

SERVICE AGREEMENT

This Service Agreement (**Agreement**) is entered into by and between Academic Partnerships, LLC, a Delaware limited liability company (AP), and Youngstown State University (the **University**) as of December 20, 2018 (the **Effective Date**). AP and the University are sometimes referred to in this Agreement each as a **Party**, and collectively as the **Parties**.

Recitals Incorporated Into Agreement

- A. The University offers courses and degree programs at the undergraduate, graduate and post-graduate level as well as other courses and programs;
- B. AP provides services to universities to enable them to offer such courses, degree programs and other programs online;
- C. AP's proposal dated July 20, 2018 in response to University RFP #18-062518 was selected for the provision of the services described in this Agreement; and
- D. Subject to the terms and conditions set forth herein, the University desires to engage AP to provide such services with regard to the mutually agreed to courses, degree programs and other programs (as set forth in the attached Addendum[s]) (jointly called **Online Programs** and inclusive of all pre-requisite, co-requisite, and general education courses taken by Students enrolled in Online Programs) (participants in Online Programs are **Students**).

I. AP Obligations

AP shall have the following obligations, which it shall fulfill through its own efforts as well as through efforts of its agents and affiliates:

- A. **Marketing, Recruiting, and Promotion.** AP shall market and promote the University and its Online Programs using a variety of means as determined by AP, in consultation with the University. A marketing plan will be presented to the University at least annually, and the University shall review and approve said plan[s]. AP will then operate under the approved marketing plan for the coming year. Quarterly, the Parties will update the marketing plan, as necessary;
- B. **Program Development, Support and Implementation.** AP's implementation team will work with the University to launch the University's Online Programs. AP's implementation support services will include:
 - (1) an integration team that works with the University's personnel from key departments;
 - (2) facilitation of various operational planning sessions for Online Programs;
 - (3) development of a "Program Guidelines" document;
 - (4) cross-functional project management services, including development of a project plan to drive program implementation activities.
- C. **Academic Support Services.** AP will work with faculty and the University on Online Programs' design, including but not limited to:
 - (1) assistance with program-level planning, course mapping, and course conversion of Online Programs into an electronic format;
 - (2) assisting University in structuring multiple annual start dates; and
 - (3) introducing best practices for the delivery of Online Programs.
- D. **Enrollment Specialist Representatives (ESRs).** ESRs will serve as a primary point of contact for all prospective Students for the Online Programs. The ESRs will help educate Students about the Online Programs. AP's responsibilities include:

- (1) staffing and equipping a call center for ESRs;
- (2) providing a team of ESRs to contact potential Students;
- (3) providing a toll free number and website for prospective Students;
- (4) recruiting in compliance with the academic standards of the University and regulatory requirements; and
- (5) informing potential Students of the Program characteristics and referring potential Students to the University regarding financial aid and/or academic questions. In performing recruiting activities, ESRs shall use such marketing and promotional materials as reasonably deemed appropriate by AP and as are provided by or approved by the University in accordance with this Agreement, and AP is entitled to rely on the accuracy of any such materials.

AP agrees that in the course of recruitment of Students for enrollment in one or more Online Programs it will not provide any commission, bonus or other incentive payments based directly or indirectly upon success in securing enrollments to any person or entity directly engaged in any Student recruiting or admission activities, except in accordance with the provisions of 34 C.F.R. 668.14(b)(22)(2003) and any subsequent amendment thereto, and/or any other requirement of the United States Department of Education or the University's regional accreditor.

E. Application Support. In addition to recruiting, ESRs will:

- (1) inform applicants of University application requirements;
- (2) contact applicants regarding upcoming Online Programs' deadlines;
- (3) remind applicants to submit necessary paperwork (transcripts, etc.);
- (4) remind Students of the registration process, registration deadlines and payment deadlines once admitted to the University; and
- (5) refer Students to appropriate University resources if there are further questions about the Program(s).

F. Student Support Services. ESRs will provide Student support and retention services, including, but not limited to the following:

- (1) following up with Students periodically through graduation;
- (2) referring Students to University resources if academic questions persist;
- (3) welcoming new Students and providing upcoming registration dates and/or deadlines;
- (4) re-engaging inactive Students; and
- (5) reminding Students of upcoming start dates, registration deadlines and payment deadlines.

G. Canvas. AP recommends Canvas as the preferred learning management system, but the University may use the learning management system of its choice. If the University elects to use Canvas, AP will fund the University's use of Canvas for the Online Programs for the duration of this Agreement. Specifically, AP will fund the Canvas usage fees, Premium Support (as defined by Canvas), and administrative and instructor training. Any additional services and customization the University wishes to receive must be negotiated directly with Instructure (the Canvas Provider). Additionally, if University chooses to use Canvas for other programs not covered by this Agreement, the University, as a partner of AP, will receive preferential pricing from Canvas. To receive Canvas from Instructure, the University must enter into a master subscription services agreement with Instructure as soon as reasonably practicable following the execution of this Agreement.

Upon entering into a master subscription services agreement with Instructure, the University shall take the necessary steps in conjunction with Instructure to integrate the University into

the Canvas environment. The University shall use commercially reasonable efforts to complete such integration within sixty (60) days.

If the University desires to host a Massive Open Online Course (**MOOC**) on the Canvas Open Network, Instructure will provide support on the Canvas Open Network at no additional charge to the University if the University enters into a memorandum of understanding with Instructure specifically for this purpose.

H. Data Protection. AP shall use commercially reasonable efforts to ensure the data shared is not re-disclosed or otherwise breached. For any data shared that is subject to the regulations of the Family Educational Rights and Privacy Act (FERPA), (34 CFR Part 99), AP shall comply with the requirements of FERPA. AP is subject to the provisions of FERPA, and thus the Parties agree as follows: (A) the University appoints AP and third party(ies) assisting AP in performing services under this Agreement, as reasonably determined by AP, as a “school official” as that term is used in FERPA, 34 C.F.R. §§99.7(a)(3)(iii) and 99.31(a)(1) and as interpreted by the Family Policy Compliance Office, and determines that AP, and such third party(ies), as appropriate, has a “legitimate educational interest,” for the purpose of carrying out its responsibilities under this Agreement. (B) AP acknowledges that it shall be bound by all relevant provisions of FERPA and agrees that personally identifiable information obtained from the University in the performance of this Agreement (i) will not be disclosed to third parties, except as expressly provided for in FERPA, 34 C.F.R. §§99.33, without signed and dated written consent of the student, or if the student is under eighteen (18) years of age, signed and written consent of the student’s parents/guardians, unless such third party(ies) is assisting AP in performing services under this Agreement, as reasonably determined by AP, and such disclosures are subject to FERPA, 34 C.F.R. §§99.7(a)(3)(iii), 99.31(a)(1), and 99.33, and (ii) will be used only to fulfill AP’s responsibilities under this Agreement. In accordance with FERPA, the Parties agree that any consent to disclose information may be made electronically. Upon written request of the University, AP shall disclose to University the names of such third parties. Except as required by law, AP shall not disclose or share education records with any third party unless permitted by the terms of this Agreement. Notwithstanding the above, AP may utilize the information of denied applicants (**Denied Applicants**) to offer them information on other educational opportunities so long as AP obtains the Denied Applicants’ consent.

II. University Obligations

The University shall maintain the sole authority in the (i) appointment, evaluation and assignment of faculty to Online Programs, (ii) admission of Students, (iii) delivery of Online Programs, (iv) evaluation of Student performance, (v) decision to award course credit and/or academic credentialing, and (vi) decision to award scholarships or financial aid. During the Term of this Agreement, the University has the following obligations:

A. Marketing Deliverables.

- (1) University shall deliver to AP its branding and style guidelines to be used by AP in marketing and recruiting associated with the Online Programs and hereby grants the right to AP to use its intellectual property (including to represent the University in forming affiliate relationships and related promotions without necessarily referencing AP) as specified in Section IV and Exhibit C in performance of the AP Obligations;
- (2) University shall allow AP and/or its agents or affiliates to use the University web domain for marketing (i.e., <http://online.universityname.edu> or <http://degree.universityname.edu>) and host those subdomains for ease of maintenance and updates;
- (3) University may allow AP to have access to current student and alumni email lists solely for marketing Online Programs during the term of this Agreement; and
- (4) University shall ensure that AP is its exclusive third-party marketer and promoter with regard to the Online Programs.

B. Regulatory Approvals, Accreditations, and Licenses. The Parties agree that AP is relying on the University's obligation to determine and obtain all necessary regulatory approvals and licenses for the Online Programs including as set forth below:

(1) **Obtaining Regulatory Approvals.** As it is required by law, the University shall fulfill its obligation to determine, in consultation with AP, if it is required to obtain any type of approval, authorization, certificate, or license to deliver online instruction, market degree programs, or recruit Students. If the University determines that it or its agents are required to obtain any sort of approval, authorization, certificate, or license in a state, then the University shall obtain all such necessary approvals and shall communicate them to AP in a timely manner.

(2) **Informing AP of Obtained Approvals.** The University shall inform AP as to which states' residents the University is legally authorized to enroll Students, what types of marketing and recruitment activities it has obtained approval for, and in which locations such approvals have been obtained.

C. Financial/Business Oversight. The University will oversee the financial management of the Online Programs.

D. Access to Data. The University shall provide AP daily extracts from its Student Information System and Learning Management System that contain information about applicants and Students enrolled in the Online Programs. Essential data includes, but is not limited to, applicant, Student, section, course, enrollment, grade, and time-activity data. AP and its agents and/or affiliates may use the data solely in order for AP to fulfill its obligations and exercise its rights under this Agreement and to analyze and increase the effectiveness of the services it offers hereunder. Additionally, AP may share such data with its strategic partners, specifically AspirEDU, Inc., Zoom Video Communications, Inc., and Instructional Connections, LLC, in order for AP to improve retention efforts and enhance AP's other services to the University and Students. All strategic partners receiving data from AP will be bound by the same FERPA requirements as AP.

E. Competing Programs. The University agrees that for the duration of this Agreement it will not offer any similar online program(s) to the Online Programs that are represented by AP.

F. Program Characteristics. The University will assure that:

- (1) its tuition and fees for the Online Programs is no more than the campus-based tuition and fees and are market -competitive, as reasonably defined by the Parties;
- (2) the Online Programs are in an accelerated format;
- (3) there shall be at least six program starts per year per Online Program;
- (4) the University shall work in good faith toward obtaining approval in as many jointly identified states with AP as soon as reasonably practicable;
- (5) the University shall work collaboratively with AP and establish parameters in conjunction with the annual marketing plan to offer promotions, including offering special scholarships and discounts to affiliate partners; and
- (6) the University shall provide and maintain at least three high-demand Online Programs under this Agreement, as reasonably defined by the Parties.

III. License Grants by AP

During the Term of this Agreement, AP grants the University a limited, nonexclusive license to use AP's intellectual property, including but not limited to its trademarks, logos, websites, marketing materials, and know-how, for the specific and limited purpose of marketing and promoting the Online Programs. **Exhibit A** lists the initial AP trademarks that AP expects to be used under this Agreement.

IV. License Grants by the University

- A. License.** During the Term of this Agreement, the University grants AP a limited, nonexclusive license to use the University's intellectual property, including but not limited to its trademarks, logos, websites, marketing materials, pictures (of faculty, the University, and its students and alumni), and know-how, for the specific and limited purpose of marketing and promoting the Online Programs. **Exhibit B** lists the initial University trademarks that the University expects to be used under this Agreement.
- B. Agents and/or Affiliates.** AP is hereby given the right to allow its agents and/or affiliates (e.g. specialized providers of niche services such as digital marketing and operational suppliers) to utilize the University materials where appropriate in AP's reasonable discretion to meet its obligations to the University and exercise its rights under this Agreement.

V. Ownership

- A. Ownership of Contributed Materials.** AP and the University each retain all ownership and intellectual property rights in the material they each contributed.
- B. Ownership of Developed Materials.** Any right, title and interest in and to any intellectual property arising from or attributed to any of the work or activities undertaken as part of this Agreement shall belong to the Party that creates such intellectual property, unless mutually agreed to otherwise in writing. All intellectual property jointly made, developed or created by AP and the University during the term of this Agreement for the exclusive benefit of the University shall belong to the University, unless otherwise agreed to by the Parties in writing.

VI. Term and Right of First Offer

- A. Term.** The original term of this Agreement shall commence on the Effective Date and end on the eighth (8th) anniversary of the first Launch Date of an Online Program (**Launch Date** is defined as the first day instruction begins for Students enrolled in an Online Program), unless terminated earlier hereunder. The original term and any successor term shall renew for five (5) year periods upon mutual written agreement of the Parties. To the extent that one or more Addendum(s) to this Agreement is entered into for a new Program, the term of each Addendum shall also be for a period of five (5) years (**Addendum Term**) beginning on the first Launch Date of an Online Program identified in the Addendum notwithstanding the fact that the Addendum Term could exceed the period of the original term or the successor term. Each Addendum Term shall renew for periods of five (5) years upon mutual written agreement of the Parties. In the event of an Addendum Term, all provisions of this Agreement shall remain in full force and effect for the duration of the Addendum Term with regard to the new Online Programs and any renewals of such thereafter.
- B. Right of First Offer.** During the term of this Agreement, if the University decides to use a third-party service provider to provide services similar to those in this Agreement for online programs other than those listed in any executed Addendum, the University will first offer the right to exclusively negotiate an Addendum for the new Programs to AP. If AP and University negotiate in good faith but cannot reach an agreement within 60 days from the date of the first offer, University is free to contract with another service provider solely for online programs not listed in any executed Addendum.

VII. Payment and Taxes

- A. AP Payment.** The University will collect all **Revenue** (defined to mean [REDACTED]

[REDACTED] and will remit to AP an amount equal to the product of multiplying the applicable AP Revenue Percentage [identified in each

Addendum] times Revenue (the AP Payment). The AP Payment is due and payable to AP within forty-five (45) days of the start of any Online Programs. In the event no percentage is noted in an Addendum the default percentage shall be [REDACTED] of Revenue.

- B. **Taxes.** Each Party will be responsible for any and all taxes due on their portion of Revenues received.
- C. **Final Service Payment.** The University acknowledges that a significant portion of AP's cost is incurred before a Student enrolls, and that AP's only method of cost recovery is through the continuing payments as a Student progresses through the Online Programs. Additionally, the University recognizes that the nature of this Agreement and its payment schedule necessitates that a portion of the amount earned by, and owed to, AP be remitted after termination or expiration of the Agreement. Therefore, in addition to the payments described in Section VII-A of this Agreement, upon expiration or termination of this Agreement for any reason, the University shall remit to AP [REDACTED]

[REDACTED]. Though the amount of the Final Service Payment is calculated as of the day of expiration, the University shall remit the Final Service Payment in four equal installments occurring every six months with the first installment due sixty (60) days after the day of termination.

VIII. Indemnification

- A. **AP.** AP will indemnify and hold harmless the University, to the extent permitted by applicable law, against any loss or damage caused by AP's actions hereunder provided that: (a) the University notifies AP in writing within 30 days of the claim; (b) AP has sole control of the defense and all related settlement negotiations; and (c) the University provides AP with the assistance, information, and authority reasonably necessary to perform the above; reasonable out-of-pocket expenses incurred by the University in providing such assistance will be reimbursed by AP. Notwithstanding the foregoing, the Ohio Attorney General must approve the appointment of any legal counsel for the University, and the settlement of any claim against the University.
- B. **University.** To the extent permitted by law, including, but not limited to Ohio Revised Code Chapter 2743 and Section 3345.40 and Section 9.86, the University shall be responsible for the negligent acts and negligent omissions of its employees and officers engaged in the scope of their employment and arising under this Agreement. Nothing in this provision shall be construed as a waiver of the sovereign immunity of the University and/or the State of Ohio beyond the waiver provided in Ohio Revised Code Section 2743.02.

IX. LIMITATION OF LIABILITY

NEITHER PARTY SHALL BE LIABLE FOR ANY INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR CONSEQUENTIAL DAMAGES EXCEPT AS OTHERWISE CONTEMPLATED IN THIS AGREEMENT.

X. Warranties

- A. **Authority.** Each Party warrants, to the best of its knowledge, that it has the authority to enter into the Agreement and to perform its obligations set forth herein.
- B. **Ownership of Materials Provided.** Each Party warrants to the other that it is the sole and exclusive owner of the provided materials or has the license to use and sub-license any intellectual property owned by third parties and incorporated into such materials, and that, to the best of its knowledge; such materials do not infringe any third-party rights.

XI. Cure for Breach.

If either Party materially breaches the terms of this Agreement and fails to correct the breach within 60 days after the non-breaching Party provides written notification, the non-breaching Party shall follow the dispute resolution procedures contained herein under Section XIII(D). Either Party may terminate this Agreement immediately at any time upon written notice to the other Party if the other Party: (1) commences or has commenced against it a proceeding under any bankruptcy, insolvency, debtor's relief law or similar law; (2) has a receiver appointed for it or for any of its property; (3) becomes insolvent or unable to pay its debts as they mature or ceases to pay its debts as they mature in the ordinary course of business; or (4) makes a general assignment for the benefit of creditors.

XII. Additional Obligations Upon Termination.

In addition to any other obligations identified in this Agreement which extend beyond, or begin at, expiration or termination of this Agreement, both Parties shall cease all use of the other's provided materials and return any such material in its possession to other Party.

XIII. General

- A. Relationship Between the Parties.** Each Party is an independent contractor and will be solely responsible for payment of all compensation owed to its employees, as well as employment related taxes. Each Party will maintain appropriate worker's compensation for its employees as well as general liability insurance. Neither AP nor its personnel shall at any time be considered public employees for the purpose of Ohio Public Employees Retirement System benefits. Neither this Agreement, nor any terms and conditions contained herein, shall be construed as creating a partnership, joint venture, agency or franchise relationship.
- B. Mutual Non-Disparagement.** The University and AP agree to make no statement, whether written or oral, about the other Party which could reasonably be expected to adversely affect the other Party's perception or reputation.
- C. Governing Law and Jurisdiction.** This Agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with Ohio law without regard to choice of law or conflicts of law principles.
- D. Dispute.** In the event that some or all of the materials provided by either Party is held or is believed by the other Party to infringe third party rights, the alleged infringer shall have the option, at its expense to: (a) modify the materials to be non-infringing; or (b) obtain a license from the third party to continue using that portion of the materials that is infringing the rights of such third party. If it is not commercially feasible to perform either of the above options, then that Party may require the other to return the infringing materials and all rights thereto. If a Party breaches this Agreement and does not cure within the proper period then the Parties shall submit the matter to mediation under an agreed mediator, appointed pursuant to the Ohio Court of Claims Alternative Dispute Resolution process, within 60 days of the deadline for cure. If settlement is not reached within 60 days after service of a written demand for mediation, the non-breaching Party may terminate this Agreement, any unresolved controversy or claim arising out of or relating to this Agreement shall be settled in a Ohio court of competent jurisdiction; provided, however, that any claim seeking monetary damages from the University must be brought in the Ohio Court of Claims.
- E. Notice.** All notices, including notices of address change, required to be sent hereunder shall be in writing and shall be deemed to have been given when mailed by certified mail or actually received to:

If to AP:

Academic Partnerships, LLC
Attention: Finance Department

600 North Pearl Street
Suite 900
Dallas, Texas 75201

With copy to:

Academic Partnerships, LLC
Attn: Legal Dept.
2200 Ross Avenue
Suite 3800
Dallas, Texas 75201

If to the University:

Youngstown State University
Attn: Office of Academic Affairs
1 University Plaza
Youngstown, OH 44555

The Parties agree that they each may treat documents faxed and/or email attachments and/or a signature sent electronically by the other Party as original documents; nevertheless, either Party may require the other to exchange original signed documents.

