeds, and optimal sites. Client dashboard reports for campaign performance will be available, providing highlighted KPIs and granular campaign performance information including impressions, clicks, click-through rates, and geographic distribution.

REPORTING AND ANALYTICS

VMI team members will have access to a personalized dashboard containing campaign performance data. Such data will include email campaign open and click performance, geospatial representation of inquiry generation, search source comparison, downloadable student record data by status, and cross-referenced application, admit, and deposit counts for campaign populations (dependent upon campus data exchange). Additionally, comprehensive reporting based upon the campaign launch (search modeling), and end of cycle performance is available.

Company CAPABILITIES



RESEARCH

- Qualitative and quantitative marketing research, focus groups, demographic surveys, and target modeling
- Institutional development, brand positioning audits, and analyses
- Marketing, communications, and admissions flow audits and analyses
- Strategic marketing, planning, counseling, and analyses
- Campaign feasibility studies, launches, and oversight



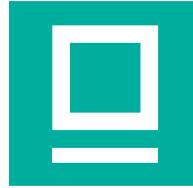
CREATIVE

- Full-service print and online recruitment publications
- Logo and wordmark development
- Graphic style manual development
- Institutional advancement campaigns
- Sheet-fed, web, and digital print network
- Comprehensive direct mail and fulfillment services



STUDENT SEARCH

- Signature five-point predictive models
- Customized, comprehensive direct mail, and online student search campaigns
- Segmented and boutique searches
- Search analytics, regular reporting, and web tracking
- Graduate and nontraditional recruitment
- Telephone recruitment campaigns



INTERACTIVE

- Website, mobile application, and interactive media design and implementation
- Responsive microsite design, development, and maintenance
- Search engine optimization (SEO) strategy and implementation
- Interactive online viewbooks and variable data brochures



PHOTOGRAPHY

- Still photography for recruitment with an expert team
- Motion video for social media and recruiting
- Best-select photography that becomes institutional property upon delivery
- Aerial photography and video from a trained, fully insured, FAA-licensed drone pilot



CONSULTING

- CRM optimization
- Social media consultation, training, and maintenance
- “Best practices” counselor training, campus visit analyses, and story-building techniques
- Financial aid consultation
- PR and advertising development and implementation

STAFFING and ORGANIZATION



Maryann Parish (Principal)

Title: **President, Co-founder, CFO**

Maryann is the financial leader of The Parish Group. She is the fiscal manager and institutional advocate for all partner projects. She tracks and audits time, expenses, budgets, vendors and all production costs. She also manages and controls mailing and postage expenses for fulfillment projects. Her attention to detail and audit sense are appreciated by our client-partners.

Bill Parish (Principal)

Title: **Co-Founder, Vice President of Creative Services**

Based on a successful advertising photography practice, specializing in professional and student recruitment, Bill Parish co-founded The Parish Group in 1987. His skill and leadership in evaluating, targeting, and capturing the university student experience have led to three decades of growth, innovation, and measurable success for client-partners. As creative director and lead photographer, he ensures that there is no lost communication between partner institutions and The Parish Group creative and production teams.

As institutional brand advocates, Bill's teams consistently set standards in student search, targeted multichannel communications, and customer service. Bill prefers developing long-term admissions solutions and strategies through ongoing client-partner relationships. He has provided admissions and advancement counsel and assessments to over 100 colleges and universities.

Eric Bryan (Principal)

Title: **Vice President of Enrollment Strategies**

As the Vice President of Enrollment Strategies, Eric provides oversight of The Parish Group's business development, research and analytical teams, digital strategy, and new-student search campaigns.

For over 20 years, Eric has provided enrollment consultation to schools across the United States. His predictive analytics and vast knowledge of student recruitment funnel optimization have resulted in increased enrollments and new market development for institutions of various sizes and selectivity. With a keen eye on net tuition revenue, Eric has developed campaigns and communication flows that have allowed our partner colleges and universities to reach and surpass their enrollment goals.

STAFFING and ORGANIZATION



Candace Spencer

Title: **Senior Enrollment Strategist**

Candace has a 13-year history with undergraduate admissions marketing. She first partnered with The Parish Group while working as Director of Interactive Media and Marketing at High Point University. During her time at HPU, she created a strategic plan for website migration and increased social media engagement by over 3,000 percent. Her working knowledge of market research, the admissions process, multichannel marketing campaigns, and targeted brand messaging is a vital asset to our client-partners.

For The Parish Group, Candace conducts institutional research, facilitates focus groups, and sits at the forefront of social media and student engagement trends. She also offers her expertise through communication audits, social media strategy implementation, campus tour analysis, student expectation surveys, and admissions counselor training.

Roger Jones

Title: **Senior Account Executive**

Roger has a long history and in-depth experience in higher education that make him a valued enrollment partner. He has been a part of the transformation of the industry, having started his enrollment management career in the mid '90s. Since that time, Roger has served in multiple roles in conjunction with mid-size public, public research, community college, and private liberal arts institutions. This gives him a unique and up-close perspective with big-picture planning and hands-on implementation.

As a former Director of Admission and a Dean of Enrollment at two liberal arts schools, Roger enjoys the challenge of implementing change and delivering increased results at all stages of the enrollment funnel. He has worked to bring offices up to industry standards in their organizational structures, communication, and marketing initiatives. He has streamlined admissions processes and procedures, event planning, and staff/team development.

