



Ted Strickland, Governor
Eric D. Fingerhut, Chancellor

Board of Regents

University System of Ohio

Ohio Co-operative Education and Internship Program (OCIP)

Fiscal Year 2010

Request for Proposals (RFP)

Release Date: March 17, 2009

Statement of Intent Due Date: On or before April 16, 2009 at 2:00 p.m.

Proposal Due Date: On or before April 30, 2009 at 2:00 p.m.

RFP Administered By:

The Chancellor of the
Ohio Board of Regents
30 E. Broad Street
Columbus, Ohio 43215

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Ohio Co-operative Education and Internship Program (OCIP)

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Request for Proposals (RFP)

1. Statement of Solicitation

1.1 Introduction

The Chancellor of the Board of Regents seeks proposals that will allow colleges and universities, in collaboration with community and business partners, to establish and expand co-operative education and internship programs. Such proposals are being sought pursuant to the program established in section §3333.71 to §3333.80 of the Ohio Revised Code as amplified in rules 3333-1-63 of the Ohio Administrative Code. Proposals must meet the following key program goals:

- Create meaningful linkages to Ohio businesses;
- Retain more graduates in Ohio;
- Attract former Ohio residents back to the state;
- Attract non-Ohioans to the state;
- Provide Ohio businesses with highly skilled workers; and
- Increase Ohio business utilization of students as interns or co-operative learning participants.

1.2 The RFP Process

The RFP process will consist of the following steps:

- Release of RFP
- Statewide Consultation/Bidder's Conference (Participation is optional)
- Questions & Answers (Q&A)
- Additional Information for Bidders
- Submittal of Statement of Intent
- Submittal of Proposals
- Advisory Committee Meetings
- Review and Evaluation of Proposals
- Award Decisions
- Award and Grant Agreement Preparation and Execution

Each of these steps is discussed below.

1.2.1 Release of RFP

This RFP will be released by publication on the University System of Ohio website at www.uso.edu/opportunities/partnership/internships/ and www.regents.ohio.gov.

1.2.2 Statewide Consultation/Bidder's Conference (Optional)

An optional Statewide Consultation/Bidder's Conference will be held regarding this RFP and will be available via videoconference at selected sites. Attendance is encouraged but not mandatory. The conference will include a presentation by the Chancellor's staff covering the intent and purpose of the RFP, the requirements of the RFP, and the evaluation process that will be used to determine awardees. Prospective Lead Applicants may ask questions regarding the RFP to the Chancellor's staff at the conference. Answers to such questions will be provided during the conference and posted on the University System of Ohio website. The Consultation/Bidder's Conference will be taped and posted on

the University System of Ohio website. The date of the Consultation/Bidder's Conference will be posted on the University System of Ohio website at least five business days before it is held.

1.2.3 Questions and Answers

Questions regarding this RFP may be submitted in writing via e-mail. Substantive questions and answers will be posted in a Frequently Asked Questions section on the University System of Ohio website. Questions should be sent to Shana Kaplanov at skaplanov@regents.state.oh.us and must include the subject line heading "OCIP Q&A." The Chancellor reserves the right to edit questions to provide brevity and clarity and consolidate the same general questions if received from more than one prospective applicant. Prospective applicants may also contact the Chancellor's staff directly. Telephone inquiries should be directed through Shana Kaplanov at 614.728.7597. In the event that potential applicants feel that written guidance about this RFP is at odds with information received verbally, the written material – either part of this RFP or information contained on the University System of Ohio website – shall govern.

1.2.4 Additional Information for Bidders

The Chancellor may make additional information available for bidders during the time proposals are being accepted. Much of this information will be posted on the University System of Ohio website. It is anticipated that outreach efforts will be made during the application period to maximize participation in the program. Any such outreach will take place in the form of a meeting open to the public in which notice will be given in accordance with ORC §121.22. Meetings may be taped and made available to interested bidders via the University System of Ohio website. It is the responsibility of applicants to check the University System of Ohio website regularly for new information.

1.2.5 Statement of Intent

After carefully considering the stated goals of this RFP and the mission of the Lead Applicant(s) and Collaborators, the president of the Lead Applicant must submit to the Chancellor a signed Statement of Intent in order to later submit a proposal. In cases where multiple institutions intend to apply as Co-lead applicants, the president of each institution must submit a Statement of Intent and must include a reference to all other lead applicants so that it is clear that all statements for the same proposal are linked.

The Statement of Intent must include the following information: the prospective Lead (or Co-lead) Applicant's name, address, contact person, e-mail address for the contact, phone number for the contact and prospective proposal title, and the estimated amount of dollars to be requested. The Statement of Intent may also include information about Collaborators and a brief summary (no more than two pages) of the anticipated proposal. In cases of Co-lead Applicants submitting Statements of Intent, the list of collaborators and the brief summary should be identical.

Upon submission of a Statement of Intent, applicants will receive a confirmation email and the proposal will be assigned a project number. Applicants must include this project number on their proposal cover page and on any correspondence related to their application.

Submitting a Statement of Intent does not bind the prospective Lead Applicant to submit a proposal, nor does the amount of funding to be requested bind the applicant(s) to apply for that amount. However, no proposal will be accepted which does not have a corresponding Statement of Intent submitted by the deadline.

In cases where an institution intends to submit multiple applications as Lead or Co-lead Applicant, that institution must submit a separate Statement of Intent for each proposal.

The Statement of Intent must be submitted by e-mail and received before April 16, 2009 at 2:00 p.m. The e-mail should be sent to Shana Kaplanov at skaplanov@regents.state.oh.us and must use "2010 OCIP Statement of Intent" in the subject line.