- F. **Severability.** In the event any provision of this Agreement is held to be invalid or unenforceable, the remaining provisions of this Agreement will remain in full force.
- G. **Waiver.** The waiver by either Party of any default or breach of this Agreement shall not constitute a waiver of any other or subsequent default or breach. Except for actions for nonpayment or breach of either Party's intellectual property rights, no action, regardless of form, arising out of this Agreement may be brought by either Party more than two years after the cause of action has occurred.
- H. **Counterparts.** This Agreement may be executed in any number of counterparts, each of which, when executed and delivered, shall be an original, and all the counterparts together shall constitute one and the same instrument.
- I. **Confidential Information.** Each Party agrees that it shall not use or disclose to any third party, except for the purpose of performing this Agreement, any business and technical information of the other Party which, in the exercise of reasonable judgment, should be recognized by such Party as confidential (**Confidential Information**). The obligation of confidentiality shall not apply to information which: (a) is or becomes part of the public domain through no fault of the receiving Party; (b) is furnished by the disclosing Party to others without restrictions on use and disclosure; (c) becomes known or available to the receiving Party without restriction from a source other than the disclosing Party without breach of any Agreement with the disclosing Party; (d) is disclosed with prior written approval of the disclosing Party; (e) is independently developed by the receiving Party without the use of any Confidential Information; (f) is previously known to the receiving Party on a non-confidential basis; or (g) is required by court order (other legal process) or government agency or law, including Ohio Public Records law, to be disclosed, in which case, the receiving Party shall give the disclosing Party as much notice as is reasonably practical so that the disclosing Party may seek a protective order or other confidential protection as the disclosing Party, in its sole discretion, may elect and the receiving Party shall reasonably cooperate with the disclosing Party in disclosing Party's efforts to obtain such order or protection.
- J. **Force Majeure.** Neither Party will be liable for delays or failure in its performance hereunder to the extent such delay or failure is caused by any act of God, war, natural disaster, strike, lockout,

- labor dispute, work stoppage, fire, third-Party criminal act or act of government, or any other event beyond the reasonable control of that Party (an **Excusable Delay**). This Agreement may be terminated with written notice by either Party under this section should the Excusable Delay of the non-performing Party continue for more than 30 days.
- K. Entire Agreement.** This Agreement, University RFP #18-062518 and AP's proposal to the RFP dated July 20, 2018 constitutes the entire agreement and understanding between the Parties and supersedes any previous agreement between them relating to the matters set forth herein. In the event of any conflict between this Agreement and the University RFP #18-062518 and AP's proposal to the RFP dated July 20, 2018, the terms of this Agreement shall prevail. Furthermore, the Parties agree that the including of the University RFP and AP's proposal to the RFP to this Agreement are not intended to add additional material terms and conditions to this Agreement.
 - L. Successors and Assigns.** This Agreement will be binding upon, and will inure to the benefit of, the permitted successors and assigns of each Party hereto. Either Party may assign this Agreement upon providing written notice to the other Party.
 - M. Variation.** No variation of this Agreement or of any of the documents referred to in it shall be valid unless it is in writing and signed by or on behalf of each of the Parties.
 - N. Survivability.** The following Sections shall survive the expiration and termination of this Agreement: I-H, V, VII, VIII, IX, X, XII, XIII.
 - O. Findings for Recovery.** AP warrants that it is not subject to an "unresolved" finding for recovery under Ohio Revised Code section 9.24. If this warranty is found to be false, this Agreement is void ab initio and AP shall immediately repay to the University any funds paid under this Agreement.

ACADEMIC PARTNERSHIPS, LLC

Signature: H
 Name: Howard Rose
 Title: COO
 Date: 12/19/18

UNIVERSITY

Signature: Neal P. McNally
 Title: VP / CEO
 Name: Neal P. McNally
 Date: 12-19-18

Signature: J. L. M.
 Name: Joseph L. Mlosca

Title: Interim Project
 Date: 12/19/18

OFFICE OF THE GENERAL COUNSEL
 YOUNGSTOWN STATE UNIVERSITY
 Reviewed and Approved for
 Legal Form and Sufficiency

By Hey Morgan
 Date 12-19-18

ADDENDUM A

This Addendum A (Addendum) dated as of December 18, 2019, is a supplement to that certain Service Agreement (Agreement) dated as of December 18, 2019 between Academic Partnerships, LLC (AP), and Youngstown State University (the University) and is fully incorporated therein.

PROGRAM AND/OR DEGREE ("ONLINE PROGRAMS")	PROJECTED START DATE	AP REVENUE PERCENTAGE
MBA – general	January 2020	
MBA – Digital Marketing	January 2020	
MBA - Healthcare administration	January 2020	
MBA - Leadership	January 2020	
RN-BSN	August 2019	
MSN – Nurse Educator – post graduate certificate	January 2020	
MSN – Nurse Educator	June 2020	
MSN - Family Nurse Practitioner	TBD	
MSN - Adult / Gero	TBD	
MSEd Special Ed (mild to Moderate)	August 2019	
MSEd Special Ed (Moderate to Intense)	August 2019	
MSEd in Literacy Ed	August 2019	
MSEd in Curriculum and Instruction	August 2019	
M.S.Ed. in Curriculum and Instruction (concentration in mathematics)	August 2019	
M.S. Ed. in Curriculum and Instruction (concentration in reading)	August 2019	
M.S.Ed. in Curriculum and Instruction (concentration in digital learning)	August 2019	
M.S.Ed. in Curriculum and Instruction (concentration in biology)	January 2020	
M.S.Ed. in Curriculum and Instruction (concentration in computer science)	January 2020	
M.S.Ed. in Curriculum and Instruction (concentration in TESOL)	January 2020	

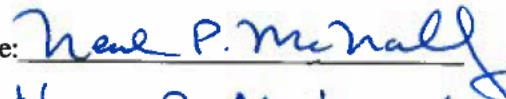
M.S.Ed. in Educational Administration and principal license program	August 2019	
EdD - Ed Leadership	TBD	

This addendum contains trade secrets and commercial and financial information that are confidential and therefore may not be disclosed to any third party. If the University receives an open records request for this information, it shall follow the applicable provisions of its state's open records law in regards to notifying AP of the request and seeking a ruling by its state's Attorney General, University legal counsel or other open records authority regarding its confidentiality.

ACADEMIC PARTNERSHIPS, LLC

Signature: 
 Name: Howard Rouse
 Title: COO
 Date: 12/19/18

UNIVERSITY

Signature: 
 Name: Neal P. McNally
 Title: VP / CFO
 Date: 12/19/18

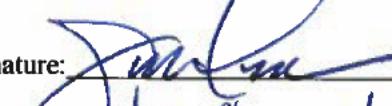
Signature: 
 Name: Joseph L. Abosca
 Title: Executive Director
 Date: 12/19/18

EXHIBIT A
(AP Trademarks, including those of its affiliates)

1. ACADEMIC PARTNERSHIPS, LLC
2. ACADEMIC PARTNERSHIPS
3. AP



EXHIBIT B

(University Trademarks)

1. _____

ADDENDUM B

This Addendum B (Addendum) dated as of October 2, 2019, is a supplement to that certain Service Agreement dated as of December 18, 2018 (Agreement), between Academic Partnerships, LLC (AP), and Youngstown State University (the University) and is fully incorporated therein.

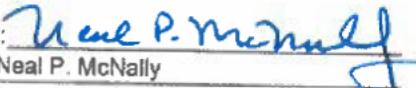
PROGRAM AND/OR DEGREE	START DATE	AP REVENUE PERCENTAGE
MS in Education – Education Administration (No Licensure)	Fall B 2019	[REDACTED]
Master of Science, Content Area of Concentration: STEM	Spring B 2020	[REDACTED] ✓
Teacher Leader Endorsement	Spring B 2020	[REDACTED]
MBA Concentration in Technology & Project Management	Spring B 2020	[REDACTED] ✓

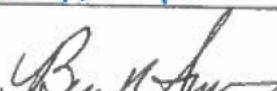
This Addendum contains trade secrets and commercial and financial information that are confidential and therefore may not be disclosed to any third party except as otherwise specified in Section XIII (I) of the Agreement.

ACADEMIC PARTNERSHIPS, LLC

Signature: 
Name: Howard Rouse
Title: Chief Operating Officer
Date: 10/21/19

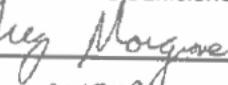
YOUNGSTOWN STATE UNIVERSITY

Signature: 
Name: Neal P. McNally
Title: VP for Finance / CFO
Date: 10-15-19

Signature: 
Name: Brien N. Smith
Title: Provost & VP, Academic Affairs
Date: 10-16-19

OFFICE OF THE GENERAL COUNSEL YOUNGSTOWN STATE UNIVERSITY

Reviewed and Approved for
Legal Form and Sufficiency

By 
Date 10-15-19

ADDENDUM C

This Addendum C (**Addendum**) dated as of May 1, 2020, is a supplement to that certain Service Agreement dated as of December 18, 2018 (**Agreement**), between Academic Partnerships, LLC (AP), and Youngstown State University (the **University**) and is fully incorporated therein.

PROGRAM AND/OR DEGREE	START DATE	AP REVENUE PERCENTAGE
MSED Teacher Education – C&I Teacher Leader	Fall 2020	[REDACTED]
Post Graduate – Family Nurse Practitioner Certificate	Spring I 2021	[REDACTED]
Post Graduate – Adult Gerontology Acute Care Practitioner Certificate	Spring I 2021	[REDACTED]
Family Nurse Practitioner to Adult Gerontology Acute Care Nurse Practitioner Certificate (Advance Placement)	Spring I 2021	[REDACTED]
Adult Gerontology Acute Care Nurse Practitioner to Family Nurse Practitioner Certificate (Advance Placement)	Spring I 2021	[REDACTED]

This Addendum contains trade secrets and commercial and financial information that are confidential and therefore may not be disclosed to any third party except as otherwise specified in Section XIII (J) of the Agreement.

ACADEMIC PARTNERSHIPS, LLC

YOUNGSTOWN STATE UNIVERSITY

Signature: _____
Name: Howard Rouse
Title: Chief Operating Officer
Date: _____

Signature: Brien N. Smith
Name: Brien N. Smith
Title: Provost & VP for Academic Affairs
Date: May 12, 2020

Signature: Neal P. McNally
Name: Neal P. McNally
Title: VP for Finance / CFO
Date: S-12-20



REQUEST FOR PROPOSALS
AND INVITATION TO NEGOTIATE
RFP#18-062518

Online Academic Program Delivery Initiative



July 20, 2018





July 20, 2018

Academic Partnerships (AP) is pleased to submit a proposal for Youngstown State University's (YSU) RFP#18-062518 Online Academic Program Delivery Initiative. As outlined in our response, AP will meet the specifications set forth in all points of the RFP.

Academic Partnerships' mission is to help public universities increase access to their high-quality, post secondary education. Since 2007, we have assisted our partners in the development of robust and engaging online programs that have served nearly 200,000 students. With our team of effective leaders and seasoned experts, we are well positioned to meet and exceed your expectations. AP's services are designed to assist YSU throughout the entire enablement process from initial program design and development, to recruitment and enrollment of qualified students, and ultimately, to student graduation. We have a track record of successfully positioning our partners' online programs in an environment of increasing competition, enabling their significant enrollment and revenue growth.

AP's sole focus will be the provision of a suite of services in support of YSU's online delivery of instruction. We have no competing business lines or business interests that would detract us from helping you expand your online presence. Additionally, our revenue model is structured in such a way that our interests are fully aligned; we receive no upfront fees for our services and are only compensated based on a success fee as students enroll and progress from course-to-course to graduation.

The combination of our proven track record in taking universities to scale, the effectiveness of our best practices and our customized approach to the delivery and servicing of your programs and stakeholders that best fit YSU's mission and philosophy, set us apart from other competitors. As outlined in our response, your programs will be supported by a dedicated team of professionals who will serve your faculty, administration and most importantly, your students in a first class way.

We look forward to answering any questions you may have, and sharing more details of our past successes and vision for partnership with Youngstown State University.

Sincerely,

A handwritten signature in black ink, appearing to read "Randy Best".

Chairman

EXECUTIVE SUMMARY

Academic Partnerships (AP) serves universities—primarily public institutions—in successfully growing their enrollment and revenue through the online delivery of instruction that leads to student success. Since inception in 2007, AP has been recruiting highly qualified students into its partners' online programs and helping successfully retain students through graduation. Through AP's efforts, one partner institution has become home to the nation's largest public university online nursing program while another to the largest public university online education program.

To date, AP has assisted more than 4,000 faculty members in the conversion of more than 4,200 courses into an online format across 455 degrees at the undergraduate, graduate and certificate level across a broad range of program categories, including nursing, business, education, engineering and criminal justice, and recruited nearly 200,000 students into these programs.

AP's university-centric partnership model, which is based on a set of industry-proven best practices and a close collaboration with appropriate institutional stakeholders, helps universities launch and manage, or accelerate the growth of their existing online initiative through a comprehensive service solution. To enable its online initiative, AP will provide Youngstown State University (YSU) a host of comprehensive services customized to meet its unique needs and goals.

These services include:

- Competitive market and program analysis to effectively position YSU's online offering in the marketplace,
- Marketing and recruiting, including employer-based outreach,
- Student recruitment, enrollment, retention and ongoing student support,
- Operational support to assist YSU with the adaptation of its existing systems, processes and technology for enrollment growth to assure the most positive student experience,
- Academic support including program planning, instructional design, assistance in course conversion, quality reviews and faculty professional development, if desired.

Additional value-added services that will be available to YSU, should it choose to utilize them, include:

- ZOOM, cloud-based meeting and video conferencing system for synchronous faculty and student interactions,
- Faculty research grant programs,
- Canvas learning management system (LMS) and related technical assistance, if desired.

Experience and Success

Detailed below, AP has achieved significant results for its university partners. AP's proven track record of positioning more than 50 diverse partners, including both teaching and research-intensive institutions, as formidable online competitors and significantly growing their market share, is one of the company's core strengths and differentiators. This distinctive approach has led to a successful performance on behalf of its partners' online programs, and consistently demonstrated AP's ability to:

- Grow enrollment and revenue across multiple online programs through a robust, omni-channel marketing strategy,
- Raise the profile of local brands to recognized regional and national brands,
- Effectively and seamlessly manage and monitor the full student lifecycle, from initial inquiry through recruitment, enrollment and retention,
- Successfully serve online students at scale.

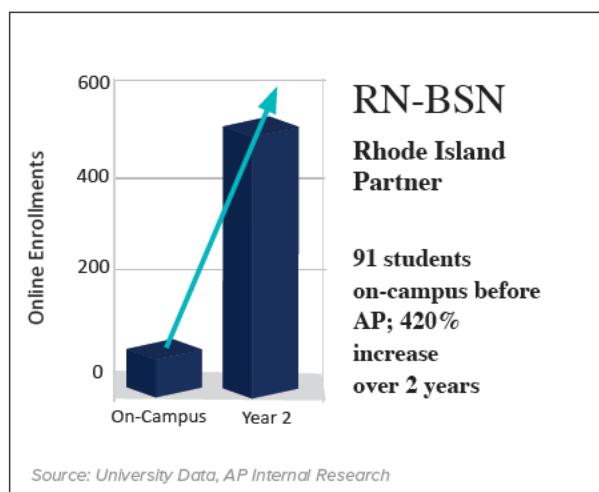
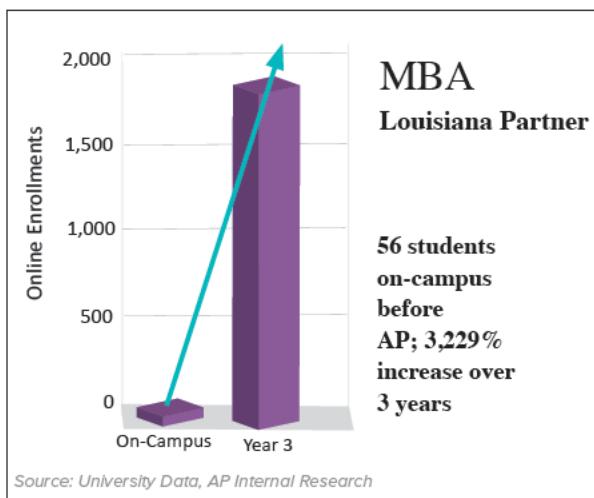
Further, AP is also a clear leader in the online service provider industry in multiple categories, including:

- The number of online university partnerships in the US and internationally,
- The number of employer-based partnerships,
- The number of total faculty assisted and courses converted into online format,
- Online nursing enrollments (RN-BSN, MSN, DNP) at public universities,
- Online AACSB-accredited MBA programs represented at public universities,
- Online Masters of Education (M.Ed.) enrollments at public universities.

AP Performance

Specific examples of AP's success on behalf of its partnering institutions' broad program portfolios include:

- AP-supported MBA programs grew collectively 367% in 2017 in a generally declining national MBA marketplace,
- Enrollment in one partner's AACSB-accredited MBA in Healthcare Management program grew from 24 on-campus students to nearly 500 online in a few years,
- Enrollment in one partner's online program grew from 56 on-campus students to more than 2,000 online in 5 years,
- AP recruitment helped establish #1, #2 and #3 graduate schools of education in terms of conferrals among public universities,
- Enrollment in one partner's education program grew from 127 to 3,500 students,
- AP recruitment grew one partner's Master of Public Administration by 336% between 2012 and 2016,
- AP represents the #3 and #4 public university's masters of education in curriculum and instruction programs in terms of enrollment,
- Enrollment in one AP partner's education program grew to over 3,000 enrollments in the first seven years of partnership, experiencing consistent and sustainable growth aligned with partnership goals and expectations,
- AP-supported education programs are up 19% year-to-date, defying a declining national enrollment trend for this degree category,
- AP recruitment helped establish the #1 online Registered Nurse to Bachelor of Science in Nursing program (RN-BSN) in terms of enrollment and graduations among public universities,
- AP partners with 4 of the top 10 public RN-BSN programs in the U.S., more than any other service provider,
- All AP supported RN-BSN programs combined grew +13% across all partners from 2014-2015 (most recent data available), outperforming nursing programs at state universities (+1% uptick), private universities (+8% uptick) and for-profits (-3% decline). AP's RN-BSN programs are up 18% year-to-date.



