

PROPOSAL

Higher Education Strategic Messaging, Public Relations and Related Services

For New College Institute (NCI) URFP# NCI2019-004

Contact: Maura Keaney, Vice President
keaney@collaborativecommunications.com
(415) 250-1875

COLLABORATIVE

Introduction

Opportunity for New College Institute (NCI)

Communications allows centers of learning in higher education, competing in a global market, to release and amplify collaborative strategies and share insights and knowledge among learners and business leaders. Effective communications increases access to academic degrees and credentials that support a strong economy and vibrant communities. The wide array of audiences to reach, from the diverse body of learners to executives and the general public, provides significant communications opportunities across a range of mediums. Yet, a central component of effective communications is a center of learning's identity—its mission, values, and culture. This is the core to shape effective external positioning to increase awareness and improve organizational outcomes.

New College Institute (NCI) has a tremendous opportunity to position itself and its four key focus areas within the preeminent community of higher education in Virginia and regionally. NCI is uniquely positioned to be a thought leader among other intermediary learning organizations, building upon its unique mission, vision, capabilities, and history. Collaborative Communications is eager and well-suited to support NCI by delivering a wide range of custom and impactful public relations strategies and tactics.

About Collaborative Communications

Collaborative Communications (Collaborative) is the nation's premier communications consulting firm focused solely on education and learning. Based in Washington, DC, since 1999, we work with leading colleges and universities across the country and in Virginia to improve their marketing and communications efforts, to increase their visibility among key audiences, and to help donors and partners know the attributes that make their programs and impact special. Our team of fifteen staff provide full-service communications, marketing, thought leadership, collateral materials, and social and media relations to the nation's education leaders, including many of the nation's leading universities and learning organizations, philanthropies, nonprofit organizations, corporations, and government agencies.

We are a woman-owned, small business registered in Virginia, where our founding partner resides. Our primary office is in Washington, DC, where we hold small business and local business enterprise certifications and are recognized as a self-certified Economically Disadvantaged Woman-Owned Small Business (ED-WOSB). Collaborative is also a preferred vendor in the Virginia Association of State College and University Purchasing Professionals (VASCUPP).











Collaborative is a one-stop communications consulting firm that provides:

Public Relations - Messaging, communications planning, branding, communications and marketing strategies, media relations, social media strategies, community relations, and public engagement.





wealth of experience working on college access and attainment issues. Collaborative recently developed the strategic plan for the National College Access Network, the nation's leader in expanding the college going population in the United States. Additionally, we have worked with the American Association of Community Colleges (AACC) since 2013. We supported the development of AACC's 21st Century Initiative and helped to guide related state, regional, and national conversations, including a regional summit in Idaho in Summer 2016. Collaborative also worked with AAAC to lead a series of national discussions on the role of community colleges, working with mayors, school districts and community development organizations, to create seamless K-20 college readiness and workforce development systems in their communities. By identifying community exemplars of these college readiness and workforce development systems, showcasing their efforts to community colleges and school districts, and highlighting the needed changes in policies and practice, this collaborative effort is gaining national attention from foundations and nonprofits. Collaborative also partners with the DC Department of Employment Services on a number of initiatives and has worked to support communications related to the engagement of community colleges with the workforce agency, specifically related to job training and placement.

We have experience working with postsecondary institutions and related organizations.

Universities That We've Worked With

 Arizona State University	 AUBURN <hr/> UNIVERSITY	 BROWN <hr/> UNIVERSITY	
 GEORGETOWN UNIVERSITY	 HARVARD	 NORTHERN ARIZONA UNIVERSITY	 Northern Illinois University
 University of San Diego	 UNIVERSITY of VIRGINIA <hr/> CURRY SCHOOL OF EDUCATION	 UNIVERSITY of VIRGINIA <hr/> SCHOOL OF ENGINEERING	