STAFFING and ORGANIZATION



Marcus Webb

Title: **Director of Enrollment Analytics**

With over a decade of enrollment management experience for both public and private institutions, Marcus touts the intersection of the philosophical components of enrollment with the data driven. Having served in various capacities related to strategic enrollment management, recruitment, net-revenue generation, communication, data analytics, multi-platform CRM development and optimization, and financial aid leveraging, Marcus seeks opportunities to create solutions for the constantly evolving challenges of the enrollment landscape. As an advocate of higher education, Marcus brings a philosophy of systemic efficiency and relationship development to The Parish Group's work with partner institutions.

Meredith Rushing

Title: **Art Director, Lead Designer, Photographer**

Meredith is an exceptional, award-winning but client-focused designer with over 35 years of experience in educational recruitment and corporate design. As lead art director for The Parish Group, she provides creative direction for her team as well as hands-on graphic design for client-partners. In her additional role as a second photographer on photo shoots, she embraces the opportunity to interact directly with students as well as professors. Shooting on campus gives her a unique edge when designing with the photos she has curated. During in-person photo shoots, she often learns more about the subjects' backstories and experiences, providing her with a nuanced perspective of the college culture the work represents.

Meredith has an extraordinary understanding of how prospects are engaged and driven by university graphic style consistency, the admissions process, and print and multi-channel marketing. She and her team have authored multiple style manuals for our client-partners and have produced every imaginable form of print and on-line materials. Her work in the college and corporate worlds have made her a good listener, collaborator, and interpreter of ideas to pixels or ink.

STAFFING and ORGANIZATION



Andraya Avery

Title: **Lead Web Designer and Digital Communications Specialist**

With extensive knowledge in both web (and print) graphic design, Andraya ensures that brand identity and user experience remain consistent into the digital aspect of every project. Her tasks include creating and maintaining search microsites, developing and editing digital content, overseeing and designing email campaigns, and managing The Parish Group's digital engagement campaigns. She strives to provide the best solution for clients' needs and is always willing to expand her knowledge on the latest trends and applications. Andraya is the master of turning impossible concepts into working solutions.

Joaris Manning

Title: **Graphic Designer**

Joaris (Jo) was born in Puerto Rico and moved to the United States with her family when she was young. She is fully fluent in English and Spanish, which certainly comes in handy on occasion. In her first life, Jo was an architect, but along the way she realized that graphic design was the most enjoyable part of her work. She returned to school and earned a degree in graphic design. Poof! Fast-forward and she now has over seven years of experience designing in the print/production world as well as in the online arena. A conscientious designer, Jo is a "thinker" and a "doer." She enjoys researching for projects, coming up with ideas for designs, and constructing things from scratch.

Jim Schlimmer

Title: **Enrollment Consultant**

Jim has served as a chief enrollment officer at nine colleges and universities throughout seven states, including six private colleges and universities, two national liberal arts colleges, and three regional state colleges and universities. For each institution, Jim worked to form multi-channel communication plans based on thorough data analytics. His successes include record enrollment results, net tuition increases, and student retention improvements. He has been requested a presenter at state, regional, and national enrollment management conferences, covering topics such as understanding data systems in admissions, using data systems to develop an enrollment plan, and using admissions data to support retention efforts. For The Parish Group, Jim helps our clients analyze their admissions data in support of their name buy programs to create an effective enrollment funnel.

STAFFING and ORGANIZATION



Julia Watson

Title: **Social Media Manager**

Julia holds an MFA in Creative Writing from North Carolina State University and a BA in English from Florida State University. Originally from Atlanta, Georgia, Julia migrated to North Carolina to teach, first in fourth and fifth grades, and then into first year college writing. Her love of writing and research spans both creative and technical. She worked as a marketing assistant crafting social media copy and thought-leadership articles before joining The Parish Group as our Social Media Manager. Her focus is showcasing the company's spirit through its social media presence. Julia also writes thought-provoking articles for the company blog on current events and trends in the higher ed industry as well as the industry-leading services we provide.

Sam Thomas

Title: **Client Success Coordinator**

Sam graduated with a degree in Journalism from Elon University in 2021. He served as a marketing assistant for a summer adventure company in Flat Rock, North Carolina, where he developed, published, and marketed daily blog entries and photographs on the company website. He also served an administrative role, and discovered his passion for project management. Think of him as an organizational guru. He is responsible for creating and tasking team members with client production schedules and designing digital marketing materials for The Parish Group. His greatest strength is in customer service, and he believes that building great relationships with clients and effective communication is essential to working in higher education.

Current and Past **ACCOUNTS**



CURRENT ACCOUNTS



Current and Past **ACCOUNTS**



CURRENT ACCOUNTS (CONTINUED)

[Redacted Table Content]	
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PAST ACCOUNTS (LAST FIVE YEARS)

[Redacted Table Content]	
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ATTACHMENT F

Small Business Subcontracting Plan

Definitions

Small Business: "Small business " means an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude SBSB-certified women- and minority-owned businesses when they have received SBSB small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51% owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51% owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by the Commonwealth of Virginia, Department of Small Business and Supplier Diversity (SBSB) by the due date of the solicitation to participate in the SWAM program.

Certification applications are available through SBSB online at www.sbsb.virginia.gov (Certification Division).

Offeror Name: _____ The Parish Group _____

Preparer Name: _____ Eric Bryan _____ **Date:** _____ May 31, 2022 _____

Instructions

- A. If you are certified by the Department of Small Business and Supplier Diversity (SBSB) as a small business, complete only Section A of this form. This shall not exclude SBSB-certified women-owned and minority-owned businesses when they have received SBSB small business certification.
- B. If you are not a SBSB-certified small business, complete Section B of this form. For the offeror to receive credit for the small business subcontracting plan evaluation criteria, the offeror shall identify the portions of the contract that will be subcontracted to SBSB-certified small business in this section. Points will be assigned based on each offeror's proposed subcontracting expenditures with SBSB-certified small businesses for the initial contract period as indicated in Section B in relation to the offeror's total price.