Field-Based Marketing

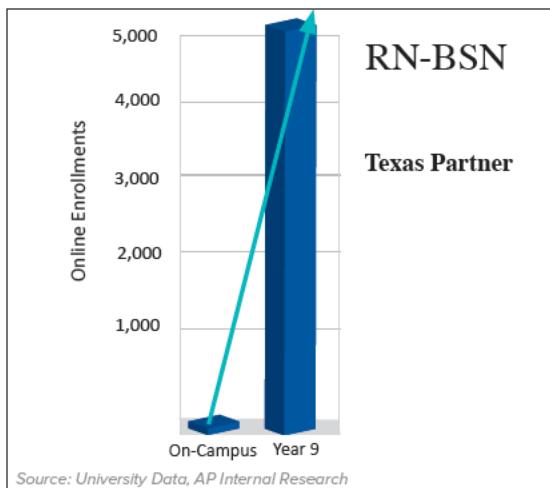
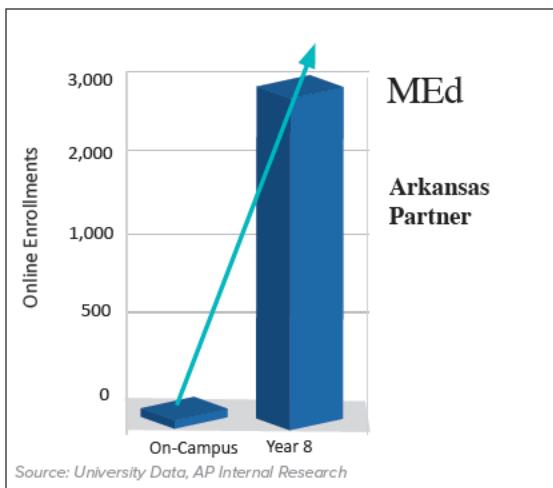
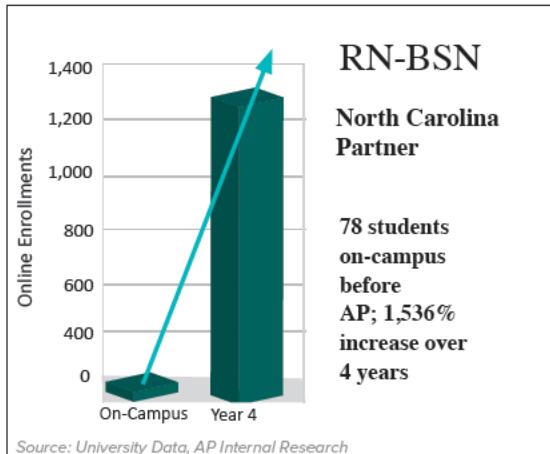
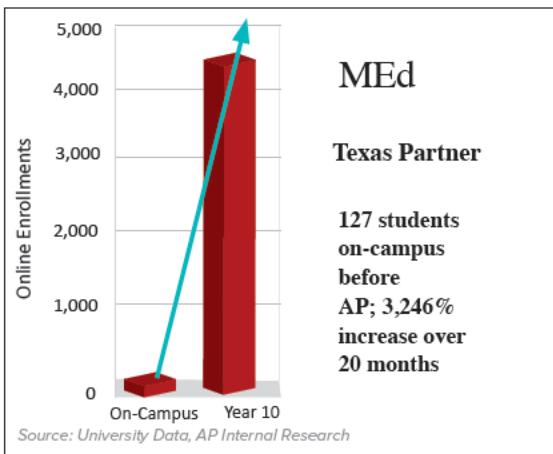
In addition to its robust digital marketing efforts, AP will utilize its proprietary and industry-leading field sales organization as a critical student recruitment mechanism for YSU's online programs. This highly effective team will build thriving relationships on behalf of the university with targeted employers such as local businesses, school districts, community colleges, hospitals and healthcare systems and other professional organizations that are sources of potential students.

To date, more than half of all enrollments in AP-supported education, health science and nursing programs have come from employer-based partnerships, making it a clear differentiator for AP and a source of significant value for partner universities. Today, AP's employer-based partnership network includes more than 3,000 organizations.

Existing Ohio Partners

Buckeye Health Center	Lima Memorial Health System
Lee-Harvard Health Center	TriHealth
J. Glen Smith Health Center	Bethesda North Hospital
Brooklyn Health Center	Good Samaritan Hospital
Old Brooklyn Health Center	Blanchard Valley Health System
West 150th Health & Surgery Center	Cincinnati Chapter American Assembly for Men in Nursing
West Park Health Center	Southwest General Hospital
Thomas F. McCafferty Health Center	Ohio Nurses Association

These relationships have contributed to significant enrollment increases across AP's public university partners. The graphics below illustrate AP's track record of success with field-sales-supported program growth.



These relationships have contributed to significant enrollment increases across AP's public university partners. The graphics below illustrate AP's track record of success with field-sales-supported program growth.

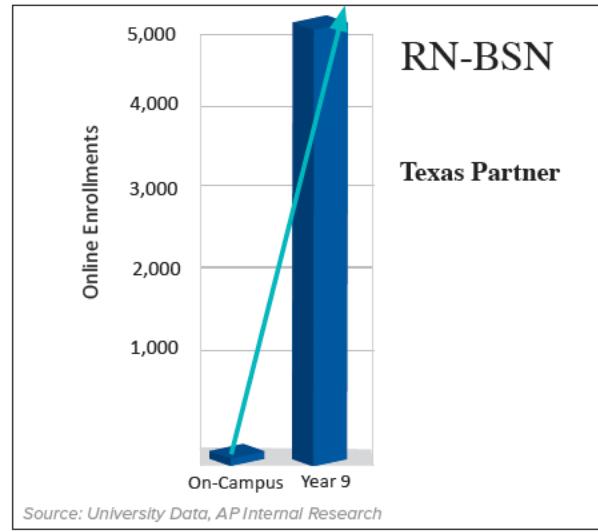
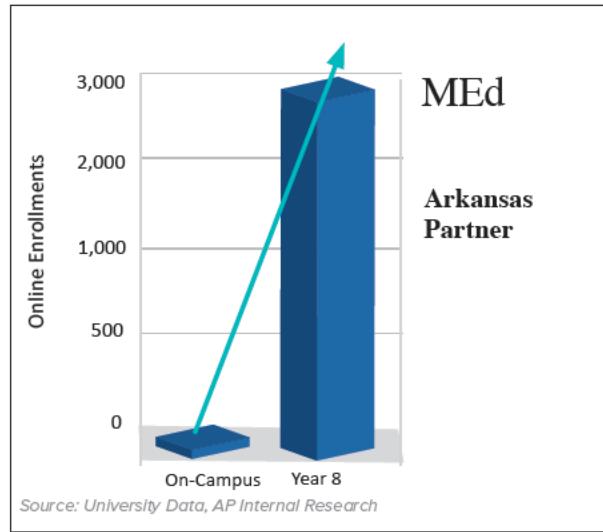
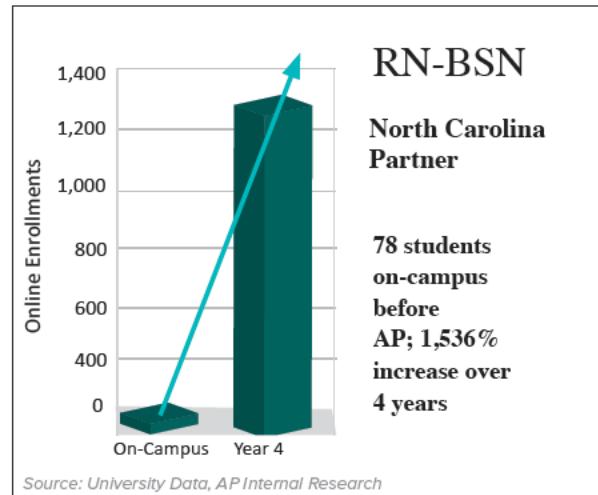
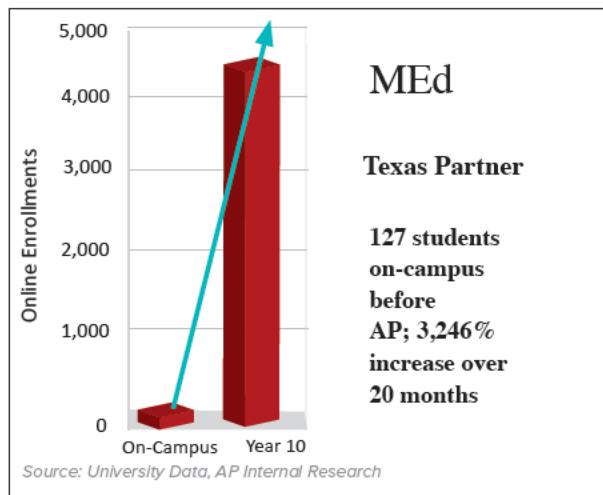


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FUNCTIONAL REQUIREMENTS:

A. Marketing and Recruiting

1. Identify capabilities, actual experience, and demonstrated expertise in marketing online programs and recruiting prospective students for such programs.

Unique in the online service provider industry, Academic Partnerships's (AP) marketing organization is built around major program categories (verticals), including education, business and healthcare, among others. Each practice is led by a seasoned subject matter expert with a deep understanding of each program in their category, including its target audience and the most effective marketing strategy. AP's cross-functional vertical organization, which aligns program-specific marketing, field recruitment and enrollment services, gives AP unmatched programmatic depth and expertise that results in AP typically generating much stronger results than its competitors.

AP's vertical team will be supported by an in-house integrated marketing team comprised of professionals with deep higher education expertise as well as media agency and product marketing experience. The marketing team members include paid search (SEM) experts; content and search engine optimization (SEO) team; media buyers; vertical-specific marketing managers; data science team; creative team; graphic designers, copywriters, video and photo directors; HTML programmers and project managers.

Integrated Marketing

In a highly competitive marketplace, AP's mission will be to grow Youngstown State University's (YSU) online enrollments through the following marketing channels, always under the university brand and without any reference to AP:

- Digital marketing,
- Field-based recruitment,
- Traditional (offline) marketing,
- Public relations (PR) outreach.

In addition to the above levers, to assure a competitive edge for its partner institutions and its leadership in online student recruitment, AP has created a proprietary lifecycle marketing system, AP Edge™, which relies on layers of algorithms and behavioral targeting to identify and attract enrollment-ready students. The data-driven predictive and decisioning capabilities of AP Edge™ will continuously evolve and optimize with the expansion of the underlying database of potential students who could benefit from a higher-level credential.

Experience and Success

Detailed below, AP has achieved significant results for its university partners. AP's proven track record of positioning more than 55 diverse partners, including both teaching and research-intensive institutions, as formidable online competitors and significantly growing their market share, is one of the company's core strengths and differentiators. This distinctive approach has led to a successful performance on behalf of its partners' online programs, and consistently demonstrated AP's ability to:

- Grow enrollment and revenue across multiple online programs through a robust, omni-channel marketing strategy,
- Raise the profile of local brands to recognized regional and national brands,
- Effectively and seamlessly manage and monitor the full student lifecycle, from initial inquiry through recruitment, enrollment and retention,
- Successfully serve online students at scale.

Further, AP is also a clear leader in the online service provider industry in multiple categories, including:

- The number of online university partnerships in the US and internationally,
- The number of employer-based partnerships,
- The number of total faculty assisted and courses converted into online format,
- Online nursing enrollments (RN-BSN, MSN, DNP) at public universities,
- Online AACSB-accredited MBA programs represented at public universities,
- Online Masters of Education (M.Ed.) enrollments at public universities.

2. Address ability to market online programs on a regional, national, and global basis and any specific initiatives or innovations to do so.

Since inception, AP has had one mission: expand access to public universities through online learning. Unlike some of its main competitors, AP is exclusively focused on ensuring successful enrollment and revenue growth for its partners' online programs, and has no competing business lines or business interests that may detract from assisting YSU in the expansion of its online presence. AP prides itself on the ability to help its partners market in their state, region and, ultimately, nationwide, and has a consistent track record of success in elevating regional brands to national prominence. Utilizing the effective integrated marketing strategy described on page 1, AP will position YSU to dominate their market.

In addition, AP has deep understanding of international markets and large presence around the world, including across Latin America, Europe and Africa. In most of these markets, AP provides its comprehensive online services to local institutions. With its footprint in thriving markets around the world, AP may be able to leverage its existing international partnerships to help YSU reach global audiences through AP-facilitated co-branding and cooperative marketing activities with local institutions.

3. Describe experience and cite specific examples of enrollment growth stemming from marketing and recruitment efforts on behalf of other public universities.

AP has achieved significant results for its university partners. AP's proven track record of positioning more than 50 public partners, including both teaching and research-intensive institutions, as formidable online competitors and significantly growing their market share, is one of the company's core strengths and differentiators. Below are just a few examples of AP's performance on behalf of universities similar to YSU.

Case Study #1: Nursing

The case study below illustrates rapid growth of the AP-supported RN-BSN program at one partner institution in Texas as it scaled regionally and nationally.

2008



2017

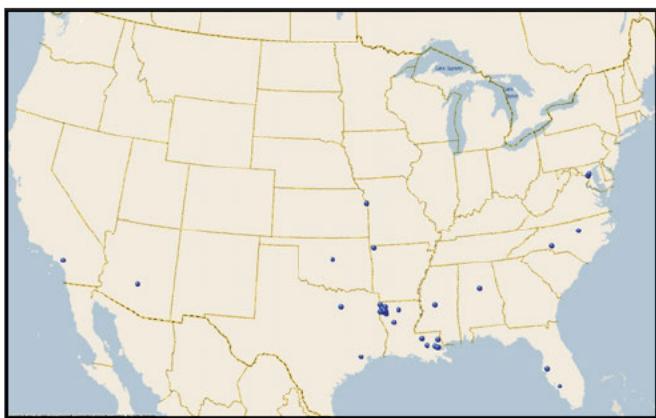


- Partnership launched in 2008 with 137 students, reaching 6,000 in 2015 in one RN-BSN program, the largest public university RN-BSN in the country,
- This partner currently enrolls 65% of all RN-BSN students enrolled at Texas institutions and more online California RN-BSN students than any public university in California,
- In recognition of this public-private partnership with AP and its outstanding results, the Texas Higher Education Coordinating Board awarded this RN to BSN program the Texas Higher Education Star Award for its “exceptional contributions toward ... student participation, student success, academic excellence, and research.”

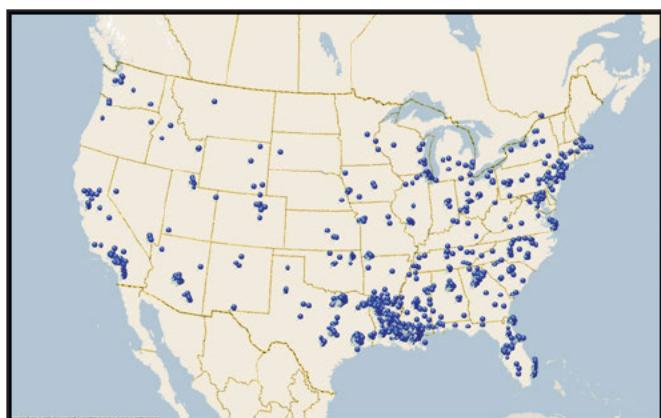
Study #2: Business

The case study on the next page illustrates rapid growth of the AP-supported business programs at one partner institution in Louisiana as it scaled regionally and nationally.

2013



2017



- The university's AACSB-accredited, on-campus MBA program fell to 40 enrollments in 2013, even as the state's need for higher education—ranked as the fifth lowest attainment rate in the US—remained acute,
- The online MBA program grew 1,400 percent in its first year,
- By its fall 2015 start, the partner enrolled over 100 MBA students every start date, exceeding the university's expectations for program growth.

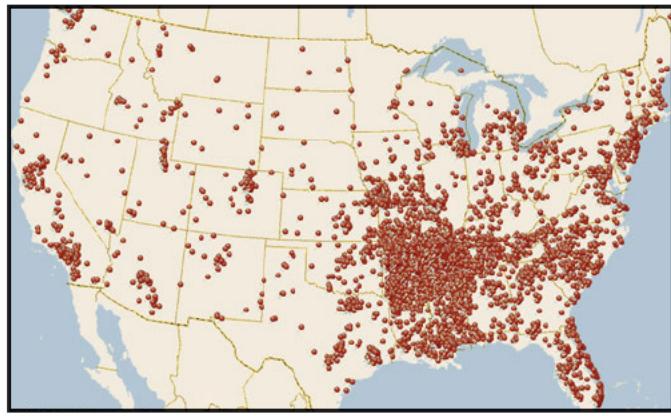
Case Study #3: Education

The case study on the next page illustrates rapid growth of the AP-supported education programs at one partner institution in Arkansas as it scaled regionally and nationally.