Other Higher Education Clients

 AACTE AMERICAN ASSOCIATION OF COLLEGES FOR TEACHER EDUCATION <small>ESTABLISHED 1953</small>	 AMERICAN ASSOCIATION OF COMMUNITY COLLEGES	 AzCAN College Access Network <small>A PROGRAM OF COLLEGE ACCESS ARIZONA</small>	 College Success Arizona <small>Access · Opportunity · Success</small>
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Research & Discovery

To achieve successful communications and public relations for NCI, we will draw on Collaborative's vast experience providing strategic, communications and marketing solutions for a variety of higher education clients. Below, we have outlined a carefully orchestrated process that will enable us to assist NCI in efforts to improve its communications and outreach to build awareness about the organization among key audiences and increase participation across all four key program areas.

Intake and Discovery

Developing targeted and tailored communications strategy and materials requires a deep understanding of the interests, values, and habits of specific stakeholder groups. We put great value in the initial intake stage of reviewing existing materials, engaging with a wide range of internal and external stakeholders, creating a landscape scan of current and new audiences and partners.

Kick-off Meeting with NCI. We will begin our work by engaging the NCI leadership and communications staff in a strategic process comprised of meetings and follow-up calls with key individuals. Collaborative will meet with the NCI team to build a clear understanding of your key audiences, the language used to frame your work, and how NCI currently engages in communications outreach.

This in-person session will focus on:

- **Audience segmentation.** We will lead a process to explore, identify, and segment key audiences for NCI communications efforts—and outline who they are, what they value, and how and where they digest information.
- **Current communications approach.** How NCI currently communicates with NCI's key audiences – what's worked well, and what hasn't.
- **Potential challenges.** The areas that have presented the big areas of challenges – and ones that potential partners should be aware of when engaging in this work.
- **Definitions of success.** The results that NCI would like to see at the end of year one work together, as well as key markers of success that would be most impactful for NCI.

Subsequent in-person strategy sessions will occur monthly as part of ongoing project work. Weekly project check-ins will be held via conference or video call.

Communications Assets Review. We will read and review relevant organizational materials, including website and related analytics, the NCI strategic plan, and other public-facing communications materials.

Through our materials review, we will seek to gain a clear understanding of how NCI has communicated its value proposition to audiences and where there are opportunities to strengthen and enhance these messages.

Brand Strategy Refresh

Collaborative will develop a refreshed brand strategy that aligns with NCI's vision and values and resonates with key target audiences locally, statewide, and regionally. The strategy will include a plan to gain organizational consensus for the brand identity.

We know that a brand is more than simply an icon or tagline, and we have extensive expertise in developing organizational brands, including sub-brands, for higher learning entities. Branding is a comprehensive package of how the organization talks about itself and its work, and the impression that organization makes on the learners it serves and partners that it works with. Branding is the public narrative and story that an institution of higher education tells, as well as the emotional appeal and connection it creates for key audiences and partners of the university. A strategic and thoughtful branding strategy for NCI will:

Promote Recognition. Branding is a key differentiator. Our branding strategy will be built upon evidence about NCI's competitive landscape and will reflect key aspects of NCI's planned growth and impact.

Create Clarity and Consistency. A consistent brand throughout campaign activities will enforce brand equity and credibility of the institution. The branding strategy will be designed carry NCI through the ebb and flow of unavoidable challenges in the higher education space.

Establish Ownership & Generate Referrals. A memorable and impactful branding strategy will influence the experience and impressions that key stakeholders have with NCI, leading to stakeholder ownership of the branding identity.

Provide Direction for the NCI Community. Communicating the goals of the brand strategy to NCI staff and members of your partner community will provide them with clarity and help ensure their success and the success of the work.

Collaborative knows how to structure and facilitate a branding strategy and program, as well as how to build ownership of it, and then how to navigate all stages of implementing an effective and enduring brand through strong communications and outreach activities. Building on the audience segmentation and other insights from the intake and discovery work, our brand strategy development process will include the following elements:

Messaging Framework

Our process for message development is based on decades of research, including findings from brain research. We will identify a core message and three primary messages that will drive articulation of supporting ideas in communications. This framework will guide our branding strategy. Through our segmentation of key audiences, we will ensure that the refreshed brand identity and brand elements speak directly to the values and interests of target audiences.