Section A

If your firm is certified by the Department of Small Business and Supplier Diversity (SBSB) **check which certification below and provide your certification number and date received:**

- _____ Small Business
- _____ Small and Women-owned Business
- _____ Small and Minority-owned Business

Certification number: _____ See page 18 _____ Certification Date: _____ See page 18 _____

SWaM Statement



BME Communications, Inc. dba/ The Parish Group is a woman-owned small business incorporated in Florida in 1987. It is based and registered in North Carolina and registered in Virginia and Pennsylvania. While The Parish Group is a small business, woman-owned since its inception, Florida does not have an SBSD certification agreement with Virginia. Therefore, The Parish Group is not eligible to be certified in Virginia. We have completed Attachment F accordingly on page 16.

CONFLICT OF INTEREST STATEMENT

Ensure that the solicitation is thoroughly read and completed. Complete, sign and return the information requested below with your proposal. FAILURE TO FURNISH THIS DATA MAY RESULT IN REJECTING YOUR PROPOSAL.

NAME: The Parish Group

ADDRESS: 14 S. Pack Sq. Suite 500

CITY/STATE: Asheville, NC 28801

TELEPHONE NUMBER: (828) 505-3000

FEDERAL ID NUMBER (FIN): 59-2900879

THE ABOVE FIRM IS A: (CHECK, AS APPLICABLE)

- SMALL BUSINESS
- WOMAN-OWNED BUSINESS
- MINORITY-OWNED BUSINESS
- SHELTERED WORKSHOP
- INDIVIDUAL BUSINESS
- SOLE PROPRIETORSHIP
- PARTNERSHIP
- CORPORATION

RELATIONSHIP WITH THE COLLEGE OF VIRGINIA:

IS ANY MEMBER OF THE FIRM AN EMPLOYEE OF THE COMMONWEALTH OF VIRGINIA WHO HAS A PERSONAL INTEREST IN THIS CONTRACT PURSUANT TO THE CODE OF VIRGINIA, SECTION 2.1-639.1-639.24? () YES (X) NO

IF YES, EXPLAIN:

 _____ DATE May 31, 2022

SIGNATURE OF OFFEROR

Please tell us how you received this solicitation:

- It was mailed to you directly.
- You requested a copy through the Virginia Business Opportunities.
- You obtained a copy from the Virginia Department of Minority Business Enterprise.
- Other (please specify) EVA website.

RETURN OF THIS PAGE IS REQUIRED

Sales for **VASCUPP** Members



Since the first days of higher education marketing in the 1980s, The Parish Group has offered comprehensive marketing solutions with passion and excellence. We have provided strategic communication to a wide variety of academic institutions: domestic, international, small private, and large regional state universities. We believe in our clients and we serve them with every last drop of our expertise, precision, and care.

Fueled by the desire to see our clients succeed, we refrain from serving competitor institutions. In the past twelve months, TPG has had no partnership with a VASCUPP member institution. **We are primed and ready to focus on the success of VMI.**

REFERENCES

Please list at least four references for whom you have performed each applicable category of service specified herein and within the past five years.



Please use a separate sheet of paper for additional references.

Client **REFERENCES**





THE PARISH GROUP CASE STUDY

Morehouse College Enhancing Sustainable Application Growth

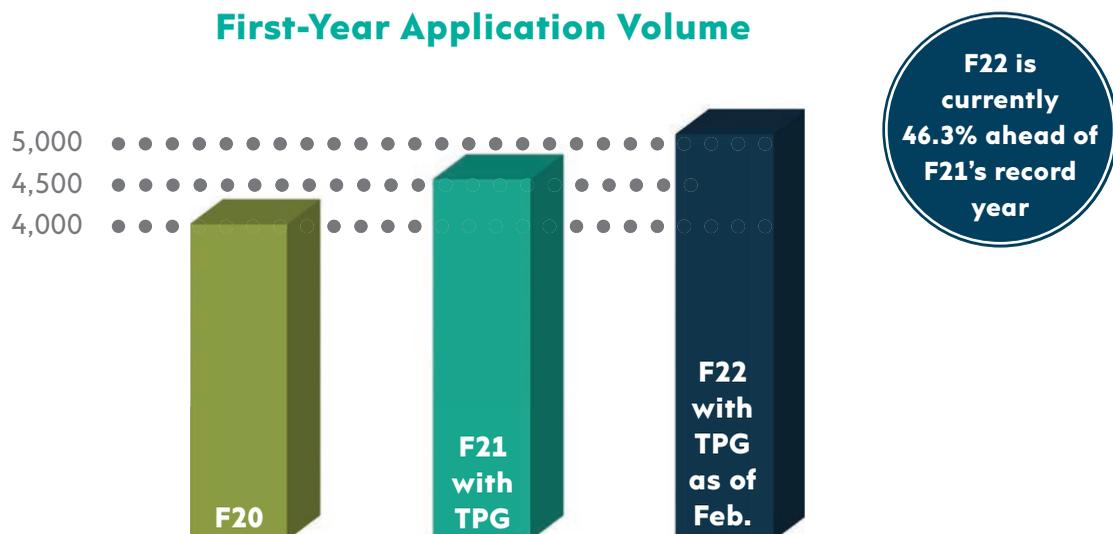
Institution: Morehouse College is a private historically Black men’s liberal arts college in Atlanta, GA with an undergraduate enrollment of roughly 2,300 students.