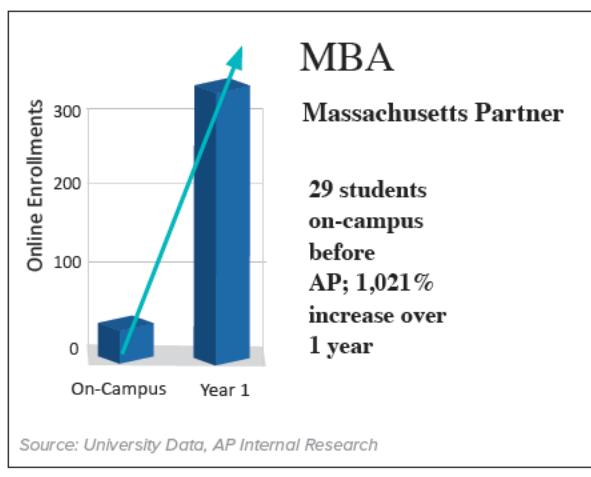
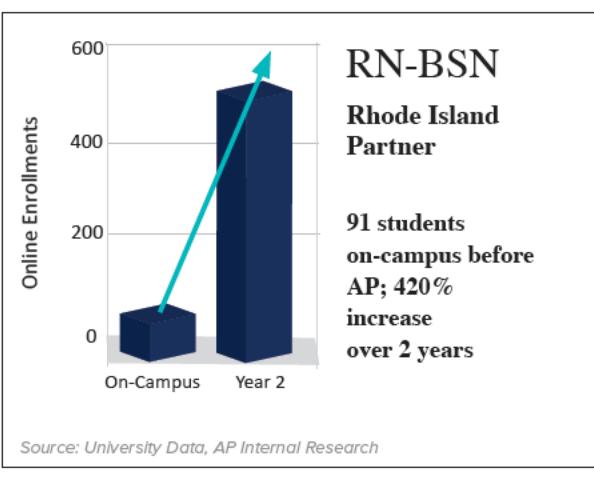
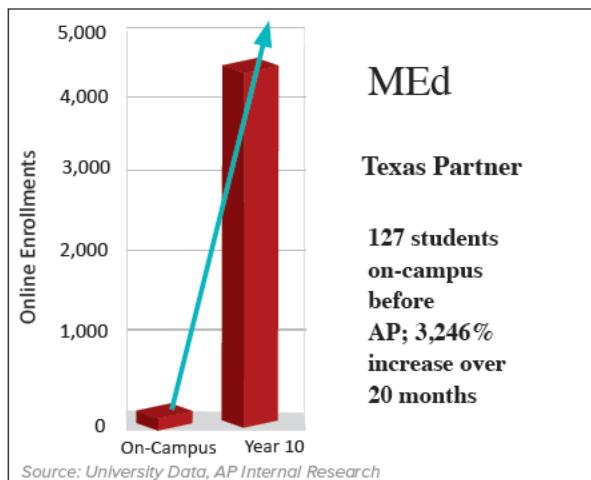
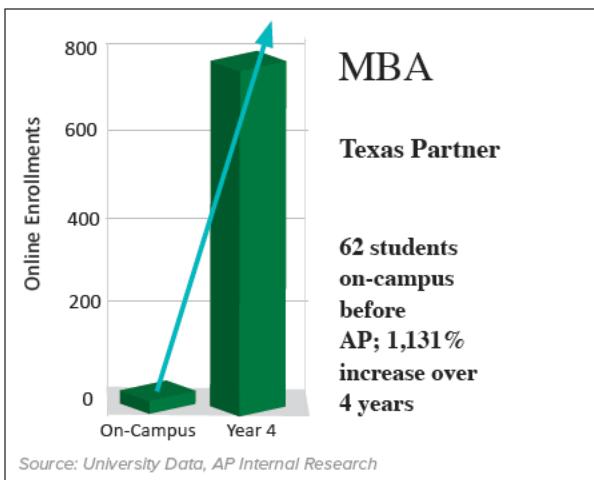
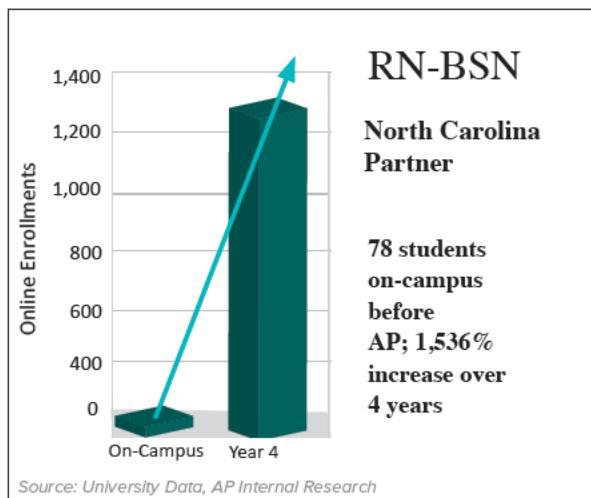
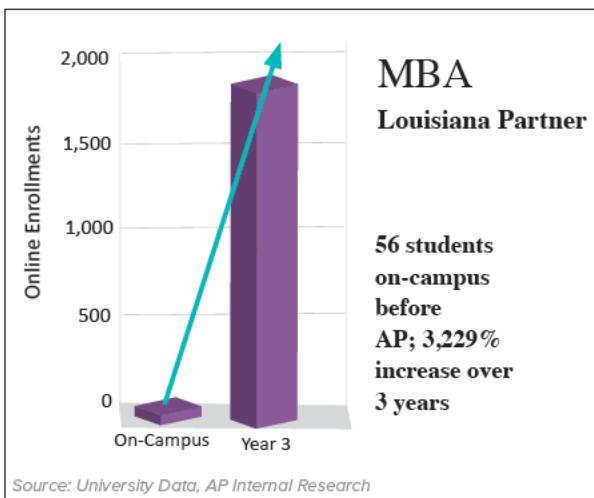
2008



2017



- Implementation of the accelerated AP model allowed the program to scale from 13 students to nearly 3,000,
- The university became the largest online provider of education programs in Arkansas with a top-3 US public graduate education program based on enrollments.



4. Describe ability to effectively market, advertise, and recruit students for online course and ability to scale online programs effectively.

AP serves universities—primarily public institutions—in successfully growing their enrollment and revenue through the online delivery of instruction that leads to student success. Since inception in 2007, AP has been recruiting highly qualified students into its partners' online programs and helping successfully retain students through graduation. Through AP's efforts, one partner institution has become home to the nation's largest public university online nursing program while another to the largest public university online education program. To date, AP has assisted more than 4,000 faculty members in the conversion of more than 4,200 courses into

an online format across 455 degrees at the undergraduate, graduate and certificate level across a broad range of program categories, including nursing, business, education, engineering and criminal justice, and recruited nearly 200,000 students into these programs.

AP's university-centric partnership model, which is based on a set of industry-proven best practices and a close collaboration with appropriate institutional stakeholders, helps universities launch and manage, or accelerate the growth of their existing online initiative through a comprehensive service solution. To enable its online initiative, AP will provide YSU a host of comprehensive services customized to meet its unique needs and goals.

These services include:

- Competitive market and program analysis to effectively position YSU's online offering in the marketplace,
- Marketing and recruiting, including employer-based outreach,
- Student recruitment, enrollment, retention and ongoing student support,
- Operational support to assist YSU with the adaptation of its existing systems, processes and technology for enrollment growth to assure the most positive student experience,
- Academic support including program planning, instructional design, assistance in course conversion, quality reviews and faculty professional development, if desired.

5. Describe proposed method of identifying specific groups or markets to target through recruiting/marketing activities.

AP has enjoyed significant success with geography-, demographic-, and other group-specific marketing efforts across its broad portfolio of supported degrees and certificates. Armed with data provided by the Market Research team describe on page 10, AP's Integrated Marketing team will seek to target those groups which are most receptive to the YSU message. This team will be led by discipline-specific SMEs, and will include paid search (SEM) experts; content and search engine optimization (SEO) team; media buyers; vertical-specific marketing managers; data science team; creative team; graphic designers, copywriters, video and photo directors; HTML programmers and project managers, all of whom will be focused on identifying and reaching YSU-specific target markets. AP's team will work closely with YSU to incorporate these target markets into the YSU-tailored Marketing and Enrollment Plan detailed on page 8.

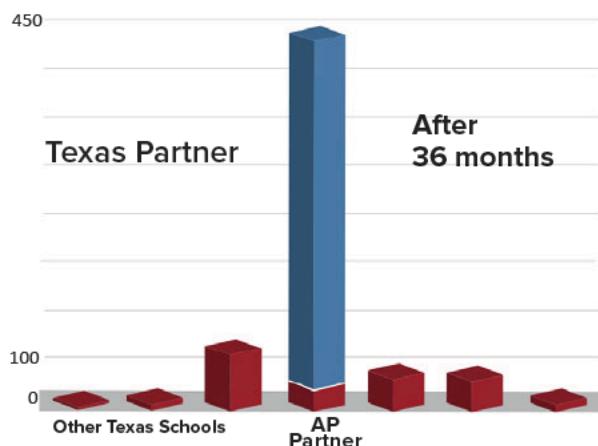
6. Describe experience and expertise in high volume degree sectors including nursing, business and education.

Mentioned above, AP is the industry leader in multiple categories across the high volume degree sectors of nursing, business and education, including:

- The number of online university partnerships in the US and internationally,
- Online nursing enrollments (RN-BSN, MSN, DNP) at public universities,
- Online AACSB-accredited MBA programs represented at public universities,
- Online Masters of Education (M.Ed.) enrollments at public universities.

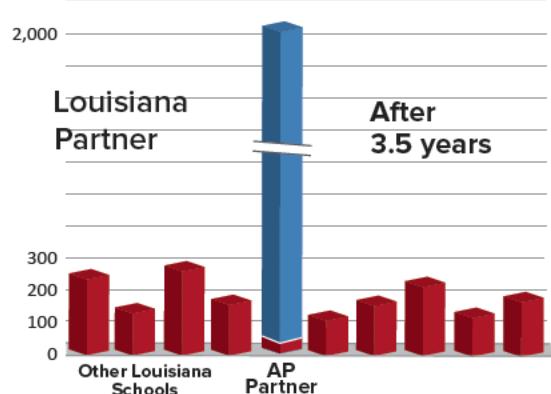
AP's expertise has led to outstanding results as illustrated by the graphics below:

MBA Healthcare Management Market Share



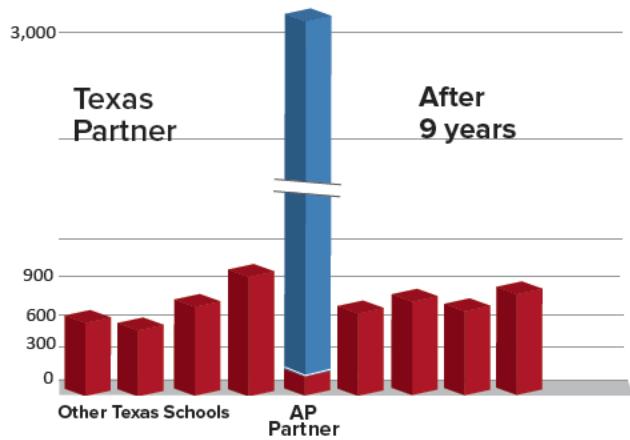
Source: AP Internal Data; Colleges of Business at Texas Public Schools with MBA Healthcare Programs

MBA Market Share



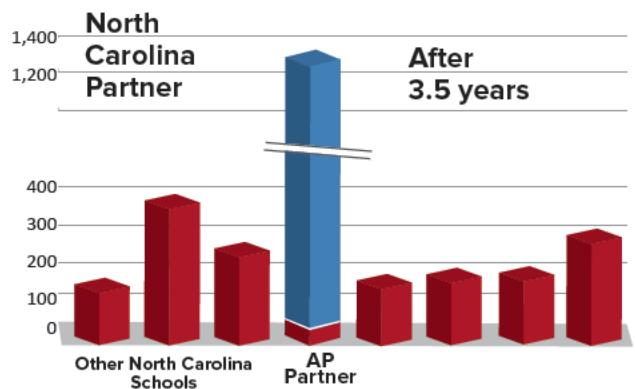
Source: Louisiana Board of Regents; Fall 2016; AP Internal Estimates - Oct. 17, 2016

MEd Market Share



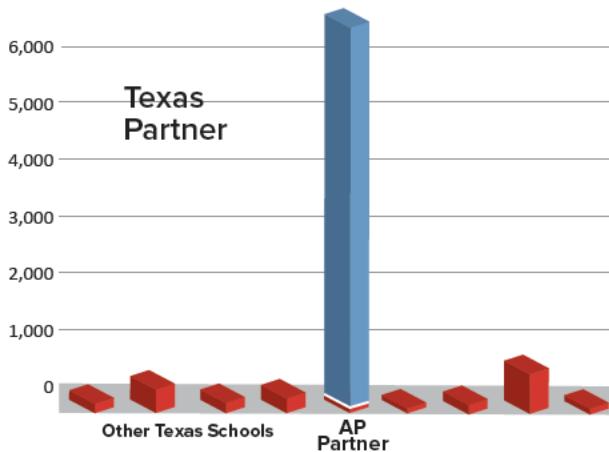
Source: Texas Higher Education Coordinating Board; AP Internal Data- Oct. 17,2016

RN-BSN Market Share



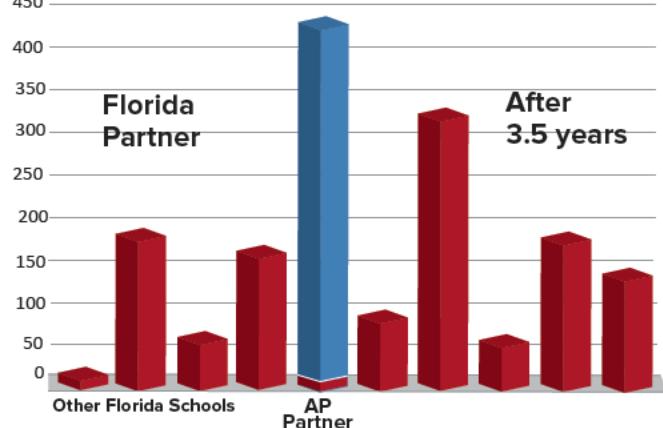
Source: American Association of Colleges of Nursing; AP Internal Estimates - Oct. 17,2016

RN-BSN Market Share



Source: Texas Board of Nursing, AACN

MEd Market Share



Source: State University System of Florida; AP Internal Estimates - Oct. 17, 2016

7. Describe your process to create relationships with employers and other organizations such as healthcare systems, school districts, and businesses that may sponsor prospective students.

Field-Based Marketing

In addition to its robust digital marketing efforts, AP will utilize its proprietary and industry-leading field sales organization as a critical student recruitment mechanism for YSU's online programs. This highly effective team will build thriving relationships on behalf of the university with targeted employers such as local businesses, school districts, community colleges, hospitals and healthcare systems and other professional organizations that are sources of potential students.

The YSU-dedicated field recruitment team will develop a tailored, geo-targeted strategy to promote YSU's programs through the employer-based channel. The team will engage qualified employees through a combination of on-site information sessions, webinars, dedicated affiliate partner portals, industry conferences and state- and region-specific professional conventions. The efforts of the field recruitment team will be augmented by AP's digital outreach focused on driving traffic to field-based activities through employer-specific campaigns and promotions.

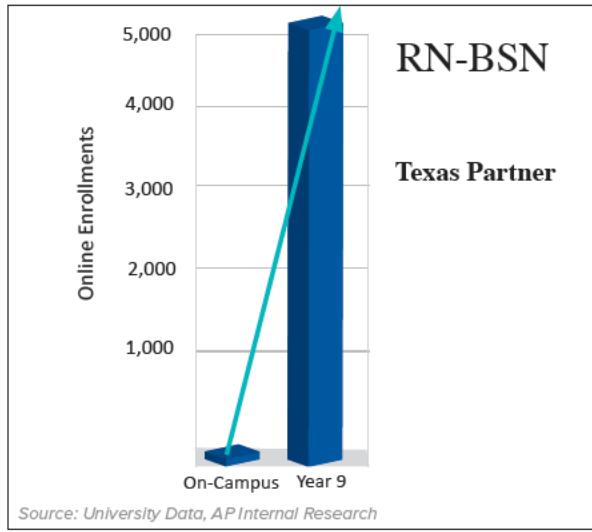
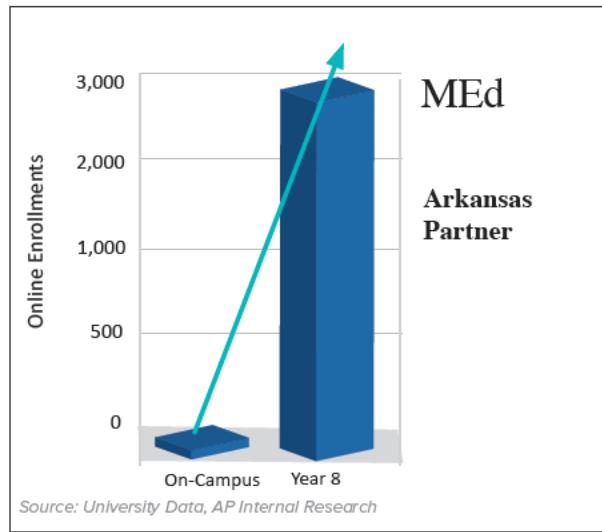
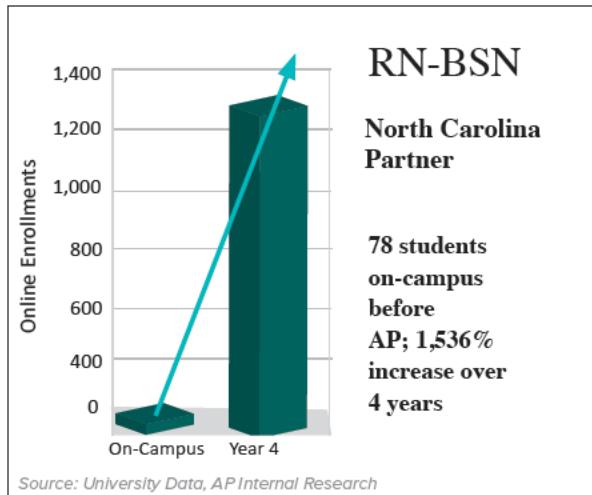
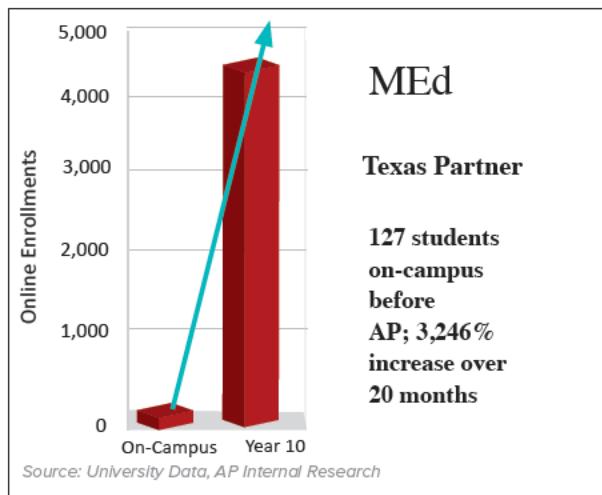
8. Describe your track record in creating similar relationships for public universities and the results achieved.

To date, more than half of all enrollments in AP-supported education, health science and nursing programs have come from employer-based partnerships, making it a clear differentiator for AP and a source of significant value for partner universities. Today, AP's employer-based partnership network includes more than 3,000 organizations.