Strategic Planning and Messaging Execution

Collaborative will leverage the rich information and intelligence uncovered in the intake and discovery and the messaging framework and assets developed in the brand strategy to create and deploy a multi-faceted and forward-looking communications strategy that will provide a roadmap for the next two to three years of outreach and engagement. The strategy will provide clarity about NCI's purpose and role in Virginia and address upcoming milestones and challenges in the work.

The communications plan will include a detailed version of the message framework built for the brand strategy. Collaborative will present a draft of the messages in a map including a core statement, key messages, and support points for NCI review and feedback. We will then take all feedback and revise and finalize the message map for use in new materials. The agreed upon message map will then serve as a platform to build future communications materials. Collaborative will develop and conduct message training with NCI staff and leadership, as needed.

The messages and final creative concepts from the brand strategy will be used in the communications plan to elevate NCI, including tactics such as:

- Earned media outreach and engagement
- Optimizing social media marketing opportunities and online news aggregators
- Digital and web strategy
- Thought leadership and partnership development

The overall communications strategy for NCI will consider and recommend specific media, digital, in person and online engagements and forums (such as conference presentations and webinars) for advancing NCI messages. We will develop a proposed activities schedule and editorial calendar for where and when the core messages and materials will be disseminated, including details such as recommended partner groups and staffing needed for each. This may include new and traditional media, one-to-one communication, organizational networks and conference/meeting opportunities.

As an extension of this portion of the communications strategy, we may also develop a social media plan that will include the following elements:

- An overall approach/strategy for developing relationships using social media channels designed to be in sync with NCI values and to result in earned sharing
- A matrix of potential social media targets for each report (standalone sites/communities, LinkedIn groups, Google+ groups, Twitter hashtags, etc.), prioritized/sortable by strength of existing relationships, strength of relationship to report content and/or key community metrics
- Overall social media messaging strategy (with examples) for each core target audience
- An editorial calendar for a sequence of messages/discussion topics (for dissemination via social outlets)

Reputation/Crisis Management

We know that the best crisis communications plan is built on strong, well-constructed communications strategies and messaging, and a deep understanding of institutional decision-making spokesperson abilities. If not handled properly, a crisis can have negative consequences and can bring severe outcomes to an organization or entity. Ultimately, the development of a crisis management plan, delivered as a subset of the overall communications plan, and including the identification and training of a crisis management team, will protect NCI in the event of an unforeseen happening.

Media crises deserve increased attention, as they require an immediate response, are often difficult to control, and can have a long-lasting impact. In this current age of online media and social networking, a negative or negatively slanted story can spread extremely quickly and remain easily accessible for years into the future. Collaborative knows that crisis communications demands immediate and responsive actions. We will support NCI in real time with that response through rapid communications support, monitoring, and relationship-building, an approach honed from decades of experience in the field.

We regularly track traditional and social media outlets to keep apprised of key issues facing our clients. We are also well-versed in drafting and reviewing messages and materials that address sensitive issues critical to our clients. Working with institutes of higher education, we have experience crafting messages pertaining to sexual assault, mindfulness, racial tensions on campus, and diversity.

Collaborative will develop a crisis communications plan that prepares NCI to effectively and nimbly manage media-related crisis communications. The plan will include:

- Identification of individuals to be included in the crisis management team.
- Outline of an approval process for external and internal statements.
- Crafting of general policy statements that can be used publicly.
- Scenario mapping of the two or three most likely crises with the identified approach and draft response language.
- Identification and training of spokespeople.
- An approved overall FAQ document.
- A policy and plan for how critical information is distributed to the media, stakeholders, and public

Our support for crisis management includes real-time consultative guidance on demand and as-needed to implement and achieve all of the above.