Reason for Partnership: Morehouse sought to build sustainable increases in its year over year applicant pool in order to set a new baseline for long-term enrollment growth. Having not previously done strategic student search, there was a need to coalesce strategy and supplement Morehouse’s traditional applicant pipelines.

TPG’s Approach: Launching a multi-year inquiry and application generation campaign, cultivating senior prospects, while building a new sophomore and junior baseline was initially key to attaining Morehouse’s vision for the early stages of growth. Having implemented, yet not fully realized their Slate instance, TPG also helped Morehouse with Slate development to introduce a streamlined application process, personalized fulfillment communications, and enhance reporting capabilities.

Outcomes: Year one of the partnership saw an increase in total application volume of 14.4% while ultimately yielding the largest first-year enrollment cohort in institutional history. Year two of the engagement (to date) has produced a 46.3% increase in total application volume over year one, with over 76% of the current applicant pool originating from the previous year’s underclassman search campaign. The continued partnership has set Morehouse on a sustainable trajectory for continued record-breaking growth.

First-Year Application Volume





THE PARISH GROUP CASE STUDY California University of Pennsylvania Growth in Actionable Applications

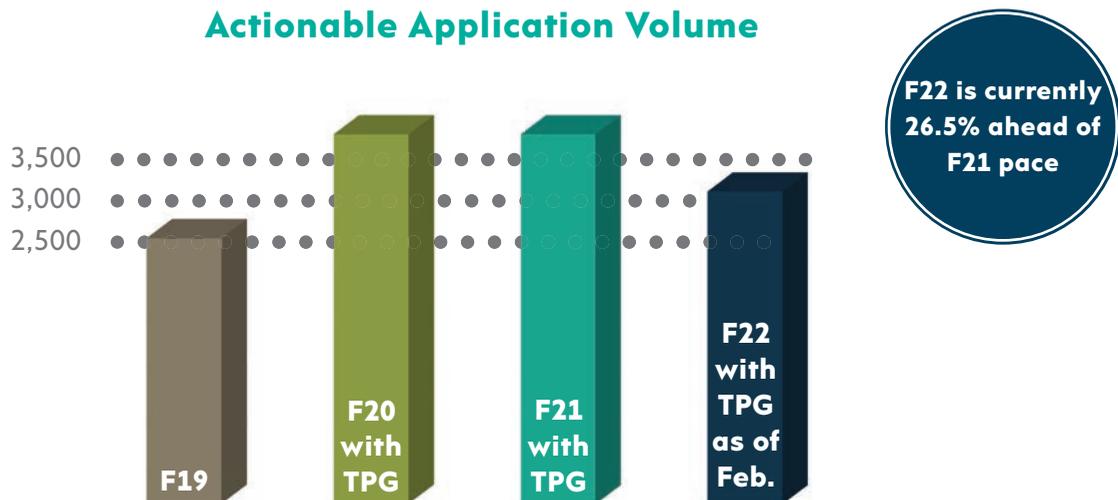
Institution: California University of Pennsylvania (CalU) is a public university and member of the PASSHE system in California, Pennsylvania with an undergraduate enrollment of roughly 4,800 students.

Reason for Partnership: CalU hoped to build consistent growth in actionable applications to improve both yield and first-year enrollment volume. The institution was in need of more targeted search efforts to increase both volume and conversion rates from inquiry to admissible applicants.

TPG's Approach: Research and data analysis were key to beginning CalU's search engagement--primarily to develop a market-responsive prospect identification strategy. Pinpointing geographic and demographic populations in both expected primary markets and newly identified secondary and tertiary markets with the highest probabilities of engagement led to a revamped search strategy and more targeted marketing efforts.

Outcomes: From a Fall 2019 baseline to the Fall 2021 enrollment cycle, actionable applications increased by 31.3%, with the current Fall 2022 cycle running at 26.5% ahead of pace over the five-year high watermark. Increased levels of engagement with higher likelihood to enroll students has led to more opportunities for conversion and yield amongst primary, secondary, and tertiary markets.

Actionable Application Volume





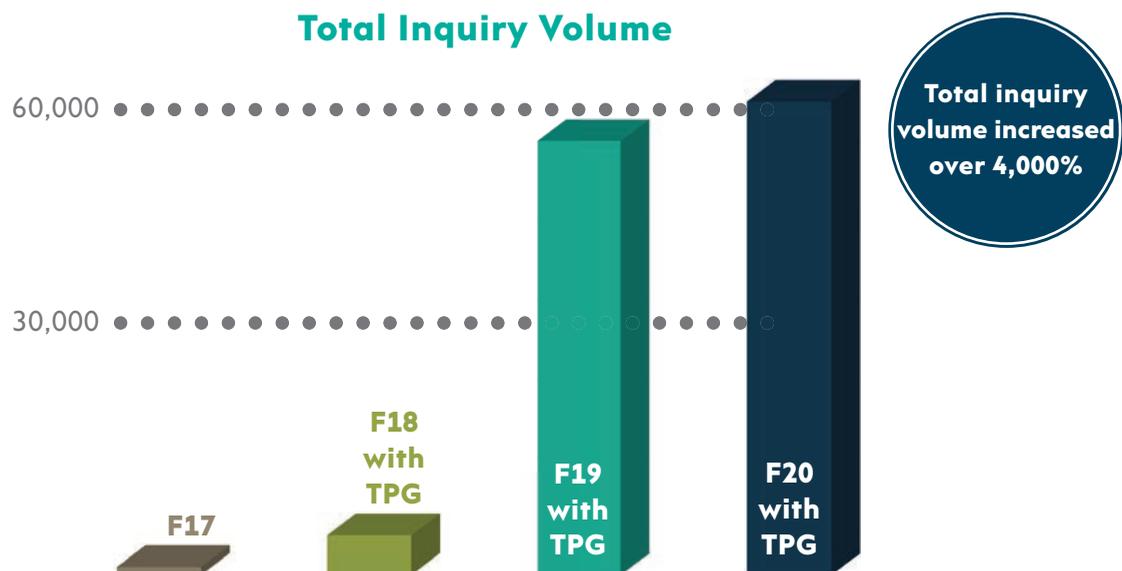
THE PARISH GROUP CASE STUDY Campbell University Long-Term Inquiry Generation Growth