Existing Ohio Partners

Buckeye Health Center	Lima Memorial Health System
Lee-Harvard Health Center	TriHealth
J. Glen Smith Health Center	Bethesda North Hospital
Brooklyn Health Center	Good Samaritan Hospital
Old Brooklyn Health Center	Blanchard Valley Health System
West 150th Health & Surgery Center	Cincinnati Chapter American Assembly for Men in Nursing
West Park Health Center	Southwest General Hospital
Thomas F. McCafferty Health Center	Ohio Nurses Association

These relationships have contributed to significant enrollment increases across AP's public university partners. The graphics below illustrate AP's track record of success with field-sales-supported program growth.



9. Indicate staffing to maintain these relationships to grow the University's online programs.

In addition to the YSU-assigned AP personnel responsible for the overall success of the partnership, AP's field sales management team will seek to hire a number of YSU-dedicated Executive Directors (ED) to form, support and service the employer relationships built on behalf of the university. These EDs will be experience relationship managers and will work closely with AP's marketing team to ensure accurate, professional representation of the university.

10. Describe the proposed approach for developing and implementing a marketing / recruitment plan for the University's online education programs, including:

- Describe YSU's involvement in developing and implementing such a plan

Go-To-Market Strategy

During the launch of the online initiative, AP will work with YSU to understand its brand promise and program-level unique value proposition and differentiators. On the basis of these insights, as well as the data derived from its market research and analysis, the AP team will develop the Annual Marketing and Enrollment Plan (Plan), which will be approved by YSU stakeholders. As previously mentioned, the Plan will account for all marketing activities—online and offline—including campaigns and promotions by channel, target audience and frequency, and will be regularly adjusted based on performance. A close collaboration with key stakeholders at YSU during the development, approval and execution of the Plan will set AP to successfully expand YSU's online market share.

As part of standard procedure during preparation for launch of the university's online programs, AP will share with YSU marketing schedules and creative materials, which will be approved by YSU. Additionally, AP will provide YSU campaign performance reports that will be reviewed during regularly scheduled partner meetings, conference calls and/or video sessions. All marketing materials supporting YSU's online programs will be generated by AP in-house through a highly qualified team of experts described below. The assets will include all web-based collateral, field recruitment collateral and offline materials such as billboards, newspaper ads and others.

All AP's marketing efforts—as well as the rest of its comprehensive services—will be delivered under the YSU brand, assuring that no student is ever aware of Academic Partnerships.

b. Describe how you would measure the effectiveness of such a plan

Tracking Performance & Marketing Results

AP has invested heavily in best-in-class online technologies to ensure all lead generation efforts are tracked in real time across all online and offline marketing channels, geographies and device types. The following are some of the licensed tools and platforms at AP's disposal, which are utilized daily by the digital team to measure, among others, traffic and conversion rates: Adobe Analytics, Conductor, Adobe Target, SEMRush, Moz, Ahrefs, DeepCrawl Cognitive SEO and Screaming Frog. AP also utilizes latent semantic indexing tools for keyword optimization, and internally constructed tools to improve speed of analysis and publishing. AP will also constantly A/B test images, ad copy, call-to-action buttons, keywords, and landing pages to ensure the greatest returns on YSU marketing efforts. AP's tracked metrics include, among others:

- For organic search: traffic (visitors, page views, bounce rates, etc.); visit-to-lead conversion rates; backlinks,
- For paid search: impressions; clicks; cost-per-click; click-through-rates; lead conversion rates; quality scores,
- For email: emails sent vs. inbox percentage; open rates; click-through-rates; lead conversion rates.

In addition to tracking and optimizing its own campaigns, AP will stay closely abreast of the marketplace and its competitors' performance to ensure it always outperforms these benchmarks. AP also will conduct Semi-Annual Business Reviews (SBR) to keep YSU apprised of its marketing performance, which will be optimized on an ongoing basis.

11. Describe how you would provide robust, technically sound analysis of prospective student markets for newly proposed online programs, as well as existing programs that are seeking to expand.

Evaluation of New and Existing Programs

Detailed in the following section, AP frequently conducts market research on the growth potential of both new and existing programs using common indicators such as conferral and enrollment data from Integrated Postsecondary Education Data System (IPEDS) and industry-specific organizations, and engages research firms with expertise in higher education to augment this data. AP's proactive approach to understanding the emerging market trends ensures that its partners lead the online marketplace and capture the most exciting growth opportunities to increase their enrollments.

In addition, AP utilizes the following data sources to augment its market research:

- Employment data from public sources such as the Bureau of Labor Statistics and Occupational Information Network,
- Data from research and advisory firms specializing in higher education and/or industry sectors,
- Employer feedback provided by AP's field (employer-based) recruitment team,
- Online search data using Adobe Analytics, Google Analytics and Google Keyword Planning Tool to quantify program-level demand through digital channels.

AP will continuously monitor local, regional and national market trends and will recommend for YSU's consideration adjustments to existing program structure or new online programs that hold strong potential for enrollment growth.

12. If your company utilizes a competitive market analysis, please describe its purpose, how it is presented to clients, and how it is used to optimize services.

Market Research and Competitive Analysis

Market research and analysis is one of the core services provided by AP and is critical to keeping its partners ahead of their competitors. In a crowded, fast-evolving higher education environment where thousands of schools offer their programs fully online, it is imperative that YSU's online portfolio and its characteristics resonate with the needs and expectations of prospective students.

Prior to selecting a new program for online delivery, AP's market research team will conduct a thorough analysis on market demand, trends, market size, growth potential and a competitive landscape to assess its viability. The collective research will guide the subsequent development of the aforementioned Marketing and Enrollment Plan for each program category. The Plan will highlight YSU's unique attributes and differentiators and will include customized messaging, branding, market positioning and media mix to attract a program-specific target audience. The objective of the Plan will be to increase YSU brand recognition across new markets and deliver, through multiple media channels—online and offline—qualified prospective students with a high probability of conversion into enrollments.

AP's competitive analysis of YSU's online programs will account for a wide range of characteristics and indicators, including, but not limited to:

- | | |
|---|--|
| <ul style="list-style-type: none">■ Admissions requirements,■ Pre-requisite requirements,■ Pricing, including fees,■ Program duration, | <ul style="list-style-type: none">■ Competitive landscape,■ Program differentiators,■ Program structure,■ Limitations to scaling enrollments. |
|---|--|

AP will benchmark YSU's online program features against those of its closest competitors using its comprehensive U.S.-wide programmatic database, which compares attributes such as pricing, program duration, program structure and many others. As part of its standard practice, AP will regularly update YSU on the online marketplace to assure its continued strong positioning and differentiation, and may recommend programmatic adjustments to achieve or maintain competitiveness.

13. How does your company create messaging and branding aligned with the strategic marketing plan of the University and program-specific attributes?

Mentioned above, AP will work closely with YSU faculty and staff during the development of the Annual Marketing and Enrollment plan and will continue communication throughout the creative process. Marketing assets and campaigns will be based upon YSU's strategic marketing plan, and will be reviewed and approved by relevant university stakeholders. These assets will vary by program—ensuring that individual programs' attributes are represented—but will also be designed to convey a cohesive message when examined in the context of the overall YSU brand message. AP's in-house creative team will work to build top-quality collateral, ensuring that YSU's market presence is maximized and no misrepresentations are made.

14. What type of marketing services would your company provide for the University's online programs to generate quality leads?

In a highly competitive marketplace, AP's mission will be to grow YSU's online enrollments through the following marketing channels, always under the university brand and without any reference to AP:

- Digital marketing,
- Field-based recruitment,
- Traditional (offline) marketing,
- Public relations (PR) outreach.

In addition to the above levers, to assure a competitive edge for its partner institutions and its leadership in online student recruitment, AP has created a proprietary lifecycle marketing system, AP Edge™, which relies on layers of algorithms and behavioral targeting to identify and attract enrollment-ready students. The data-driven predictive and decision capabilities of AP Edge™ will continuously evolve and be optimized with the expansion of the underlying database of potential students who could benefit from a higher-level credential.

Digital Marketing

Digital marketing and its associated channels are a strategic component of AP's holistic marketing approach, which has positioned a vast majority of its partners as dominant providers of online programs in their geographies. In today's wired environment where consumers are enticed and overwhelmed by a noise of marketing messages, it is critical to connect with them at a personal level and target them with customized, meaningful content. Using AP Edge™, AP will be able to establish patterns and preferences for YSU program-based target audiences across a host of digital channels, including web, social media and e-mail, making marketing outreach effective and powerful.

AP's digital team has significant expertise in search engine marketing, content marketing, search engine optimization, email marketing and social media marketing across multiple platforms such as mobile, iPad and desktop. It also collaborates closely with digital platforms such as Google, LinkedIn and Bing, as well as a number of additional affiliates that directly target specific audiences, giving AP a considerable advantage due to its large volume of digital transactions. AP proudly generates 98% of all leads in house rather than through purchasing a lower-converting aggregator leads.

As part of its standard practice, AP will continuously test new web-based lead generation strategies, including through its AP Edge™ system as well as through its innovative team, charged with constantly advancing AP's digital practice. By focusing on growing YSU's online enrollments beyond Ohio, AP will aim to increase the university's visibility outside its traditional service area.

The diagram below illustrates the various components of AP's digital marketing strategy:



AP digital campaigns on behalf of YSU will be permission-based and will adhere to all CAN-SPAM Act regulations. They will be closely coordinated, tested, measured and optimized on an ongoing basis for their effectiveness.

Field-Based Marketing

Detailed above, AP will utilize its proprietary and industry-leading field sales organization as a critical student recruitment mechanism for YSU's online programs. This highly effective team will build thriving relationships on behalf of the university with highly targeted employers such as local businesses, school districts, community colleges, hospitals and healthcare systems and other professional organizations that are sources of potential students. Today, AP's employer-based partnership network includes more than 3,000 organizations.

Traditional Marketing

When appropriate, AP will utilize traditional media, including radio, direct mail, newspapers, magazines and billboard advertising to supplement its digital and field-based marketing efforts to create increased awareness around YSU's brand and its online programs. This activity will be most effective primarily at the initiation of the partnership and at a time of program expansion or entry into new geographies.

Public Relations

As with traditional marketing, AP will leverage PR to support awareness building around YSU's online offerings. This channel will be most effective at the initiation of a partnership or at the time of program expansion, when there is something newsworthy to report and discuss with local press.

15. What experience or areas of strength does your company have in higher education marketing (national and international) that would lead to strong enrollment growth for the University?

Unique in the online service provider industry, AP's marketing organization is built around major program categories (verticals), including education, business and healthcare, among others. Each practice is led by a seasoned SME with a deep understanding of each program in their category, including its target audience and the most effective marketing strategy. AP's cross-functional vertical organization, which aligns program-specific marketing, field recruitment and enrollment services, gives AP unmatched programmatic depth and expertise that results in AP typically generating much stronger results than its competitors.

AP's vertical team will be supported by an in-house integrated marketing team comprised of professionals with deep higher education expertise as well as with media agency and product marketing experience. The marketing team members include paid search (SEM) experts; content and search engine optimization (SEO) team; media buyers; vertical-specific marketing managers; data science team; creative team; graphic designers, copywriters, video and photo directors; HTML programmers and project managers.

Additionally, AP's team has deep experience with a variety of advanced marketing and recruitment techniques, including SEO and all underpinning analytics—all described below in more detail—which will be available to YSU to support its digital optimization for its AP supported online programs:

Search Engine Optimization

AP's site publishing team has been practicing SEO since 2001 and is experienced with both large sites (25mm UVs/mo.) and microsite networks (100+ connected sites). Having gone through every Google algorithm change over the past 15 years, this team is able to predict Google's changes and set a sustainable, scalable SEO strategy that will be effective at the state, regional and national level.

Search Keyword History

AP has access to a large pool of historical keyword performance data, ensuring that any newly created site targets search terms that optimally convert visits into leads, applications and enrollments.

Sophisticated Data Tools

AP has invested heavily in data-analytics, providing tools for complex problem solving when implementing multiple marketing campaigns. An end-to-end data view of the user's experience allows for iterative testing in order to continuously improve student enrollment conversions. The following are some of the licensed tools and platforms at AP's disposal, which are utilized daily by the digital team: Adobe Analytics, Conductor, Adobe Target, SEMRush, Moz, Ahrefs, DeepCrawl Cognitive SEO and Screaming Frog. AP also utilizes latent semantic indexing tools for keyword optimization, and internally constructed tools to improve speed of analysis and publishing.

Site Structure

Deep knowledge of Googlebot's preference for URL structure and code markup enables AP to construct sites that are favored by Google and will rank competitively.

SEO Content Development

AP uses subject matter experts to continuously produce engaging content that appeals to Google, creating trust, history and a deeper index that improves high-quality visits over time. AP content publishing methods are continuously evolving as Google's RankBrain machine learning artificial intelligence system becomes more sophisticated.

Safe Backlinking Practices

A truly organic approach to developing backlinks is key to avoiding penalties by Google, now and in the future, as Google's algorithm continuously evolves. White-hat link development ensures search ranking improvement without risk of penalization. AP distributes unique content to trusted partners as well as through its social media efforts, driving meaningful and highly converting traffic to its partner university sites.

16. Does your company engage in cross selling leads to other partners without consent from the University?

AP does not engage in cross selling leads to other partners, and YSU can rest assured that every measure will be taken to drive each qualified lead to application.

B. Enrollment Management and Student Retention Services

1. Describe your process to assist the University in managing enrollment in online programs and how you would address your planned discussions in the following areas:

As part of its comprehensive services, AP will provide YSU a dedicated team of Enrollment Specialists (ES) and Student Success Coordinators (Coordinators) who will interact with prospective and enrolled students respectively on behalf of the university and under the YSU brand, guiding the recruitment and enrollment journey, and subsequently student's academic progress to graduation. The detailed description of the services is below.

Enrollment Management

AP will provide YSU a highly trained team of YSU-dedicated Enrollment Specialists who will assist prospective students in their enrollment journey. The ES team will always perform its services under the YSU brand and never as AP, and will provide the inquiring students personalized support from their initial inquiry to the first day of class. AP's YSU-dedicated ES will follow a clearly defined contact strategy in an effort to connect with and inform prospective students about their degree program options. They will communicate with inquiring students via phone, text and email based on student declared preferences. All of these outreach initiatives will be stored and managed in AP's customer relationship management (CRM) system. All communication with students will follow program-specific guidelines and narratives and will be monitored and recorded for quality assurance. Upon contact, each prospective student will be assigned a dedicated Enrollment Specialist who will lead the student from the point of inquiry, through application and enrollment processes, to the first course start date.

Student Contact Strategy and Enrollment Lifecycle

AP utilizes an industry-leading customer relationship management system to seamlessly manage the full student lifecycle. The graphic below illustrates AP's Student Contact Strategy and is followed by a detailed description of major milestones in a prospective student's enrollment journey.



a. Application process

Qualifying Prospective Students (Leads)

As part of AP's standard operating procedure, ES will screen prospective students during the initial conversation on their admissibility into a specific program by ensuring they meet the minimum entry criteria and are a good fit for an online degree. Subsequently, ES will provide prospective students a detailed roadmap to complete the application process and will check with each student on an ongoing basis until the application process is finalized.

Application Assistance

Once a prospective student has been verified as qualified for admission, AP's ES will explain and assist with the application process until the complete package is submitted for YSU's review. The enrollment team will use a proven set of time-based triggers to closely monitor the timely completion and submission of required admissions forms, degree planning and registration for coursework, regularly following up with each prospect to ensure the highest probability of enrollment.

b. Communications plan

Contact Strategy

Once a prospective student requests information on a YSU's program, he or she will be automatically entered into the AP's CRM system. The prospective student will receive an automatic "Welcome" email from a YSU-dedicated ES with more program specifics such as admissions criteria, tuition and fees, payment options as well as information on next steps in the application process. The YSU-dedicated enrollment team will then follow a proprietary and differentiated contact strategy based on prospect's attainment of milestones in the enrollment process.

c. Academic calendar

Admissions Decision and Academic Calendar

After a student has applied to a specific YSU online program, the university will review the information and in its sole discretion decide on admission. AP will use data from the YSU application file to automatically update the student's status in its CRM system for further enrollment and re-enrollment management through AP's contact center. Both AP's ES and Coordinators will follow up with students to ensure they are aware of the academic calendar, including registration deadlines and course selection processes.

d. Payment processes and deadlines

Payment and Process Reminders

A YSU-dedicated ES will follow up with accepted students to help them register for the upcoming start date and remind them to make a payment. During this rules-guided outreach, students will be assisted with technology setup and will be informed about any program requirements, books and supplies and available courses to prepare them for a successful first start date in their online program. After the first start date, YSU students will be supported by AP Coordinators, detailed below.

e. Training

Contact Center Employee Training

AP is committed to ensuring university- and program-level literacy of its Enrollment Specialists and Student Success Coordinators who will be carefully selected to meet AP's highest standards of integrity, ethics, experience and professionalism. All new hires will be required to pass a multi-level certification on YSU policies and program information prior to engaging with prospective students, ensuring they are ready to represent the university to the best of their abilities. They will also be trained on and held accountable for performance metrics such as contact rates, conversion rates, call time or application goals.

For more detail on AP's training processes, please see page 21.

f. Overall streamlining of the enrollment process.

Once selected as YSU's preferred partner, AP will engage its PS team with the university's admissions, registration, IT and other administrative offices to understand their existing workflows, processes, procedures, systems and technologies. On the basis of its findings, the team will recommend to YSU certain adjustments to the online student journey, taking into account its flexible format with multiple start dates, and adjusting it to meet the needs and expectations of prospective and online students who are primarily working adults, often with family obligations. The goal of any of the modifications will be to establish a simple and seamless application and enrollment process, and ultimately a supportive environment for all online learners that leads to high persistence and graduation rates.

During its on-site discovery session with YSU, PS will review the following processes underlying the student journey:

- Application processing,
- Acceptance processing,
- Orientation and advising,
- Management of student registration (registration and records),
- Management of tuition, fees and other charges.

On the basis of its findings, together, AP and YSU will:

- Define and map out joint processes to support prospective and enrolled online students,
- Delineate AP-specific and YSU-specific roles and responsibilities in support of prospective and enrolled students,
- Identify inefficiencies and redundancies in the student journey, and eliminate them,• Agree on the most optimal "future state" for the online student journey and a timeline for its implementation,
- Agree on and document project scope and an implementation plan with timelines and deliverables.

2. Describe how you would ensure that once enrolled in an online class or degree program, students are provided with essential support not only with individual classes, but also with overall progress throughout their degree plan and in degree completion.

Following enrollment, every student in YSU's online program will be assigned a dedicated Coordinator, who will stay with the student for the duration of his/her entire academic journey. In many instances, Coordinators will have background in mentoring or counseling, and will be able to effectively motivate and encourage students utilizing AP's proprietary retention contact strategy. This approach will help students develop a long-lasting relationship with their Coordinator and establish them as a trusted advisor and a critical facilitator of student engagement in the program.