On-the-Ground Communications and Public Relations Support

On-the-ground communications and public relations support services are inclusive of implementation for paid advertising and managed as a retainer such that in any given month there may be a mix of proactive and reactive activities happening in support of NCI goals.

What follows is a description of the types of ongoing activities we envision each month.

Media Relations, Reporter Relationship Building and Support for NCI Press Releases

Collaborative takes great pride in customizing our media to each client's needs, ranging from communications strategy and message development to editorial services and spokesperson training. Our media relationships and track record of media placements is exceptional. We focus not only on getting one-time placements but also on building relationships between our clients and reporters as well as media outlets to ensure immediate success and long-term results.

We currently work with a variety of higher education clients to create a sustained and visible presence for them in the media. We have a particular knack in distilling expertise and areas of interest to craft messages and pitches to the media that garner attention. We work with our clients to take their knowledge and expertise and translate that to the interest and attention of the broader public.

From testimonials on the value of community colleges and credentialing programs, to introducing alternate models of higher education to the broader public, to redefining what college means and will need to mean in the future, there are no shortage of stories for NCI to tell in the media.

We have drafted and secured placement of commentary pieces and media interviews for higher education learning centers in outlets including the New York Times, Newsweek, Washington Post, Wired, Chalkbeat, the74, Hechinger Report, Education Dive, Education Post, etc. We believe that media outlets can be effective vehicles for NCI to communicate with key audiences about Virginia's education system and workforce development efforts. We will take a multifaceted approach to engaging with the media for NCI that includes:

Commentary Pieces and Op-Eds

Collaborative will work with NCI to draft and place original content (op-eds, commentary pieces, and letters to the editor) in local, state, and trade media outlets. We will use commentary pieces to bring the editorial calendar to life and allow NCI's voice to reach a wide range of audiences.

- Regular webinars
- Monthly in-person town hall or information sessions, and ^{1:1} ~~se~~
- Small, informational sessions in community gathering places.

Internal and Leadership Communications

We will create a strong relationship with your team from the outset of the project, recognizing the value of an aligned, meaningful partnership. Our team is prepared to work directly with the immediate NCI team to navigate an ecosystem of broader, internal stakeholders. Following discussion of the intake and discovery presentation early in our relationship with NCI leadership, Collaborative will turn its attention to the development of an internal communications strategy. This comprehensive document will include:

- Clear goals for internal communications,
- Recommendations of internal process and tools for NCI consideration,
- Key messages,
- Specific tactics for cultivating awareness and bolstering champions, and
- Proposed metrics to assess the success of our efforts.

We will also develop and lead one two-part or two separate training sessions with NCI on communications processes and messaging.

Additionally, as part of support for implementation of the internal communications strategy, Collaborative will provide one on one support for leadership including the development of needed talking points, media coaching, ghost writing for commentaries, preparation of presentation materials, etc.

Social Media Support

Collaborative will develop and implement a strong digital external presence for NCI via social media and digital content. Your key audiences consume a wide variety of information online, so it is important to invest time and expertise in it.

Collaborative's approach is content-centric and data-driven. We craft creative and relevant content for your social media and other digital channels – for example, the blog – that is approachable and relevant. In posts tailored for each platform, whether Twitter, Facebook, Instagram, LinkedIn, or otherwise, we incorporate issues that matter to NCI as well as hashtags and handles of influencers to ensure that NCI is a part of key conversations. We use robust data tracking to report monthly on what's resonating with audiences, from imagery to messaging, and iterate to continuously improve content.