Institution: Campbell University is a private liberal arts university in Buies Creek, North Carolina with an undergraduate enrollment of roughly 4,000 students.

Reason for Partnership: Campbell has been a long-standing partner of The Parish Group for over 30 years through various enrollment marketing engagements. The particular focus of this case study is on Campbell's need to develop consistent multi-year inquiry volume through student search in order to sustain adequately-sized applicant pools.

TPG's Approach: TPG utilized targeted, high-volume underclassmen student search for an institution that had long been solely dependent upon senior search. In this process, TPG worked with Campbell to significantly expand sophomore and junior search while reducing redundant, lower-conversion quantities through senior search. Additionally, efforts were made to bolster the inquiry fulfillment marketing mix to maintain top-of-list presence for students over a 12-24 month cycle leading into the senior year.

Outcomes: Major increases to prospect volume, accompanied by targeted market research led to massive gains in inquiry volume over a four-year period. The sophomore and junior proportions of inquiry pools expanded to over 40% while total inquiry volume increased exponentially by over 4,000%.





DASHBOARD

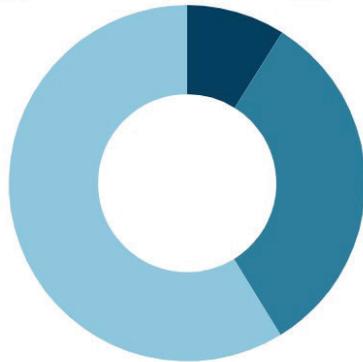
For campaign reporting and analytics

Group By List Source

Campaign Summer 2021

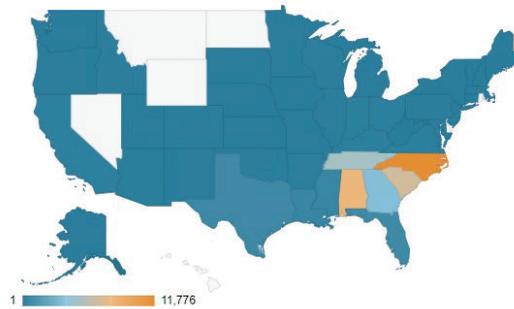
Inquiry Generation

Client Supplied Inquiries College Board Encoura



Activity by State

Activity



Latest Campaign Emails

Email	Sent	Reach	Opens	Unique Clicks	Bounces	Unsubscribes
2021_2022 AppGen Email 7	117,111	115,382	6,419	3,184	1,729	35
2021_2022 InqGen Email 2	47,390	43,923	1,858	158	3,467	12



DASHBOARD

For contact generation

Inquiries	Application Generation	Other	Reports	Calendar
Fall 2020				
11,579 Prospect	746 Inquiry	14 Applied	36 Accepted	
0 Enrolled	31 Deposited	43 Withdrawn	12,375 All	
Summer 2020				
22,564 Prospect	2,561 Inquiry	25 Applied	71 Accepted	
0 Enrolled	40 Deposited	118 Withdrawn	25,221 All	
Fall 2019				
16,592 Prospect	640 Inquiry	10 Applied	108 Accepted	

SAMPLE Work



PERSONALIZED MICROSITE BECOMEMOREHOUSE.COM




www.morehouse.edu

"THIS IS THE PLACE TO BECOME THE BEST VERSION OF YOURSELF."

—CORY JACKSON '12, GEORGIA

Who will you become?

For over 150 years, Morehouse College has been home to some of the nation's best and brightest. Our alumni have included:

FJ MORTON '13	ELLIOTT ROBINSON '06	BAKARI SELLERS '05
SPIKE LEE '79	YOU	EDWIN MOSES '78
SAMUEL L. JACKSON '72	JEH JOHNSON '79	MARTIN LUTHER KING JR. '48



QUICK FACTS
MAJORS
ACTIVITIES AND CLUBS



THIRD IN THE NATION
Morehouse ranks third in the nation among HBCUs with the most Rhodes Scholarships.

#1 HBCU PRODUCER OF RHODES SCHOLARS

4 OF THE 12 HBCU GRADS
who worked on the Obama White House were Morehouse Men.

12
Morehouse graduates were or are elected to the U.S. House of Representatives.

Be next! Many are called to leadership, but few answer. Are you ready to become the man you are meant to be? Become more with Morehouse!