For additional detail on AP's retention philosophy, please refer to page 18.

3. Identify your processes for ensuring student retention including: helping students who are having academic difficulties find institutional support services; helping students meet registration deadlines; and, checking on and assisting students who appear to have dropped out of online classes or degree programs.

Dedicated Student Success Coordinators

As previously described, AP will provide YSU's online students a team of Student Success Coordinators who will be charged with keeping students motivated, learning and progressing toward graduation. Their retention activities on behalf of YSU will include:

- Welcome campaigns for new students,
- Registration and reenrollment campaigns informing students about key dates and deadlines regarding their next module or course,
- Recommendations on alternative courses,
- Payment reminders,
- Re-engagement campaigns to encourage inactive students to resume their studies,
- Referral of unresolved retention issues to appropriate institutional support services.

YSU Coordinators will continue to reach out to students based on their "at-risk" status, including course performance and participation, as well as based on other triggers such as non-payment. Each of these triggers will be part of AP's overall strategy to create and cultivate the relationship between the student and his/her Coordinator, facilitating the development of a strong bond.

In certain situations, AP's enrollment and retention teams will need to refer applicants and existing students to YSU for specific assistance. A protocol for such referrals will be agreed upon and documented during the launch of the partnership, and shared in a manual with all relevant AP employees. All appropriate AP staff will be trained on the handling of matters that require YSU involvement, including on how to appropriately communicate the handoff to the students and who at YSU should be contacted for assistance. Examples of matters that may require referral include:

- An applicant wishes to dispute a denial decision and believes that the qualifying credentials were not evaluated accurately,
- A student was in an accident, has a temporary disability and as a result requests certain accommodations,
- An existing student completed coursework at another institution or achieved advanced standing and wishes to know if the credit would transfer to YSU.

4. Identify the services you will provide to contact and assist both enrolled and prospective students in the University's online education programs. Such assistance includes aiding prospective students in making and submitting applications, providing required information such as transcripts, tracking application progress, completing financial aid applications, registering for class, making payments to the University, and advising.

Described above, AP utilizes an industry-leading customer relationship management system to seamlessly manage the full student lifecycle. The graphic below illustrates AP's Student Contact Strategy and is followed by a detailed description of major milestones in a prospective student's enrollment journey.



Contact Strategy

Once a prospective student requests information on a YSU's program, he or she will be automatically entered into the AP's CRM system. The prospective student will receive an automatic "Welcome" email from a YSU-dedicated ES with more program specifics such as admissions criteria, tuition and fees, payment options as well as information on next steps in the application process. The YSU-dedicated enrollment team will then follow a proprietary and differentiated contact strategy based on prospect's attainment of milestones in the enrollment process.

Qualifying Prospective Students (Leads)

As part of AP's standard operating procedure, ES will screen prospective students during the initial conversation on their admissibility into a specific program by ensuring they meet the minimum entry criteria and are a good fit for an online degree. Subsequently, ES will provide prospective students a detailed roadmap to complete the application process and will check with each student on an ongoing basis until the application process is finalized.

Application Assistance

Once a prospective student has been verified as qualified for admission, AP's ES will explain and assist with the application process until the complete package is submitted for YSU's review. The enrollment team will use a proven set of time-based triggers to closely monitor the timely completion and submission of required admissions forms, degree planning and registration for coursework, regularly following up with each prospect to ensure the highest probability of enrollment.

Acceptance

After a student has applied to a specific YSU online program, the university will review the information and in its sole discretion decide on admission. AP will use data from the YSU application file to automatically update the student's status in its CRM system for further enrollment and re-enrollment management through AP's contact center.

Registration

A YSU-dedicated ES will follow up with accepted students to help them register for the upcoming start date and remind them to make a payment. During this rules-guided outreach, students will be assisted with technology setup and will be informed about any program requirements, books and supplies and available courses to prepare them for a successful first start date in their online program.

5. Describe your capabilities and proposed approach for the student retention services you will provide on behalf of the University once students have enrolled in online courses and programs. Specifically, describe how you demonstrate your commitment to both implementing the University's online education programs, as well as supporting such a program to its completion.

AP's business model is built entirely on student success and AP takes great pride in that its supported programs boast some of the industry's highest participation and persistence rates. AP attributes these results to its student-centric, technology and data-driven outreach that facilitates visibility into student performance and wellbeing. AP's relentless dedication to student outcomes has resulted in AP-supported online program completion rates often exceeding those of the same programs delivered on campus.

Every student in YSU's online program will be assigned a dedicated Coordinator, who will stay with the student for the duration of his/her entire academic journey. In many instances, Coordinators will have background in mentoring or counseling, and will be able to effectively motivate and encourage students utilizing AP's proprietary retention contact strategy. This approach will help students develop a long-lasting relationship with their Coordinator and establish them as a trusted advisor and a critical facilitator of student engagement in the program.

AP supports students in its online programs through a unique, two-pronged approach that aids its retention rates. In addition to the efforts of Coordinators, AP collaborates with Online Teaching Assistants (described on page 26) and utilizes their insights to ensure student progress. The combined collaboration of both parties will deliver students high-touch and personalized support, demonstrating YSU's commitment to increasing students' educational attainment.

6. Describe how you would integrate data and streamline processes to effectively administer enrollment and retention services.

Mentioned previously, AP understands what it takes to prepare its partners for a successful enrollment growth, ensuring the most optimal experience for their online students.

Operational Discovery

Once selected as YSU's preferred partner, AP will engage its PS team with the university's admissions, registration, IT and other administrative offices to understand their existing workflows, processes, procedures, systems and technologies. On the basis of its findings, the team will recommend to YSU certain adjustments to the online student journey, taking into account its flexible format with multiple start dates, and adjusting it to meet the needs and expectations of prospective and online students who are primarily working adults, often with family obligations. The goal of any of the modifications will be to establish a simple and seamless application and enrollment process, and ultimately a supportive environment for all online learners that leads to high persistence and graduation rates.

During its on-site discovery session with YSU, PS will review the following processes underlying the student journey:

- Application processing,
- Acceptance processing,
- Orientation and advising,
- Management of student registration (registration and records),
- Management of tuition, fees and other charges.

On the basis of its findings, together, AP and YSU will:

- Define and map out joint processes to support prospective and enrolled online students,
- Delineate AP-specific and YSU-specific roles and responsibilities in support of prospective and enrolled students,
- Identify inefficiencies and redundancies in the student journey, and eliminate them,
- Agree on the most optimal "future state" for the online student journey and a timeline for its implementation,
- Agree on and document project scope and an implementation plan with timelines and deliverables.

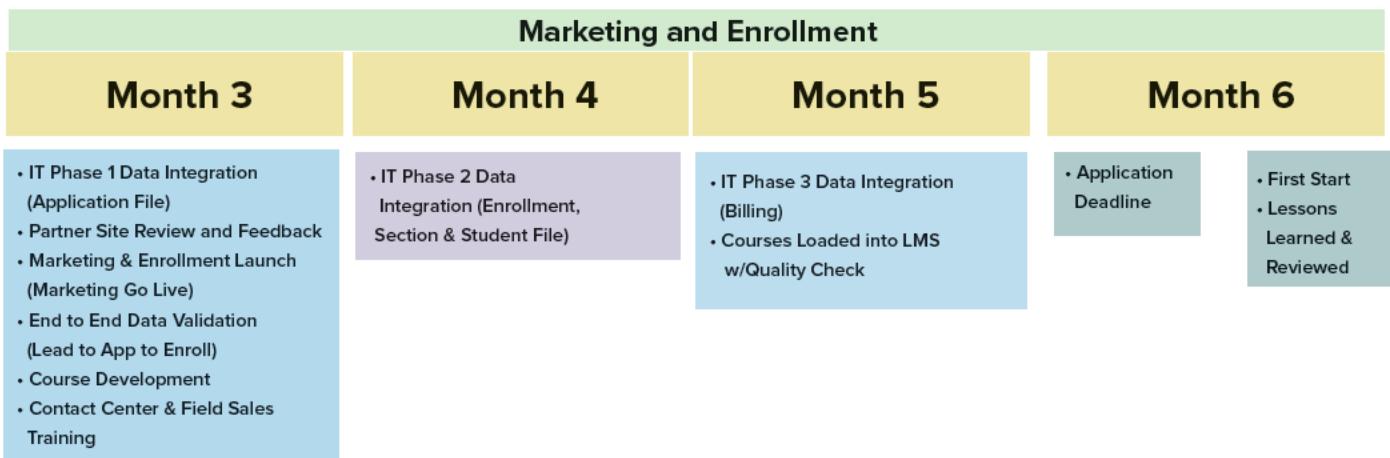
In addition to managing the operational discovery with YSU, PS will coordinate parallel sessions between the university stakeholders and AP's Academic Services, Marketing and Technology teams. Each session will focus on understanding YSU's existing resources, capabilities and expectations within each area, and result in the joint development with YSU of a customized roadmap with function-specific objectives to meet the launch dates.

Master Launch Plan

Upon agreement with YSU on the specific adjustments to the student journey, which may pertain to the admission and registration workflows, enrollment cycle times and communication strategy, the PS team will create a master implementation plan with deliverables, timelines and responsible stakeholders to effect the changes. The YSU-specific plan will also include, among others, agreed-to milestones from the cross-functional discovery sessions with YSU's marketing and technology teams, an online program and course development or enhancement timelines, and a transparent mechanism to track progress against the plan. To assure the launch of YSU's online initiative meets a 6-month timeframe, the PS team and YSU will jointly establish a project governance with clear accountability structures and escalation pathways.

YSU's launch will follow AP's standardized process based on the attainment of critical milestones across multiple functional areas as demonstrated on the graphic below:

Launch Timeline



7. Describe how contacts with students are substantively documented with your Customer Relationship Management system and how you ensure the data are secure and accurate.

AP is systems-agnostic and will integrate with and deliver its comprehensive services through YSU's existing technology infrastructure, namely Blackboard and Banner, with which it has extensive experience. Described above, AP's Partner Support team will work collaboratively with YSU to adapt its existing systems, processes and technology to support enrollment growth across its online programs and monitor student progress in their degrees.

In order to effectively market YSU's online programs and successfully execute its retention strategy, AP will need to track students' progress through the entire lifecycle, from application to enrollment through graduation, using its industry-leading CRM system. The integration approach and data exchange method between AP and YSU will be determined during the on-boarding process. AP will work with YSU to schedule daily data exchanges or batch processing of the required dataset. Once the data integration process has been tested and validated, YSU will be able to automate the daily load and transfer of the data files.

Data Security

AP is committed to ensuring compliance of its services, policies and processes with all state and federal regulations governing online provider environment. All AP services, including those governing academic program administration and course delivery, will be provided in adherence with the relevant regulations governing data protection and privacy, including the Family Educational Records Protection Act (FERPA), Health Information Privacy and Accountability Act (HIPAA), and Gramm-Leach-Bliley Act (GLBA) and American Disabilities Act (ADA).

All information shared with AP that is subject to FERPA, HIPAA and GLBA will be kept in strict confidence and will be safeguarded to an equal or greater degree than all of AP's confidential information. Data will be protected by several layers of technology-based security gates, and all employees who will interact with sensitive student data will receive regular training on the law and the proper handling of such data.

8. What procedures exist to ensure that prospective students receive counsel about their selected online program, technical requirements, proctoring requirements, admission requirements, tuition and fees, and student support services available at the University?

Mentioned above, AP is committed to ensuring university- and program-level literacy of its Enrollment Specialists and Student Success Coordinators who will be carefully selected to meet AP's highest standards of integrity, ethics, experience and professionalism.

All AP contact center employees will attend a 10-15 day new hire orientation module, focusing on HR and onboarding activities, in-depth and interactive training on building representative-student relationships, partner and program knowledge, system usage, technology, documentation of engagements and industry knowledge. The new hire orientation module will be filled with interactive sessions such as role-playing and hands-on learning to maximize comprehension. All new hires will be also required to pass a multi-level certification on YSU policies and program information prior to engaging with prospective students, ensuring they are ready to represent the university to the best of their abilities. They will also be trained on and held accountable for performance metrics such as contact rates, conversion rates, call time or application goals.

To ensure the highest rate of success, all contact center employees will be supported with monthly live training sessions conducted by a trainer or YSU program-level representative, 1:1 coaching with industry coaches, monthly call reviews with written feedback and a wealth of resources on SharePoint for instant access. These resources will include live call examples, short training videos, eLearning courses with quizzes, user guides, conversation guides, professional development resources and much more.

9. What kinds of enrollment information will your company be able to pass to and/or from the University's Student Information System (Banner) and Learning Management System (Blackboard)?

AP typically receives university data files via secure File Transfer Protocol (SFTP or FTP over SSL with encryption technology) to a shared file location on AP's FTP file server. The integration approach and data exchange method used to exchange data between AP and YSU will be determined during the data integration on-boarding process.

General Data Requirements

There will be several core components of the data requested from the YSU SIS: applicants, students, sections, enrollments and payment status. This data will be integral to the success of YSU's AP-supported programs, as it will be used to support timely, accurate communication with students and will also guide AP-generated student outreach strategy. AP will request the data be formatted in XML data files.

LMS Data Requirements

The LMS data consists of four core components: enrollments, coursework, section groups and group membership. These data items will be focused on tracking student progress through the student lifecycle. Specific milestones will be tracked in order to optimize communication strategies. AP will only request data for students enrolled in AP partnership programs.

10. Describe the engagement and retention processes and operational procedures that are used at the company to ensure student success. Provide retention data and graduation rates for online programs supported at partner institutions.

BEGIN PROPRIETARY AND CONFIDENTIAL SECTION

Enrollment and retention are a foundational element of AP's success and have resulted in outstanding results on behalf of its partners. Detailed above, AP's student outreach teams will utilize a variety of tactics and processes to ensure student success. For more detail on AP's enrollment services capabilities, please refer to page 14. For additional information on AP's retention capabilities, please see page 18.

AP continually achieves some of the highest retention and persistence rates in the industry. The below statistics illustrate some of AP's success with marketing and retention, and are evidence of AP's ability to support students over the life of an online program:

- An overall term-to-term persistence rate of between 90% and 98%
- A term-to-term healthcare persistence rate of approximately 94%
- A term-to-term education persistence rate of nearly 99%
- A term-to-term business persistence rate of approximately 90%
- A Southeastern partner achieving an 80% capstone completion rate,
- A Western partner achieving a 79% capstone completion rate,
- Another Western partner achieving a 77% capstone completion rate.

AP's dedication to supporting student success has resulted in online program completion rates often exceeding those of the same programs delivered on campus.

END PROPRIETARY AND CONFIDENTIAL SECTION

11. What services does the company provide to help the University with its career services for online students?

AP has deep experience with a number of third parties providing career service solutions for online students, and would like to further understand YSU's needs in this area. Upon selection as YSU's partner of choice, AP will be glad to work with the university to develop a plan addressing student career support.

12. What procedures/mechanisms are in place for protection and security of students' educational records and data? Company must comply with all applicable State regulations and laws, Federal regulations and laws (e.g., FERPA) and University policies and standards regarding the protection and security of student educational records.

Mentioned previously, AP is committed to ensuring compliance of its services, policies and processes with all state and federal regulations governing online provider environment. All AP services, including those governing academic program administration and course delivery, will be provided in adherence with the relevant regulations governing data protection and privacy, including the Family Educational Records Protection Act (FERPA), Health Information Privacy and Accountability Act (HIPAA), and Gramm-Leach-Bliley Act (GLBA) and American Disabilities Act (ADA).

All information shared with AP that is subject to FERPA, HIPAA and GLBA will be kept in strict confidence and will be safeguarded to an equal or greater degree than all of AP's confidential information. Data will be protected by several layers of technology-based security gates, and all employees who will interact with sensitive student data will receive regular training on the law and the proper handling of such data.

13. Describe the faculty support provided in instructional design, course development, and best practices in online teaching. Provide details of staff experience, qualifications, and times of availability for faculty support.

As part of bringing best practices to bear and aligning with market demands and a student-centric model, during YSU's online course review and development process, AP's Academic Services (AS) team will:

- Help YSU faculty or instructional design team understand adjustments needed for a multi-start, fully-online, accelerated degree program versus a traditional-start, campus-based or campus- mirrored online instruction model,
- Support them with existing and new technologies,
- Guide YSU faculty or instructional design team in adjusting content to be effective at scale,
- Provide customized support to YSU's faculty or instructional design team(s) based on their needs and strengths,
- Provide flexibility in the format and timing of this support to YSU faculty or instructional design team,
- Provide a customized knowledge/skills/processes plan for YSU faculty or instructional design team, based on their goals and AS analysis,
- Provide YSU faculty or instructional design team individual learning opportunities focused on the course map, development of course components and multimedia, and the final quality review of each course,
- Support staff in using course data analytics to address student needs, provide formative feedback to teaching faculty, and improve instruction over time,
- Guide YSU faculty or instructional design team in utilization of online instructional assistants, if desired.

Faculty Workshops

As part of its comprehensive service offering, AP will also conduct Faculty Workshops to train and update faculty or instructional design teams on best practices in online teaching and learning. During these customized face-to-face on-campus session(s), AP's AS team will review topics such as: course mapping, preservation of quality and rigor, student engagement, discussion boards, incorporation of educational technology, course content capture infrastructure, application-based assignments, assessment and academic integrity, adaptive learning, applications and collaborations that take students beyond the classroom into real world, use of labs and simulations, discipline-specific resources or pedagogies, guidance around multimedia creation or selection, copyright legislation, course management and grading, online collaborations and the use of Online Teaching Assistants. The team will also share with the participants the latest developments in online pedagogy, demonstrate new tools and resources to support the most optimal content delivery and answer any questions.

The topics for Faculty Workshops will be selected in conjunction with online leaders, program directors or faculty at YSU to ensure the material addresses particular program goals and faculty priorities. Workshops, which can be provided on an ad hoc basis, will frequently complement (and can be offered in conjunction with) online professional development opportunities for faculty.

Faculty Support Services

AP's Academic Services team will be available for consultation on course and/or program development during regular business hours. However, AP's web-based Faculty eCommons resources—AP's proprietary online portal that houses relevant articles, webinars, how-to videos, new learning technologies, product overviews and demonstrations—is available 24/7/365 to all partnering faculty.

14. Will the University be able to utilize its existing Learning Management System (Blackboard), which is developed, maintained, and hosted by a vendor the University selects?

AP is systems-agnostic and will integrate with and deliver its comprehensive services through YSU's existing technology infrastructure, namely Blackboard and Banner, with which it has extensive experience. Described above, AP's Partner Support team will work collaboratively with YSU to adapt its existing systems, processes and technology to support enrollment growth across its online programs and monitor student progress in their degrees.