Collaborative recommends social media influencer campaigns to elevate the expertise of NCI and its leadership. This process draws from your key audience list, identifies who has voice and influence online across issues that matter most to you, and then employs a strategy to target those influencers on various platforms. For many clients, this approach has led to

Project Team

Maura Keaney, Vice President – NCI Primary Point of Contact

Maura Keaney leads Collaborative's Media and Engagement practice. With 20 years of experience in communications, strategy development, crisis communications, media relations, and partnership building for nonprofits, foundations, government entities, and corporations, Maura is an expert in developing communications and engagement strategies focused on improving outcomes for children and families. She develops and manages effective media and communication strategies that effectively navigate political and policy considerations. She brings particular experience in crisis communications working with companies such as ExxonMobil, Walmart, and Nike. While at Collaborative, Maura has led projects for the University of Virginia's Curry School of Education, UVA's School of Engineering, UVA Data Science Institute, Branch Alliance for Educator Diversity, NWEA, among others.

Adam Rabinowitz, Director – Media Lead

Adam Rabinowitz brings various public and nonprofit education-based experiences to his role as a Media and Strategy Director. He works across the firm to develop communications, media, and strategic planning deliverables for clients that include: policy papers, reports, articles for education trade publications, opinion pieces and social media content. More specifically, he has managed our engagements with UVA's Curry School over the past two years to elevate their national leadership in driving education policy and practice—and UVA Engineering over the past year as a cutting-edge engineering school. Across his work with UVA clients and others across the country, he strives to research and implement innovative education practices that improve outcomes for children and communities. Adam holds a Master's in Public Administration from Brown University and a Bachelor's Degree in Politics from Brandeis University.

Kristina Saccone, Vice President – Digital Lead

Kristina is a mission-driven strategy and communications professional with more than 15 years of experience engaging in partnerships, building coalitions, and crafting engaging stories, all through the lens of equity, sustainability, and K-12 educational improvement. She leads digital work for Collaborative. She has worked on successful strategic projects with an array of nonprofit organizations, K-12 schools, and districts. Kristina is adept at coordinating and finding common ground across organizations and individuals. She has a deep understanding of education finance both through client work and as a member of the winning team for the Policy Innovators in Education (PIE) Network "Best Kept Secret" (2014), awarded for an advocacy campaign that led to the passage of a Colorado state financial transparency law mandating a public, online database for school budgets. Kristina started her career as a reporter and producer for public radio and television, with a specific focus on the education beat. She is a graduate of Colby College and holds a Masters in Nonprofit Management from Regis University.

Bill Glover, Creative Director – Brand Lead

Bill has contributed to Collaborative's products with impactful designs that brand client work with unique identities, while allowing designs to help make products accessible and

Higher Education Prior Experience

Following are examples of projects of similar scope and size for higher learning organizations.

Please visit the following link for portfolio examples of design work. Note that the list on Page 4 of this document contains active hyperlinks to products:
<https://www.dropbox.com/s/io0rmp9wg93hrel/Media%20and%20Engagement%20Portfolio.pdf?dl=0>

University of Virginia – School of Engineering

The University of Virginia School of Engineering and Applied Science partnered with Collaborative to elevate its cutting-edge, multidisciplinary research on a national scale, with a specific focus on audiences that include: deans and high-level administrators at other schools of engineering, prospective students and faculty, as well as readers of aligned media outlets such as *Wired* and *Fast Company*.

Over the past two years, Collaborative has elevated the national standing of UVA Engineering through a multi-faceted communications effort, increasing the number of media hits by over 100 percent and reaching over 300 million individuals. We have achieved this success through thought leadership from Dean Benson and other key faculty in outlets such as *San Francisco Chronicle*, *Washington Post*, and *Forbes*; media outreach that has yielded features in outlets such as *Mashable* and *NPR*; and a series of nationally disseminated press releases that highlight the robustness of research at the school.

Additionally, Collaborative demonstrated its depth of expertise in social media campaign management, running a \$30,000 six-month campaign (with two distinct segments) on Facebook, Twitter, and LinkedIn. Collaborative aspired to achieve a dual goal of targeting deans and other administration staff at peer schools of engineering to influence US News voting—as well as identifying and recruiting high-quality students to apply to UVA Engineering's undergraduate and graduate programs. As a result of this effort, Collaborative reached nearly 700,000 prospective students over the course of the campaign and doubled UVA Engineering's total audience size across its social media channels.