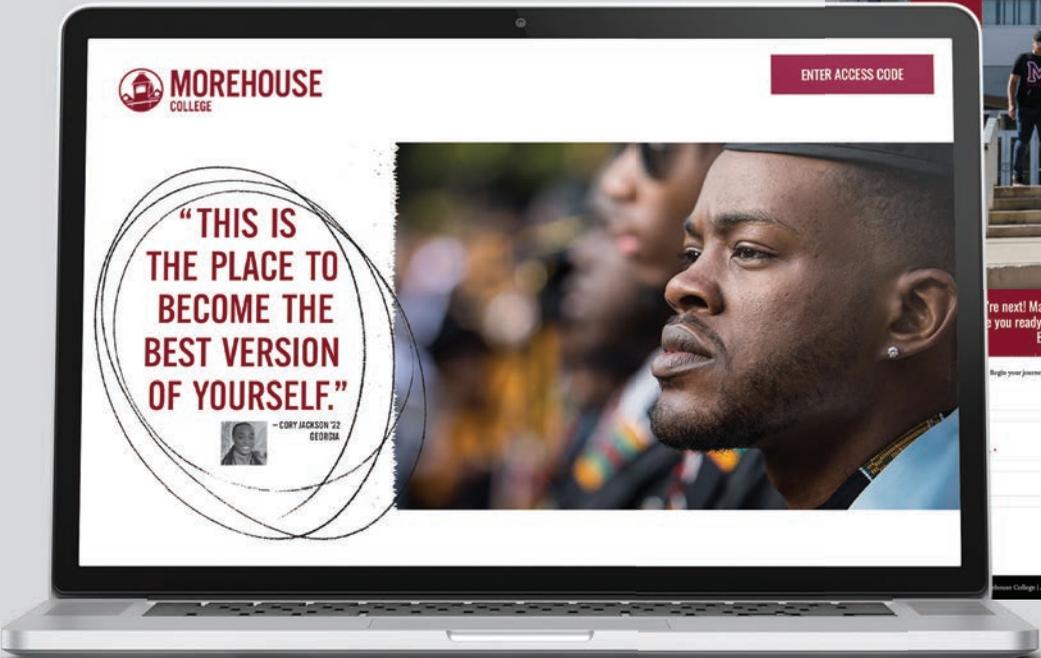
Begin your journey to Morehouse today! Click the button below to enter your information!

Last

Access Code:

Academic Interest:

© 2018 Morehouse College. All Rights Reserved.



SAMPLE Work



CAMPBELL UNIVERSITY
Lead with us. Lead with purpose.

THE ROAD TO CAMPBELL
Sometimes the path to college feels like a tangle, but the journey to Campbell is clearly marked and full of fun! Enjoy the game board below, where you'll discover the seven steps for enrollment at Campbell University and uncover fun facts to guide you forward.

I'M INTERESTED IN COLLEGE!

1 VISIT CAMPBELL
2 EXPLORE OUR MAJORS
3 MAKE A BUDDY BACKPACK
4 BE A PART OF CAMELS ON A MISSION
5 PLAN A MONTH ON CAMPUS
6 MAKE A BUDDY BACKPACK
7 MAKE A BUDDY BACKPACK

Join the Campbell family!

Campbell athletics
Campbell pride is unmistakable

Division I sports
Baseball, Basketball, Cross Country, Football, Golf, Soccer, Tennis, Track & Field, Wrestling

100+ STUDENT GROUPS AND CLUBS

social community

Campbell offers hundreds of extracurricular options, including over 100 clubs, organizations, and activities, cheer squads and fraternities, 24 highly ranked sports programs, and fun and all-around fun events.

Click for the complete list of all our student organizations on campus.

CAMPBELL UNIVERSITY
1000 University Ave., P.O. Box 300
Campbell, VA 22581
Phone: 404.298.4433

PERSONALIZED MICROSITE

VIEWCAMPBELL.COM



Detail of game board (including the camel cursor)



Detail of a secondary window (sports)

SAMPLE Work



PERSONALIZED MICROSITE YOURSTORYATCALU.COM



SAMPLE Work



INQUIRY EMAILS

For prospective students



%%first_name%%,
Located in the prestigious Research Triangle Region, Campbell University's main campus makes getting away from it all just as easy as being in the center of the action. The region is a nexus of businesses, educational institutions, and governmental organizations that provide direct access to internships, research, and networking opportunities.



Click the button below and enter your access code, %%access_code%%, to learn more about Campbell and enjoy campus virtually through our photos and videos.

YOUR ACCESS CODE:
%%access_code%%

[ENTER MY ACCESS CODE](#)



Our location is a competitive advantage.



As a student at Campbell, you'll have the opportunity to:

- Experience one of the best places to live, learn, and work in the US
- Receive a transformational education at a university that is leading with purpose
- Network and unwind in the brand-new Student Union, home to a movie theatre, dining options, and a two-story fitness center
- Join a worldwide alumni base that is over 50,000 strong
- Be in close proximity to one of the best science and technology clusters in the US

Don't wait any longer!

Our home is a big part of who we are. Discover how easy it is to call Campbell University your second home!

Click the button below and enter your access code, %%access_code%%, to learn more about Campbell. We can't wait to show you everything we have to offer!

[ENTER MY ACCESS CODE](#)



About Campbell

For over 130 years, Campbell has been a place where faith and learning excel. Students can choose from over 150+ majors, tracks, and concentrations including: our broad, interdisciplinary bachelor's program in engineering; our new cybersecurity program; the only trust and wealth management undergraduate program in the U.S.; 7 of 19 PGA Golf Management university programs in the nation; over 13 health sciences programs, including nursing, pre-pharmacy, pre-physician assistant and pre-physical therapy; and the first undergraduate degree in homeland security in North Carolina!



To view this email as a web page, click [here](#).



"I'VE NEVER HEARD OF A MOREHOUSE MAN WHO FAILED."