15. To what extent does your company lock in particular textbooks, digital content, and/or publishers?

AP does not lock in particular textbooks, digital content or publishers and has no other business lines or interests that would detract from its goal of growing YSU's online programs.

16. Will course content remain the intellectual property of the University and faculty pursuant to the University's existing IP policies?

Course content will always remain the intellectual property of the university and faculty.

17. Describe the data transfer requirements that will be needed in order to ensure effective student recruitment, enrollment, and retention services, including the format of the data required from the University, the frequency and mechanism of the data transfer, and the management of integration and data sharing between public websites and internal data sources, such as ERP, CRM, and LMS.

Mentioned above, AP typically receives university data files via secure File Transfer Protocol (SFTP or FTP over SSL with encryption technology) to a shared file location on AP's FTP file server. The integration approach and data exchange method used to exchange data between AP and YSU will be determined during the data integration on-boarding process.

General Data Requirements

There will be several core components of the data requested from the YSU SIS: applicants, students, sections, enrollments and payment status. This data will be integral to the success of YSU's AP-supported programs, as it will be used to support timely, accurate communication with students and will also guide AP-generated student outreach strategy. AP will request the data be formatted in XML data files.

LMS Data Requirements

The LMS data consists of four core components: enrollments, coursework, section groups and group membership. These data items will be focused on tracking student progress through the student lifecycle. Specific milestones will be tracked in order to optimize communication strategies. AP will only request data for students enrolled in AP partnership programs.

C. Strategic Partnerships

1. Describe your capabilities to provide strategic services to the University including new products and services and the overall expansion of the University's online platform.

AP's university-centric partnership model, which is based on a set of industry-proven best practices and a close collaboration with appropriate institutional stakeholders, helps universities launch and manage, or accelerate the growth of their existing online initiative through a comprehensive service solution. To enable its online initiative, AP will provide YSU a host of comprehensive services customized to meet its unique needs and goals.

These services include:

- Competitive market and program analysis to effectively position YSU's online offering in the marketplace,
- Marketing and recruiting, including employer-based outreach,
- Student recruitment, enrollment, retention and ongoing student support,
- Operational support to assist YSU with the adaptation of its existing systems, processes and technology for enrollment growth to assure the most positive student experience,
- Academic support including program planning, instructional design, assistance in course conversion, quality reviews and faculty professional development, if desired.

Additional value-added services that will be available to YSU, should it choose to utilize them, include:

- ZOOM, cloud-based meeting and video conferencing system for synchronous faculty and student interactions,
- Faculty research grant programs,
- Canvas learning management system (LMS) and related technical assistance, if desired.

2. Describe your capabilities outside the United States

AP has deep understanding of international markets and large presence around the world, including across Latin America, Europe and Africa. In most of these markets, AP provides its comprehensive online services to local institutions. With its footprint in thriving markets around the world, AP may be able to leverage its existing international partnerships to help YSU reach global audiences through AP-facilitated co-branding and cooperative marketing activities with local institutions.

3. Describe any technology or relationships that can provide strategic services to the University.

AP continually seeks to expand its value proposition and actively pursues strategic partnerships with organizations that provide unique products and services that can benefit AP partner universities, their faculty and students. These are described below:

Online Teaching Assistants: Instructional Connections

AP has a strategic partnership with Instructional Connections, Inc., (IC) a 3rd party service company, which provides Online Teaching Assistants to support faculty in rapidly scaling online programs. These individuals support faculty and effectively respond to increased online course enrollments by managing discussion threads and monitoring the overall student performance. The selection of all Online Teaching Assistants and their management is performed by the faculty of record and meets their credentialing and profile requirements.

The majority of graduating students report that the support they received from IC was critical to their success. Carefully evaluated and vetted by regional accreditors, Online Teaching Assistants provide maximum flexibility to faculty members in rapidly scaling online courses.

The utilization of IC, although highly encouraged by AP, is at the sole discretion of the institution. Should YSU elect to contract with IC, it will be responsible for payment for IC services.

Zoom

Leveraging the latest technology to maximize the higher education experience, Academic Partnerships has formed a strategic partnership with Zoom, an innovator of cloud meeting and video conferencing. Zoom has robust video capabilities to enhance faculty to student interaction through a combination of synchronous and asynchronous learning, enabling YSU to deliver a blended online instructional model. This enriched online learning model improves the quality of faculty interaction with their online students, enhances collaboration and improves peer-to-peer engagement—thus providing a way for professors to deploy a Socratic teaching method in cyberspace.

Canvas LMS

AP has a strategic partnership with Instructure which enables it to offer the LMS to its partners free of charge, should they choose to use it. Instructure's comprehensive implementation and hosting services include full system monitoring, automated provisioning, "Hands-Free" update/upgrade services, Basic Support Package, online Standard Training Package, beta environment and a test/training instance. The Canvas architecture and Instructure's hosting and support services make Canvas one of the most reliable, available, extensible and scalable cloud-based LMS in the industry.

4. Delineate any additional services you will provide to support the expansion of the University's online programs.

AP's fully integrated service solution is designed to provide support for partner universities' online degree offerings from strategy, instructional design, marketing and recruitment, data integration and technology, to student enrollment, persistence and graduation. In the spirit of partnership, AP will always attempt to respond to YSU's specific needs as long as they do not impact AP's capacity to perform its services to the best of its abilities.

5. Describe your higher education expertise and implementation strategy as well as the processes used in working with the University departments, services, and divisions integral to the development and managing of online programs. This includes, but is not limited to, University administration, enrollment management, admissions, retention services, instruction technology services, information security offices, legal offices, institutional research, business, and fiscal offices.

Having enabled more than 55 relationships and 455 programs online, AP understands what it takes to prepare its partners for a successful enrollment growth, ensuring the most optimal experience for their online students.

Operational Discovery

Mentioned previously, AP will engage its PS team with the university's admissions, registration, IT and other administrative offices to understand their existing workflows, processes, procedures, systems and technologies. On the basis of its findings, the team will recommend to YSU certain adjustments to the online student journey, taking into account its flexible format with multiple start dates, and adjusting it to meet the needs and expectations of prospective and online students who are primarily working adults, often with family obligations. The goal of any of the modifications will be to establish a simple and seamless application and enrollment process, and ultimately a supportive environment for all online learners that leads to high persistence and graduation rates.

During its on-site discovery session with YSU, PS will review the following processes underlying the student journey:

- Application processing,
- Acceptance processing,
- Orientation and advising,
- Management of student registration (registration and records),
- Management of tuition, fees and other charges.

On the basis of its findings, together, AP and YSU will:

- Define and map out joint processes to support prospective and enrolled online students,
- Delineate AP-specific and YSU-specific roles and responsibilities in support of prospective and enrolled students,
- Identify inefficiencies and redundancies in the student journey, and eliminate them,
- Agree on the most optimal "future state" for the online student journey and a timeline for its implementation,
- Agree on and document project scope and an implementation plan with timelines and deliverables.

In addition to managing the operational discovery with YSU, PS will coordinate parallel sessions between the university stakeholders and AP's Academic Services, Marketing and Technology teams. Each session will focus on understanding YSU's existing resources, capabilities and expectations within each area, and result in the joint development with YSU of a customized roadmap with function-specific objectives to meet the launch dates.

Master Launch Plan

Upon agreement with YSU on the specific adjustments to the student journey, which may pertain to the admission and registration workflows, enrollment cycle times and communication strategy, the PS team will create a master implementation plan with deliverables, timelines and responsible stakeholders to effect the changes. The YSU-specific plan will also include, among others, agreed-to milestones from the cross-functional discovery sessions with YSU's marketing and technology teams, an online program and course development or enhancement timelines, and a transparent mechanism to track progress against the plan. To assure the launch of YSU's online initiative meets a 6-month timeframe, the PS team and YSU will jointly establish a project governance with clear accountability structures and escalation pathways.

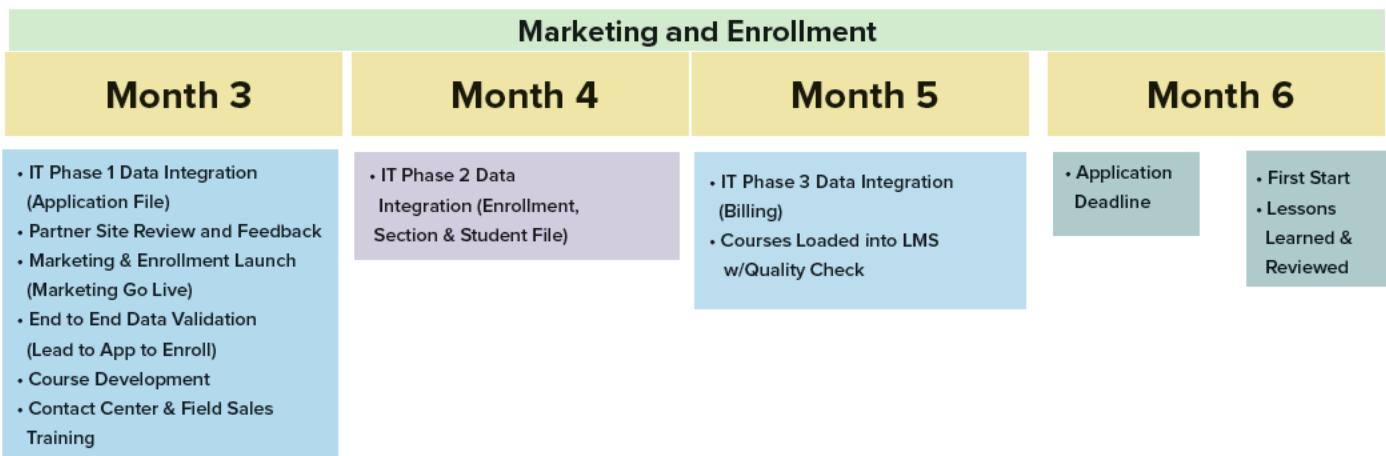
YSU's launch will follow AP's standardized process based on the attainment of critical milestones across multiple functional areas as demonstrated on the graphic below:

Launch Timeline



Month 1

Month 2



6. Describe the extent to which you can assist the University in the design and implementation of online programs that increase student success and the student experience.

AP's Academic Services team will collaborate with YSU faculty members and/or its instructional design team on the design and development of competitive and rigorous online programs that result in high student retention rates. In collaboration with YSU, AP will develop a number of customized activities that support the course conversion process into an online format, including course development and quality review timelines, course enhancement timelines, division of roles and responsibilities and support levels, protocols for project management and escalations, as well as a schedule for faculty workshops or working sessions with instructional designers. AP will work closely with YSU to ensure that the proposed timelines, business plan and engagement structure provide for enhanced transparency and effective joint decision-making, and are agreeable to YSU.

The AS team is comprised of a group of Quality Matters-certified individuals with extensive experience in online teaching, instructional design, and curriculum design and development. Each team member will bring expert knowledge of e-learning technologies and pedagogy and will stay committed to ensuring that all online YSU offerings meet the highest quality standards.

Through its faculty workshops and one-on-one sessions, AS will assist YSU faculty and/or its instructional design team with:

- Utilization of an ADDIE-based framework, which employs backward design, a practice of mapping curriculum units, performance assessments and instruction to desired learning outcomes. This approach to design and development of an online program will ensure that necessary content is taught, revisited, reviewed and mastered,
- Development of quality criteria that build on a common, base but may be unique to each degree,
- Conversion of relevant campus-based courses into an online format,
- Holistic re-evaluation of current online courses and suggestions for optimization based on an impartial instructional design analysis, student feedback or outcomes, faculty experience teaching online and/or the latest developments in online pedagogy, and
- Guidance regarding selection of OER or multimedia resources and/or producing multimedia content, and
- Direction regarding best practices for systematic course updates, as well as issues affecting course success such as copyright and accessibility (WCAG 2.0).

Rights to all intellectual property shared by YSU during the course of interaction with AP's AS team will always reside with the university and its faculty.

AP's AS team will also provide YSU faculty or its instructional design team the following specific consulting services for its online programs:

Program-Level Planning

AP's AS team will assist YSU with online program-level planning, ahead of coursework development. Topics addressed during those sessions will include program structure, course sequencing, entrance/exit competencies, accelerated course design, program schedule and duration, student profile and online experience and accommodation of practicums. The program planning session will provide a foundation and a springboard for the work faculty will do on their individual courses.

Course Map and Course Reviews

Prior to new course development, AP's AS team will assist YSU's faculty members or its instructional design team in a course mapping exercise. Course mapping or course blueprinting will set the framework for the overall course development process by aligning and organizing content against learning objectives, student outcomes and related assessments. Once course mapping is completed, AS will continue to partner with faculty members through the course development process, providing guidance and support to help them create and compile student-facing content and materials that meet the objectives of the course map. Once the course has been fully uploaded to YSU's instance of Blackboard, a dedicated AS team member will conduct a "final" course review with the authoring faculty member or instructional design team member using the Quality Matters Rubric or mutually agreed-to quality criteria. The AS review team will provide faculty detailed suggestions to improve the quality of the student experience, as needed.

7. Describe your ability to monitor student progress in all steps of the enrollment process. This must include the integration strategy and process of integration with the University's information technology systems

As part of its comprehensive services, AP will provide YSU a dedicated team of Enrollment Specialists (ES) and Student Success Coordinators (Coordinators) who will interact with prospective and enrolled students respectively on behalf of the university and under the YSU brand, guiding the recruitment and enrollment journey, and subsequently student's academic progress to graduation. The detailed description of the services is below.

Enrollment Management

AP will provide YSU a highly trained team of YSU-dedicated Enrollment Specialists who will assist prospective students in their enrollment journey. The ES team will always perform its services under the YSU brand and never as AP, and will provide the inquiring students personalized support from their initial inquiry to the first day of class. AP's YSU-dedicated ES will follow a clearly defined contact strategy in an effort to connect with and inform prospective students about their degree program options. They will communicate with inquiring students via phone, text and email based on student declared preferences. All of these outreach initiatives will be stored and managed in AP's customer relationship management (CRM) system. All communication with students will follow program-specific guidelines and narratives and will be monitored and recorded for quality assurance. Upon contact, each prospective student will be assigned a dedicated Enrollment Specialist who will lead the student from the point of inquiry, through application and enrollment processes, to the first course start date.

Student Contact Strategy and Enrollment Lifecycle

AP utilizes an industry-leading customer relationship management system to seamlessly manage the full student lifecycle. The graphic below illustrates AP's Student Contact Strategy and is followed by a detailed description of major milestones in a prospective student's enrollment journey.



Contact Strategy

Once a prospective student requests information on a YSU's program, he or she will be automatically entered into the AP's CRM system. The prospective student will receive an automatic "Welcome" email from a YSU-dedicated ES with more program specifics such as admissions criteria, tuition and fees, payment options as well as information on next steps in the application process. The YSU-dedicated enrollment team will then follow a proprietary and differentiated contact strategy based on prospect's attainment of milestones in the enrollment process.

Qualifying Prospective Students (Leads)

As part of AP's standard operating procedure, ES will screen prospective students during the initial conversation on their admissibility into a specific program by ensuring they meet the minimum entry criteria and are a good fit for an online degree. Subsequently, ES will provide prospective students a detailed roadmap to complete the application process and will check with each student on an ongoing basis until the application process is finalized.

Application Assistance

Once a prospective student has been verified as qualified for admission, AP's ES will explain and assist with the application process until the complete package is submitted for YSU's review. The enrollment team will use a proven set of time-based triggers to closely monitor the timely completion and submission of required admissions forms, degree planning and registration for coursework, regularly following up with each prospect to ensure the highest probability of enrollment.

Acceptance

After a student has applied to a specific YSU online program, the university will review the information and in its sole discretion decide on admission. AP will use data from the YSU application file to automatically update the student's status in its CRM system for further enrollment and re-enrollment management through AP's contact center.

Registration

A YSU-dedicated ES will follow up with accepted students to help them register for the upcoming start date and remind them to make a payment. During this rules-guided outreach, students will be assisted with technology setup and will be informed about any program requirements, books and supplies and available courses to prepare them for a successful first start date in their online program.

Contact Center Quality Control & Feedback

AP will monitor and record all calls for quality assurance and training purposes. Further, as part of its standard practice, it will engage mystery-shopping organizations to provide external feedback to continually enhance AP performance and its service levels. Last but not least, AP will also collect student feedback and insights on YSU programs, and share them with the appropriate stakeholders at the university. This intelligence will help YSU better understand areas of opportunity and optimization, which may include pricing, admissions criteria, admissions cycle times and even competitive positioning.

Data Integration

AP is systems-agnostic and will integrate with and deliver its comprehensive services through YSU's existing technology infrastructure, namely Blackboard and Banner, with which it has extensive experience. Described above, AP's Partner Support team will work collaboratively with YSU to adapt its existing systems, processes and technology to support enrollment growth across its online programs and monitor student progress in their degrees.

In order to effectively market YSU's online programs and successfully execute its retention strategy, AP will need to track students' progress through the entire lifecycle, from application to enrollment through graduation. The integration approach and data exchange method between AP and YSU will be determined during the on-boarding process. AP will work with YSU to schedule daily data exchanges or batch processing of the required dataset. Once the data integration process has been tested and validated, YSU will be able to automate the daily load and transfer of the data files.

Data Transfer

AP typically receives university data files via secure File Transfer Protocol (SFTP or FTP over SSL with encryption technology) to a shared file location on AP's FTP file server. The integration approach and data exchange method used to exchange data between AP and YSU will be determined during the data integration on-boarding process.

General Data Requirements

There will be several core components of the data requested from the YSU SIS: applicants, students, sections, enrollments and payment status. This data will be integral to the success of YSU's AP-supported programs, as it will be used to support timely, accurate communication with students and will also guide AP-generated student outreach strategy. AP will request the data be formatted in XML data files.

LMS Data Requirements

The LMS data consists of four core components: enrollments, coursework, section groups and group membership. These data items will be focused on tracking student progress through the student lifecycle. Specific milestones will be tracked in order to optimize communication strategies. AP will only request data for students enrolled in AP partnership programs.

8. Describe your experience and expertise in assisting institutions of higher education in complying with state and federal financial aid regulations as they relate to accelerated courses, sequential courses, and online courses.

While AP does not provide financial aid services to its university partners—and its enrollment and retention teams similarly do not provide financial aid assistance to students—AP is committed to ensuring compliance of its services, policies and processes with all state and federal regulations governing online provider environment. Further, it stands ready to assist YSU in understanding its requirements related to online program governance, including accreditation, quality standards, high-stakes exams, ADA, FERPA, HIPAA and others. AP will clarify YSU-specific criteria during kick-off and launch process to ensure all necessary requirements are accounted for and upheld. Compliance will extend beyond academic program administration and include marketing, recruitment, enrollment and retention.