Our services for UVA Engineering have included: paid social media campaign management, crisis communications, message development, graphic design, content development and placement, partnership development, and thought leadership.

University of Virginia – Curry School of Education

Over the course of the last two and a half years, Collaborative has worked with the Curry School of Education at the University of Virginia to elevate the research of the dean and other key faculty, assuring that they are at the forefront of coverage in the K-12 and higher education space. Areas of focus include: federal education policy, bullying and school discipline, education technology, and teacher preparation.

partners persuade Governor Ducey to set a 60 percent statewide attainment goal for Arizona that is in line with President Obama's national goal and the Lumina Foundation's A Stronger Nation initiative.

We have developed a series of reports and issues briefs with College Success Arizona on related issues, including:

- *Access, Price, Value: Improving College Affordability in Arizona* (May 2019)
- *The FAFSA Unlocks Millions of Dollars in Grants and Loans for Students and Families* (February 2019)
- *Key Barriers to College Access in Rural Arizona* (October 2018)
- Several additional issue briefs and reports over the past three years that address issues of investing in college access, state aid, and the economic impact of college access and postsecondary success (for the state as well as for individuals and families)

We also saw the impact of the "communications gap" regarding FAFSA and financial aid in our focus groups in Arizona rural communities.

References

University of Virginia – School of Engineering & Applied Science
Thornton Hall, Room C350

P.O. Box 401113

Charlottesville, VA 22904

Contact: Elizabeth Thiel Mather - Executive Director of Communications – (434) 924-1381

Email: emather@virginia.edu

University of Virginia – Curry School of Education

PO Box 400260

University of Virginia

Charlottesville, VA 22904-4260

Contact: Audrey Breen - Communications Officer – (434) 924-0809

Email: audreybreen@virginia.edu

College Success Arizona

4040 E. Camelback Rd., Ste 220

Phoenix, AZ 85018

Contact: Rich Nickel - President and CEO - (602) 636-1850

Email: rich.nickel@collegesuccessarizona.org

ATTACHMENT A

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The offeror:

☒ is a corporation or other business entity with the following SCC identification number:
F188025-3

☐ -OR-

☐ is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust -OR-

☐ is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from offeror's out-of-state location) -OR-

☐ is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver): ☐

Reputation/Crisis Management	\$1,500
Implementation	(at cost, see details below)
On the Ground Communications and Public Relations Support	\$90,000
TOTAL	\$109,500

Cost/Fees

Pricing is based on a blended hourly rate of \$150/hour, **inclusive of all project management and related project meeting costs**. Expenses will be billed at cost and with prior approval from NCI. All pricing is negotiable.

ELEMENTS OF PROPOSAL	PROPOSED COST/FEE
Research and Discovery	100 hours—\$15,000
Brand Strategy Refresh	120 hours—\$18,000
Strategic Planning and Messaging Development	150 hours—\$22,500
Reputation/Crisis Management Implementation	50 hours—\$7,500
	Paid advertising: Depends on quantities desired/determined in plan; see detailed pricing below
On the Ground Communications and Public Relations Support	60 hrs/month—\$9,000/month (estimated)

Cost/Fee Details for Year 1

Research and Discovery

SPECIFIC ACTIVITIES	PROPOSED COST/FEE
Project Kick Off Meeting	20 hours—\$3,000
Materials Review/Audit	30 hours—\$4,500
Key Informant Interviews and Survey	30 hours—\$4,500
Synthesis and Presentation	20 hours—\$3,000
Subtotal	100 hours—\$15,000

Brand Strategy Refresh

Audience Segmentation	20 hours—\$3,000
Messaging Framework	50 hours—\$7,500
Brand Strategy & Creative	50 hours—\$7,500
Subtotal	120 hours—\$18,000

Strategic Planning and Messaging Development

Message Maps	50 hours—\$7,500
Integrated Communications Plan: Goals, Strategies, Tactics, Editorial Calendar, Metrics	100 hours—\$15,000
Subtotal	150 hours—\$22,500