— MESHACK WILLIAMS '22
GEORGIA

FOUNDED IN 1867

Are you up for changing the world? Morehouse College is a brotherhood of men on a mission to lead lives of consequence. From Nobel laureates to Academy Award winners, to Congressmen, to business leaders, and educators, Morehouse Men leave their mark on the world. As a Morehouse Man, you'll be surrounded by opportunity in the great city of Atlanta, home to over 60,000 Black-owned businesses and a popular base for FORTUNE 500 Companies. You will have key relationships with community leaders, professors, fellow students, and alumni that offer a lifetime of support for a successful future.

Many are called to leadership, but few answer. Are you ready to become the man you are meant to be? Be more!

Begin your journey to Morehouse today! Click the button below to enter your access code, %%access_code%%!

[ENTER YOUR ACCESS CODE](#)



Morehouse is the nation's only HBCU focused on educating men. Based in Atlanta, Morehouse students are trained as global leaders while surrounded by FORTUNE 500 headquarters and one of the nation's largest technology startup hubs. The liberal arts college has a nationally acclaimed business program and is the top feeder school for Black men entering Harvard Business School. Morehouse educates 2,200 students each year, 60 percent of whom come from families with household incomes of \$40,000 or less. As the national epicenter for thought leadership on civil rights, Morehouse is committed to helping the nation address the inequities caused by institutional racism, which have created disparities in income, employment, health, housing, and educational opportunities for people of African descent. [Update Profile](#)

This email was sent by:

%%Member_Busname%%

%%Member_Addr%%

%%Member_City%%, %%Member_State%%, %%Member_PostalCode%%,

%%Member_Country%%

SAMPLE Work



APPLICATION GENERATION EMAILS

For seniors

To view this email as a web page, click [here](#).



“I WOULDN'T BE WHO I AM WITHOUT MY MOREHOUSE BROTHERS.”

— MESHACK WILLIAMS '22
GEORGIA



In one word, Morehouse College is brotherhood. We are here for each other: students, professors, alumni. We understand. We support. We give each other a better outlook on who we can become. Even when the odds are stacked against us, we know how to prepare, compete, and deliver. We sharpen and encourage each other. Without our brothers, we wouldn't be ourselves.

**86%
FIRST-YEAR
RETENTION RATE**

Many are called to leadership, but few answer. Are you ready to become the man you are meant to be? Apply today!

[APPLY NOW](#)

[CONTACT US](#)



Morehouse is the nation's only HBCU focused on educating men. Based in Atlanta, Morehouse students are trained as global leaders while surrounded by FORTUNE 500 headquarters and one of the nation's largest technology startup hubs. The liberal arts college has a nationally acclaimed business program and is the top feeder school for Black men entering Harvard Business School. Morehouse educates 2,200 students each year, 60 percent of whom come from families with household incomes of \$40,000 or less. As the national epicenter for thought leadership on civil rights, Morehouse is committed to helping the nation address the inequities caused by institutional racism, which have created disparities in income, employment, health, housing, and educational opportunities for people of African descent. [Update Profile](#)

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%%Member_Busname%%

%%Member_Addr%%

%%Member_City%%, %%Member_State%%, %%Member_PostalCode%%,

%%Member_Country%%

To view this email as a web page, click [here](#).



FIND YOUR WAY AT CAL U.

You are one of a kind—with a combination of interests, gifts, and talents unlike anyone else. So what college major will you choose? What career will you pursue?

At Cal U, we'll help you explore the best path to your future. From career assessment tools, to identifying your skills and interests, to comprehensive career planning, we'll help you find the major and career that fit you best.

Your career coach can help you:

Explore your interests.

Choose a major.

Find an internship or co-op position.

Develop a résumé.

Prepare for interviews.

Connect with employers.

YOUR SUCCESS STORY STARTS HERE.

Apply to Cal U today and pursue a program of study and career you love.

[APPLY NOW](#)

1,500+

the average number of students who participate in internships or other hands-on learning each year



FOLLOW US



You have received this e-mail because you expressed interest in finding out more information from colleges from the College Board (PSAT and SAT), ACT, College Board Selection Service (CBSS), or the National Research Center for College and University Admissions (NRCCUA).

SAMPLE Work



NURTURING EMAILS

For applicants



CONGRATS!!
YOU'RE IN.

Hi %%First Name%%,
It's time to begin a life-changing experience! You've been accepted to Campbell University!

Your next steps are:

Step 1: Celebrate! Dance like no one's watching (even if everyone is). We'll wait.

Step 2: Take a moment. Realize you've accomplished something special. You've been accepted to one of the best regional universities in the South!

Step 3: Watch for mail. Your official Campbell University acceptance packet will include a "Next Steps Guide" to outline everything you need between now and your first day of class.

Step 4: Login. Keep an eye out for an email with instructions to use your Campbell University login and self-service credentials. If you have questions, we're always here to help!

Step 5: Share. Don't be shy. Join our social media groups, meet new friends, snap, tweet, live stream, screenshot—tell everyone! It's official. We're proud of you, and you should be, too!

What comes next?
We are excited to welcome you to the Campbell University family! For more info click the button below.

[MORE INFO](#)

About Campbell

For over 130 years, Campbell has been a place where faith and learning excel. Students can choose from over 150+ majors, tracks, and concentrations including: our broad bachelor of science program in engineering; our new cybersecurity program; the only trust and wealth management undergraduate program in the U.S.; 1 of 18 PGA Golf Management university programs in the nation; over 13 health sciences programs, including nursing, pre-pharmacy, pre-physician assistant and pre-physical therapy; and the first undergraduate degree in homeland security in North Carolina!



CONNECT WITH US

%%First Name%%, we are so excited for you! Congratulations on your recent acceptance to Campbell University, one of the nation's most outstanding universities and a true community of leaders.