Additionally, AP Enrollment Specialists and others involved in the recruitment process will also receive regular training on Title IV regulations. Their interactions with prospective and existing students will be continually monitored for compliance. AP assures YSU that it does not make impermissible incentive payments to its employees engaged in student recruitment, and that all recruiting activity adheres to TCPA regulations. Those employees are held to certain minimum job performance standards and receive only tenure-based pay increases.

9. Identify and describe your ability to assist the University with nursing programs requiring clinical placements and externship completion, including the sourcing of clinical sites and preceptors and infrastructure to support students in the clinical preceptor match process.

Clinical and Externship Placement Services

AP supports partner universities in the delivery of complex programs that require clinical placement or externship completion.

These services will be delivered as part of AP's online student support model and include:

- Sourcing of clinical sites and preceptors, in addition to an infrastructure to support students in the clinical preceptor match process,
- Provision of updates and guidance on state-by-state regulations and documentation, and State Operating Authority (SOA) requirements,
- Clinical communication strategy supporting students through milestones in the preceptor placement and externship placement process,
- Infrastructure analysis for partner universities including recommendation, guidance and training surrounding clinical clearance systems, clinical documentation systems and course sequencing,
- Recommendations on processes for successful licensure/test preparation timeline and services.

10. Describe your ability to provide expert guidance on state-by-state regulations and documentation and State Operating Authority (SOA) requirements.

AP has been assisting its partner universities in obtaining state authorizations since the company's inception. During the kick-off and launch processes, AP will recommend a list of regions and states where YSU will have the greatest opportunity for expansion and share best-practices on obtaining authorizations. AP will also provide access to an expert who can answer questions about the authorization process. AP marketing efforts on behalf of YSU will strictly adhere to relevant SARA requirements and AP will not conduct marketing activities in unapproved geographies.

11. What process does your company follow to determine which services to provide for the University?

Mentioned above, AP's fully integrated service solution is designed to provide support for partner universities' online degree offerings from strategy, instructional design, marketing and recruitment, data integration and technology, to student enrollment, persistence and graduation. In the spirit of partnership, AP will always attempt to respond to YSU's specific needs as long as they do not impact AP's ability to perform its services to the best of its abilities.

12. What process does your company use to determine enrollment goals and projections for the University?

Detailed previously, AP will work with YSU to understand its brand promise and program-level unique value proposition and differentiators during the launch of the online initiative. On the basis of these insights, as well as the data derived from its market research and analysis, the AP team will develop the Annual Marketing and Enrollment Plan, which will be approved by YSU stakeholders. As previously mentioned, the Plan will account for all marketing activities—online and offline—including campaigns and promotions by channel, target audience and frequency, and will be regularly adjusted based on performance. A close collaboration with key stakeholders at YSU during the development, approval and execution of the Plan will set AP to successfully expand YSU's online market share.

13. What process or methodology does your company use to assist the University with determining possible online program readiness or what the institution may need to change in order to successfully scale online programs?

Prior to selecting a program for online delivery, AP's team will conduct a thorough analysis on market demand, trends, market size, growth potential and a competitive landscape to assess its viability. Coupled with the PS operational discovery process detailed above, AP will ensure the readiness of the university and its programs to not only attract, but enroll and graduate students at scale.

AP's analysis of YSU's online programs will account for a wide range of characteristics and indicators, including, but not limited to:

- Admissions requirements,
- Pre-requisite requirements,
- Pricing, including fees,
- Program duration,
- Competitive landscape,
- Program differentiators,
- Program structure,
- Limitations to scaling enrollments.

AP will benchmark YSU's online program features against those of its closest competitors using its comprehensive U.S.-wide programmatic database, which compares attributes such as pricing, program duration, program structure and many others. As part of its standard practice, AP will regularly update YSU on the online marketplace to assure its continued readiness, strong positioning and differentiation.

14. How does your company help the University plan for expenses within the online program partnership?

It is anticipated that YSU's upfront implementation cost in support of its online programs should be minimal and consist primarily of compensation for its faculty and Online Teaching Assistants. Beyond these direct expenditures, YSU's investment will require an allocation of dedicated time from key staff and faculty to launch the online programs, as follows:

- Faculty time to work with AP's YSU-assigned AS resource to convert and create content,
- Dedicated resources from key operational departments to serve on project integration teams required to launch the program and integrate YSU and AP systems,
- Appropriate personnel available to review and approve marketing materials within pre-agreed time frames.
- Bandwidth from existing admissions and bursary personnel to support increased enrollment in online programs. Addition of modest staff in the admissions office may be necessary, once programs reach scale.

15. How can your company ensure that it does not have other contracted partner universities competing with each other for the same students and the same degree programs? Please share existing competing programs and institutions that are currently clients.

As previously noted, AP will invest significant time learning everything about YSU and its brand. This process will include discussion around YSU's value proposition, target market, positioning, competitive advantage, brand personality and key competitive set. Coupled with the YSU style guide and any other brand adherence documentation, AP will use these discussions to develop YSU's unique messaging, content and voice. The information collected in this process will become the foundation for YSU's customized marketing and enrollment plan. In the development of the custom plan, a core targeting strategy will be created that matches the program's distinct competitive advantages to the YSU's target student's primary decision drivers.

The deployment of a customized marketing and enrollment plan will ensure that YSU is represented with unique marketing assets that highlight its distinctive strengths, branding, messaging and market position. AP's strategy will also include geographic targeting of audiences to ensure that YSU's outreach is fully optimized. Considering that AP heavily invests in any partner launch and recovers its investment over the course of a few years based on generated enrollments, YSU may rest assured that AP is entirely aligned with the success of YSU's online initiative. As a fiduciary of YSU's brand, AP will also assign a dedicated team to YSU whose sole focus and responsibility will be to generate enrollment and revenue aligned with the marketing and enrollment plan and budget. This customized, highly targeted approach has allowed AP to deliver exceptional results for multiple university partners.

D. Financial Terms

BEGIN PROPRIETARY AND CONFIDENTIAL SECTION

1. Provide all pricing models for the implementation and operation of online education services you will offer to the University. Specifically address your ability to finance the up-front implementation and operation costs for the University's online education program, as well as a proposed approach for recovery of those up-front costs.

AP will only be compensated based on a success fee of [REDACTED]

[REDACTED] AP will assume virtually all upfront financial risk for the setup of YSU's online initiative, including the personnel and capital investment required to launch initiatives in the partnership. Mentioned above, the services provided by AP under this [REDACTED]
[REDACTED]

■ Market Research, Marketing and Recruitment

Through its subject matter experts, AP will develop and implement a multi-channel marketing and student recruitment strategy for each program category based on market research and analysis. AP utilizes a combination of geo-targeted digital, offline and field sales efforts to attract relevant audiences with specific messaging, branding and collateral.

■ Academic Services

AP's AS team will assist YSU faculty with program- and course-level planning, instructional design, academic innovation, quality reviews, faculty professional development and training, as well as access to faculty grants and best practices in online teaching and learning.

■ Operational Services

AP's Partner Support team will assist YSU's technology, bursar and registrar departments with adjusting and continually optimizing the university's systems and processes to assure the best online student experience.

■ Enrollment Services

AP's YSU program-specific Enrollment Services team will provide all inquiring students information on specific online programs, assisting them in the entire enrollment process, from initial inquiry through the first day of class.

■ **Student Support and Retention Services**

AP's Student Retention Specialists—in collaboration with YSU advisors—will provide comprehensive support and retention services to YSU's online students from the first day of class through successful program completion. They will regularly engage with students through various outreach campaigns, payment reminders, check-ins on their well-being and proactively intervene with all “at risk” students.

AP's partnership model is based on revenue-sharing derived from AP's successful recruitment and retention of students—as such, there are no further billable personnel hours and rates or additional costs associated with the implementation of the online initiative for YSU. Due to this substantial upfront and ongoing capital outlay required to grow YSU's online enrollment and achieve high program completion rates, AP requests a long-term agreement of ten years.

END PROPRIETARY AND CONFIDENTIAL SECTION

2. Identify the financial investments the University will be required to make if it pursues online education services using your services. Identify, based on experience, when the University should anticipate recovery of such investments based on use of your services.

It is anticipated that YSU's upfront implementation cost in support of its online programs should be minimal and consist primarily of compensation for its faculty and Online Teaching Assistants. Beyond these direct expenditures, YSU's investment will require an allocation of dedicated time from key staff and faculty to launch the online programs, as follows:

- Faculty time to work with AP's YSU-assigned AS resource to convert and create content,
- Dedicated resources from key operational departments to serve on project integration teams required to launch the program and integrate YSU and AP systems,
- Appropriate personnel available to review and approve marketing materials within pre-agreed time frames,
- Bandwidth from existing admissions and bursary personnel to support increased enrollment in online programs. Addition of modest staff in the admissions office may be necessary, once programs reach scale.

3. Provide details regarding your financial status and condition and describe how this facilitates the financing solution proposed.

AP is a privately held company in excellent financial health with no other business lines that compete for available capital. AP has access to a large, unused credit line should the need ever arise to make a significant investment outside of AP's normal working capital flow.

4. What is the source of your investment capital and how many programs can you launch in a single year?

Mentioned above, AP is a privately held company in excellent financial health with no other business lines that compete for available capital. AP has access to a large, unused credit line should the need ever arise to make a significant investment outside of AP's normal working capital flow. As a privately held company, AP maintains unmatched financial flexibility and assures YSU that it will be able to effectively launch all programs included in the partnership.

5. Can your company perform all services requested by the University through in-house resources without having subcontracting relationships?

AP is confident that its core services spanning Academic Services, Operations, IT, Marketing and Enrollment and Retention Services will be all provided by its in-house team. In the unlikely event YSU requires future services that fall out of AP's scope, AP will make its best commercial effort to subcontract with mutually agreeable firms that provide the level of service expected by YSU.

6. Describe your typical contractual term and renewal options.

Detailed above, AP's partnership model is based on a revenue-sharing model derived from AP's successful recruitment and retention of students—as such, there are no further billable personnel hours and rates or additional costs associated with the implementation of the online initiative for YSU. Due to this substantial upfront and the ongoing capital outlay required to grow YSU's online enrollment and achieve high program completion rates, AP requests a long-term agreement of ten years.

7. What kind of financial models and financial details will your company provide to the University?

As a private company, AP cannot divulge specific financial details in a publicly available document. Upon selection as YSU's partner of choice, AP will be glad to work with the university to understand the financial details requested and develop a response.

8. How does your company ensure that it can invest in the online program enough to drive the enrollment objectives of the University?

AP's sole means of compensation for the services described herein will be a 50% share of tuition revenue and fees for all of the YSU online programs managed by AP. While AP incurs significant implementation cost, YSU does not pay or reimburse AP for any upfront costs. Since virtually all of the upfront risk is borne by AP, YSU can rest assured that AP will be committed to achieving the shared goals of the partnership.

E. Vendor Qualifications

1. Provide a summary of your company history including information regarding size and age of business, number of employees, and experience.

AP serves universities—primarily public institutions—in successfully growing their enrollment and revenue through the online delivery of instruction that leads to student success. Since inception in 2007, AP has been recruiting highly qualified students into its partners' online programs and helping successfully retain students through graduation. Through AP's efforts, one partner institution has become home to the nation's largest public university online nursing program while another to the largest public university online education program.

To date, AP has assisted more than 4,000 faculty members in the conversion of more than 4,200 courses into an online format across 455 degrees at the undergraduate, graduate and certificate level across a broad range of program categories, including nursing, business, education, engineering and criminal justice, and recruited nearly 200,000 students into these programs.

AP's university-centric partnership model, which is based on a set of industry-proven best practices and a close collaboration with appropriate institutional stakeholders, helps universities launch and manage, or accelerate the growth of their existing online initiative through a comprehensive service solution. To enable its online initiative, AP will provide YSU a host of comprehensive services customized to meet its unique needs and goals.

These services include:

- Competitive market and program analysis to effectively position YSU's online offering in the marketplace,
- Marketing and recruiting, including employer-based outreach,
- Student recruitment, enrollment, retention and ongoing student support,
- Operational support to assist YSU with the adaptation of its existing systems, processes and technology for enrollment growth to assure the most positive student experience,
- Academic support including program planning, instructional design, assistance in course conversion, quality reviews and faculty professional development, if desired.

Additional value-added services that will be available to YSU, should it choose to utilize them, include:

- ZOOM, cloud-based meeting and video conferencing system for synchronous faculty and student interactions,
- Faculty research grant programs,
- Canvas learning management system (LMS) and related technical assistance, if desired.

Experience and Success

Detailed below, AP has achieved significant results for its university partners. AP's proven track record of positioning more than 50 diverse partners, including both teaching and research-intensive institutions, as formidable online competitors and significantly growing their market share, is one of the company's core strengths and differentiators. This distinctive approach has led to a successful performance on behalf of its partners' online programs, and consistently demonstrated AP's ability to:

- Grow enrollment and revenue across multiple online programs through a robust, omni-channel marketing strategy,
- Raise the profile of local brands to recognized regional and national brands,
- Effectively and seamlessly manage and monitor the full student lifecycle, from initial inquiry through recruitment, enrollment and retention,
- Successfully serve online students at scale.

Further, AP is also a clear leader in the online service provider industry in multiple categories, including:

- The number of online university partnerships in the US and internationally,
- The number of employer-based partnerships,
- The number of total faculty assisted and courses converted into online format,
- Online nursing enrollments (RN-BSN, MSN, DNP) at public universities,
- Online AACSB-accredited MBA programs represented at public universities,
- Online Masters of Education (M.Ed.) enrollments at public universities.

AP Performance

Specific examples of AP's success on behalf of its partnering institutions' broad program portfolios include:

- AP-supported MBA programs grew collectively 367% in 2017 in a generally declining national MBA marketplacem
- Enrollment in one partner's AACSB-accredited MBA in Healthcare Management program grew from 24 on-campus students to nearly 500 online in a few years,
- Enrollment in one partner's online program grew from 56 on-campus students to more than 2,000 online in 5 years,
- AP recruitment helped establish #1, #2 and #3 graduate schools of education in terms of conferrals among public universities,
- Enrollment in one partner's education program grew from 127 to 3,500 students,
- AP recruitment grew one partner's Master of Public Administration by 336% between 2012 and 2016,
- AP represents the #3 and #4 public university's masters of education in curriculum and instruction programs in terms of enrollment,
- Enrollment in one AP partner's education program grew to over 3,000 enrollments in the first seven years of partnership, experiencing consistent and sustainable growth aligned with partnership goals and expectations.
- AP-supported education programs are up 19% year-to-date, defying a declining national enrollment trend for this degree category,
- AP recruitment helped establish the #1 online Registered Nurse to Bachelor of Science in Nursing program (RN-BSN) in terms of enrollment and graduations among public universities,
- AP partners with 4 of the top 10 public RN-BSN programs in the U.S., more than any other service provider,
- All AP supported RN-BSN programs combined grew +13% across all partners from 2014-2015 (most recent data available), outperforming nursing programs at state universities (+1% uptick), private universities (+8% uptick) and for-profits (-3% decline). AP's RN-BSN programs are up 18% year-to-date.

2. Provide three (3) customer references for similar type engagements including company name, phone number, contact person and period of contract.



3. Provide information about loss of contracts in the past three years including name of business, contact person, phone number and reason for ending service.

BEGIN PROPRIETARY AND CONFIDENTIAL SECTION

[REDACTED]

END PROPRIETARY AND CONFIDENTIAL SECTION

4. Provide a one page qualifications statement – this should be limited to a one-page document that articulates why your firm is the best company to supply services to YSU and how your company differentiates itself from competitors.

AP Differentiators

To the best of its knowledge, AP has several unique strengths that differentiate it from its competitors:

- **Private status.** Unlike its main competitors, which must demonstrate consistent growth of their bottom line expected of publicly held companies, AP is privately held, which allows it to fully control its direction, strategy and financial investments that often pressure its financial margins to achieve scale for its partner institutions.
- **Mission-focused on serving public institutions.** Since inception and unique in the industry, AP has been committed to helping public institutions expand access to top-quality higher education through technology-aided learning. AP has proudly represented mission-aligned public institutions across undergraduate, graduate degree and certificate programs spanning virtually all disciplines. Through its work, AP has developed an unrivaled expertise in the complexities of serving a broad range of public institutions' diverse leadership, faculty and students in a highly competitive higher education environment.
- **Commitment to affordability.** Since inception, AP's stated mission has been focused on expanding access to affordable and accessible higher education, as the industry's low cost service provider. No competitor can claim as profound an alignment with the mission of public institutions. In fact, singular in the industry, AP's operating model is predicated on low cost with highest quality of service, which allows it to on-board institutions with affordable tuition, often below the break-even point of AP's competitors.
- **Sole focus on success of online programs.** Since inception, AP has had one sole mission: expand access to public universities through technology-aided learning. AP is solely focused on ensuring successful enrollment and revenue growth for its partners' online programs.
- **Unrivalled, proprietary marketing and recruitment methodology.** No online provider can match AP's unique, subject-specific field sales outreach. The marketing depth AP achieves through its 3,000 strong employer-based network and digital expertise powered by a proprietary marketing system called AP Edge™ is unrivaled in the industry. No competing organization has mastered AP's strategy of direct student recruitment from hospitals, hospital systems, school districts, community colleges, government and corporations and no one does it at AP's scale of more than 120 field representatives.
- **Unmatched track record of scaling enrollment and revenue for partners.** No online provider in the industry can rival AP's track record of scaling enrollment and revenue for its partner universities who have adopted a competitive online model. Through AP's proprietary approach to building enrollments at scale, AP has been able to grow multiple programs from low double-digits to 1,000+ students and turn local brands into recognized national brands. As an example, one AP partner institution is now home to the nation's largest public university's nursing program, while another to the largest online education program.
- **Strategic partnerships.** AP has been the industry's leader in forming strategic partnerships with organizations that provide additional value to its partner universities at low or no charge. Among others, AP partners include: Instructional Connections, an organization providing online teaching assistants; ZOOM, a free cloud-based meeting and video conferencing service; and Canvas, a free-of-charge cloud-based, best-in-class LMS.
- **International presence.** AP has a deep understanding of international markets and large presence around the world, including across Latin America, Europe and Africa. In most of these geographies, AP provides its comprehensive online services to local institutions. With its footprint in thriving markets around the world, AP is able to leverage its existing international partnerships to help its domestic partners reach global audiences through AP-facilitated co-branding and cooperative marketing activities with local institutions.

MINORITY BUSINESS PARTICIPATION

AP is not eligible for MBE or EDGE certification in the State of Ohio. In the unlikely future event that the university requires services that fall outside of AP's holistic service solution, AP will make its best commercial effort to select a third-party vendor that is agreeable to YSU.



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