ATTACHMENT C

TIMELINE SCHEDULE

Offeror must provide a detailed timeline from contract signing to full use of website by customer (including design, specified functionality, training, etc.):

Activity	Timeframe with Projected Completion Date
Project Kick Off Meeting	Week 1
Materials Review/Audit	Weeks 1-4
Key Informant Interviews and Survey	Weeks 2-8
Synthesis and Presentation	Weeks 8-10
Audience Segmentation	Week 8
Messaging Framework	Week 9
Brand Strategy and Creative	Week 10
Message Maps	Week 12
Integrated Communications Plan	Week 12
Crisis Management Plan	Week 14
Crisis Support	Ongoing
Paid Advertising	Ongoing
Media Relations, Reporter Relationship Building and Support for NCI Press Community Engagement and Public Meetings	Week 12 and ongoing
Internal and Leadership Communications	Week 12 and ongoing
Social Media Support	Week 12 and ongoing
Reporting and Management	Week 1 and Ongoing

RETURN OF THIS PAGE IS REQUIRED



Collaborative Communications Group, Inc.
Washington, DC 20005
1029 Vermont Ave, NW

Invoice

New College Institute
Karen Jackson
191 Fayette Street
Martinsville, VA 24112

Date	Invoice #
8/31/2020	5900ME 3771

P.O. Number	Terms	Due Date
	Net 15	9/15/2020

Description	Rate	Amount
Description: 82 hours for: Drafting and issuing of press releases (ongoing) Organic Social Media Content Creation (ongoing) Creation of advertising materials Facebook Ads Strategic Council/Weekly call (ongoing) Branding Materials	14,206.50	14,206.50

Due to current events, we would appreciate payment being sent via ACH, if possible, to John Marshall Bank, Routing Number [REDACTED], Account Number [REDACTED]. Thank you!

Total \$14,206.50

2020-12-24



Collaborative Communications Group, Inc.
1029 Vermont Ave, NW
Floor 9
Washington, DC 20005

Invoice

Date	Invoice #
7/31/2020	5900ME 3797

New College Institute
Karen Jackson
191 Fayette Street
Martinsville, VA 24112

P.O. Number	Terms	Due Date
	Net 15	8/15/2020

Description	Rate	Amount
54 hrs for Drafting and issuing of press releases (ongoing) Organic Social Media Content Creation (ongoing) Creation of advertising Materials Analytics Report Strategic Council/Weekly call (ongoing)	8,570.00	8,570.00

Due to current events, we would appreciate payment
being sent via ACH, if possible, to John Marshall
Bank, Routing Number [REDACTED] Account Number
[REDACTED] Thank you!

Total \$8,570.00

#00001293

Contract



Collaborative Communications Group, Inc.
Washington, DC 20005
1029 Vermont Ave, NW

Invoice

New College Institute
Karen Jackson
191 Fayette Street
Martinsville, VA 24112

Date	Invoice #
10/31/2020	5900ME 3833

P.O. Number	Terms	Due Date
	Net 30	11/30/2020

Description	Rate	Amount
Description: 30 hours for: Drafting and issuing of press releases (ongoing) Organic Social Media Content Creation (ongoing) Creation of advertising materials Strategic Council/Weekly call (ongoing) Branding Materials Annual Report Total Amount	5,370.75	5,370.75

Due to current events, we would appreciate payment
being sent via ACH, if possible, to John Marshall
Bank, Routing Number [REDACTED] Account Number
[REDACTED] Thank you!