We are Campbell University's admissions team and we represent your personal admissions counselor, staff members who have collected materials for your application review, and student ambassadors who are eager to show you around campus. As the weeks go by, you may have lots of questions. Please feel free to contact us with all of them! We'll be as helpful as we can and will always connect you with a better resource as needed.

You've done a marvelous job earning acceptance to Campbell, and it's our job to make sure your path from here is as clear as possible! If you've not yet, request to join our official Facebook group for entering Campbell students. Lots of questions get answered here, and it's a great way to get established as part of the Campbell community as well.

We look forward to hearing from you!

[JOIN FACEBOOK GROUP](#)

About Campbell

For over 130 years, Campbell has been a place where faith and learning excel. Students can choose from over 150+ majors, tracks, and concentrations including: our broad bachelor of science program in engineering; our new cybersecurity program; the only trust and wealth management undergraduate program in the U.S.; 1 of 18 PGA Golf Management university programs in the nation; over 13 health sciences programs, including nursing, pre-pharmacy, pre-physician assistant and pre-physical therapy; and the first undergraduate degree in homeland security in North Carolina!

SAMPLE Work



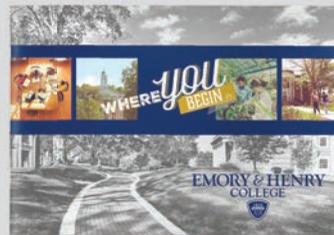
LETTERHEAD PACKAGE

letterhead and front/back envelope



MICROSITE

Tablet, laptop, and smartphone



VIEWBOOK

Cover and inside spread



POSTCARDS

Front and back



MINI BROCHURES

Covers, inside spread, and envelopes



TRAVEL BROCHURE

Cover and inside spread

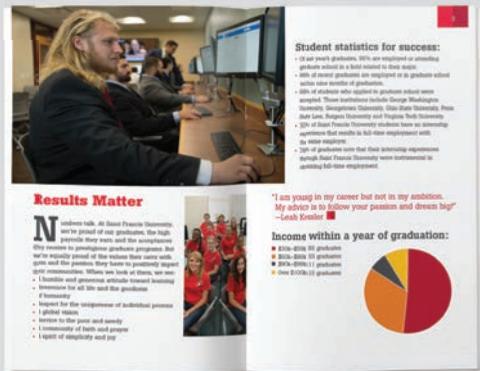


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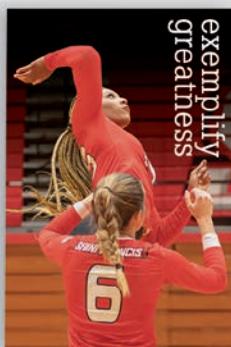
VIEWBOOK

Cover and inside spreads



FINANCIAL AID BROCHURE

Cover and inside spreads



POSTERS

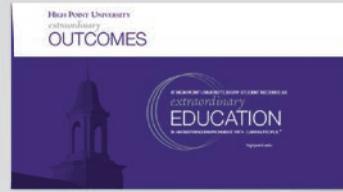
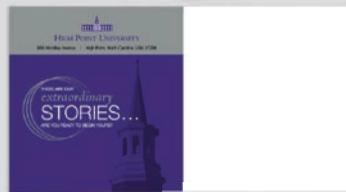
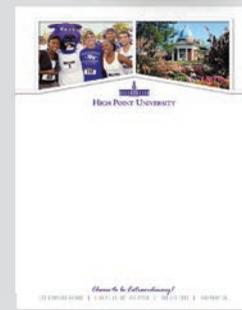
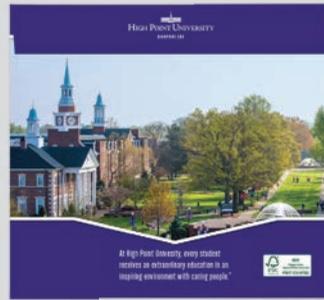
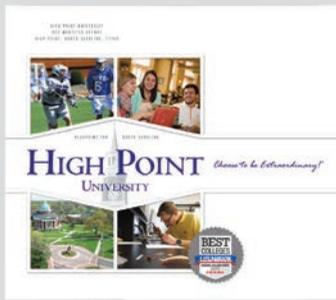
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SAMPLE Work



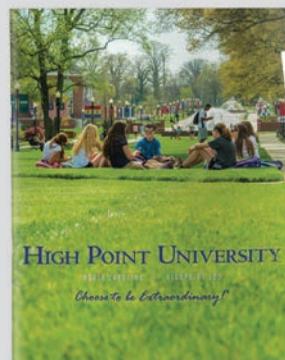
SENIOR VIEWBOOK PACKAGE

Cover, inside spread, front/back envelope, and letterhead



JUNIOR VIEWBOOK

Cover and inside spread



INVESTMENT and DELIVERABLES



PROPOSED INVESTMENT AND DELIVERABLES

The proposed budget for this engagement with VMI anticipates fluidity and the integration/utilization of existing technology platforms between VMI and TPG. Understanding that allotted resources within the proposed services are responsive to the results of research and discovery is key - TPG will collaboratively utilize and enhance existing components of VMI's communication and marketing flow where optimal, and redistribute budgeted assets within the comprehensive plan to maximize effectiveness and reach.

INVESTMENT and DELIVERABLES



VMI's KEY CONTACTS





Together We Do **BIG** Things

THANK YOU
for the opportunity to be of service.

The Parish Group
14 S. Pack Square
Suite 500
Asheville, NC 28801

828.505.3000
parishgroup.com