Total \$5,370.75

Contract

00001351



Collaborative Communications Group, Inc.
Washington, DC 20005
1029 Vermont Ave, NW

Invoice

Date	Invoice #
9/27/2020	5900ME 3810

New College Institute
Karen Jackson
191 Fayette Street
Martinsville, VA 24112

P.O. Number	Terms	Due Date
	Net 15	10/12/2020

Description	Rate	Amount
Description: 35.50 hours for: Drafting and issuing of press releases (ongoing) Organic Social Media Content Creation (ongoing) Creation of advertising materials Facebook Ads Metric Report Strategic Council/Weekly call (ongoing) Branding Materials	7,906.00	7,906.00

Due to current events, we would appreciate payment
being sent via ACH, if possible, to John Marshall
Bank, Routing Number [REDACTED] Account Number
[REDACTED] Thank you!

Total

\$7,906.00

Contract

00001363



Collaborative Communications Group, Inc.
1029 Vermont Ave, NW, Fl 9
Washington, DC 20005

Invoice

Date	Invoice #
11/30/2020	5900ME 3840

New College Institute
Karen Jackson
191 Fayette Street
Martinsville, VA 24112

P.O. Number	Terms	Due Date
	Net 30	12/30/2020

Description	Rate	Amount
Description: 49.50 hours for: Drafting and issuing of press releases (ongoing) Organic Social Media Content Creation (ongoing) Creation of advertising materials Strategic Council/Weekly call (ongoing) Branding Materials Designing of Annual Report AWS Facebooks Ads	8,575.87	8,575.87

Due to current events, we would appreciate payment
being sent via ACH, if possible, to John Marshall
Bank, Routing Number [REDACTED] Account Number
[REDACTED] Thank you!

Total \$8,575.87

Contract

Collaborative Communications Group, Inc.
1029 Vermont Ave, NW, Fl 9
Washington, DC 20005



Bill To
New College Institute Karen Jackson 191 Fayette Street Martinsville, VA 24112

Invoice

Date	Invoice #
12/23/2020	5900ME 3857

P.O. No.	Terms	Due Date	Project
	Net 30	1/22/2021	5900ME - Commu...

Description	Quantity	Rate	Amount
Description: 30.25 hours for: Drafting and issuing of press releases (ongoing) Organic Social Media Content Creation (ongoing) Creation of advertising materials Strategic Council/Weekly call (ongoing) Branding Materials GWO Email Blast GWO Facebook Ads		5,241.25	5,241.25
Total			\$5,241.25

Control



Collaborative Communications Group, Inc.
1029 Vermont Ave, NW, Fl 9
Washington, DC 20005

Invoice

Date	Invoice #
1/31/2021	5900ME 3888

New College Institute
Karen Jackson
191 Fayette Street
Martinsville, VA 24112

P.O. Number	Terms	Due Date
	Net 30	3/2/2021

Description	Rate	Amount
Description: 23 hours for: Drafting and issuing of press releases (ongoing) Organic Social Media Content Creation (ongoing) Creation of advertising materials Strategic Council/Weekly call (ongoing) Branding Materials Designing of Annual Report Wind energy Facebooks Ads Recruit Military Print Ads	10,738.38	10,738.38

Due to current events, we would appreciate payment
being sent via ACH, if possible, to John Marshall
Bank, Routing Number [REDACTED] Account Number
[REDACTED] Thank you!

Total \$10,738.38

Contract



Collaborative Communications Group, Inc.
1029 Vermont Ave, NW, Fl 9
Washington, DC 20005

Invoice

Date	Invoice #
2/25/2021	5901ME 3907

New College Institute
Karen Jackson
191 Fayette Street
Martinsville, VA 24112

P.O. Number	Terms	Due Date
	Net 30	3/27/2021

Description	Rate	Amount
Description: Drafting and issuing of press releases (ongoing) Organic Social Media Content Creation (ongoing) Creation of advertising materials Strategic Council/Weekly call (ongoing) Branding Materials Paid LinkedIn Ads Total Amount: \$6,875.00	6,875.00	6,875.00

Due to current events, we would appreciate payment
being sent via ACH, if possible, to John Marshall
Bank, Routing Number [REDACTED] Account Number
[REDACTED] Thank you!

Total \$6,875.00

Paid Voucher 1448

Contract