1.2.6 Submittal of Proposal

It is the responsibility of the Lead Applicant to ensure that the Chancellor of the Board of Regents receives proposals at the prescribed place by the submission deadline. Late proposals will not be reviewed.

A Lead Applicant must ensure that a proposal submitted in response to this RFP complies with all the requirements set forth in the RFP. All Lead Applicants are advised to read this RFP carefully to ensure a complete understanding of the proposal requirements. In particular, the form, format, and content of all proposals must follow the directions provided in Section 5 and use the forms presented in Appendix C.

All Lead Applicants are hereby advised that there will be no opportunity to correct mistakes or deficiencies in a proposal after the submission deadline. The Lead Applicant(s) is/are solely responsible to ensure the submitted proposal is complete, accurate, responsive to the requirements of the RFP, and received on time by the Chancellor of the Board of Regents.

Incomplete proposals and those not complying with the requirements of the RFP may be excluded from evaluation or evaluated as submitted at the discretion of the Chancellor of the Board of Regents.

Proposals may be submitted on or before the deadline of April 30, 2009 at 2:00 p.m. by email only to Shana Kaplanov at skaplanov@regents.state.oh.us. The subject line should be titled "OCIP Proposal." All components of the proposal must be included in a single document. Please see Section 5 of this document for the required proposal format.

1.2.7 Advisory Committee Meeting

Per ORC §3333.81, the OCIP Advisory Committee shall meet after receipt of all proposals. At this meeting, staff of the Chancellor will summarize each proposal received for consideration. The summary will be in writing and will be available to the applicant. Questions may also be asked of applicants by members of the OCIP Advisory Committee or staff of the Chancellor. The meeting will be taped and made available to proposal reviewers.

Per ORC §3333.81, the OCIP Advisory Committee shall also meet after the review panel and the Chancellor have made their funding recommendations.

All meetings of the OCIP Advisory Committee are open to the public. The times and locations of the meetings will be posted on the University System of Ohio website.

1.2.8 Review and Evaluation of Proposals

Proposals that are both complete and comply with the requirements of this RFP, as determined by the Chancellor, will be forwarded to a panel of reviewers for review. Proposals found not to comply with the RFP technical requirements may be eliminated from the competition and will not be reviewed further. The Chancellor will use external reviewers who are expert in co-ops and internships and who are not affiliated with potential applicant institutions to read, evaluate and score the proposals on their merits. The external reviewers will evaluate the proposals based on the requirements, objectives, and criteria discussed in Section 4 of this document. Prior to review, the Chancellor will implement a process with external reviewers to identify potential conflicts of interest on the part of individual reviewers and will take such steps as the Chancellor determines appropriate to avoid any such conflict.

Proposals responding to the request for High Impact Grant proposals may be scored and evaluated separately from the Experiential Learning Impact Grant proposals.

External reviewers will score all proposals and create a report of proposals that includes (1) those highly recommended for funding, (2) those for whom funding would be appropriate if available, (3) those for whom funding would be appropriate if available, but with conditions and (4) those not recommended for funding. Reviewers will also prepare a written set of comments about each proposal, and will brief the Chancellor's staff about the risks and benefits of each proposal.

The Chancellor reserves the right to require interviews of potential awardees and to request additional information and documentation from potential awardees.

1.2.9 Award Recommendations

The Chancellor, after considering the recommendations of the external reviewers and after consulting with the advisory committee, shall make the final determination about which proposals, if any, shall be recommended for funding. The Chancellor shall also determine the amount of recommended funding for each applicant and the nature of any conditions on funding. All recommendations of the Chancellor are subject to Controlling Board approval. If requested, Lead Applicants must attend the Controlling Board meeting when proposals are considered for funding.

All Lead Applicants will be notified of the outcome of their proposal after the Chancellor makes funding decisions.

1.2.10 Award and Grant Agreement Preparation and Execution

Award of grant funds will be based on the proposal as submitted, including such modifications as may be agreed by the Lead Applicant(s), the project budget, and any conditions set forth by the Chancellor. The grant will remain open for the duration of the project plus an additional reporting period during which annual reports are required to be submitted. The duration of the additional reporting period will be stipulated in the grant agreement.

Following selection by the Chancellor, an award of grant funds must be approved by the state's Controlling Board. A member of the Chancellor's staff will request Controlling Board review as soon as possible after the funding recommendation. The Controlling Board process normally takes a minimum of thirty days to complete.

The Chancellor and his staff will prepare a grant agreement. The grant agreement will incorporate the proposal and project budget, as either may have been modified by evaluation findings, funding decisions, or other terms or conditions consistent with the approval of award. Additionally, the Lead Applicant may be required to provide cash flow projections on a quarterly basis.

Grant agreements are sent to Lead Applicants for review and signature. Once the signed grant agreement is returned, the grant agreement is executed and entered on the state's accounting system. Invoices and reports may be submitted subject to the terms of the grant agreement. Once the grant agreement is executed, the Lead Applicant is considered and will be referred to as "Grantee."

A Grantee is required to complete the project as described in the proposal as submitted and with only those modifications as agreed by the Grantee and the Chancellor in finalizing the grant agreement. Any subsequent changes to the grant agreement must be approved in advance and in writing by the Chancellor or his designee. The Chancellor will assign a Program Administrator(s) who will work with

the Grantee throughout the project period. The Chancellor or his designee and the Grantee will develop a series of performance metrics that will be used to measure progress on the Grant.

All Grantees must submit required progress and metrics reports as well as invoices and expenditures reports; document achievement of project milestones; submit project-related success stories; and submit post-project completion annual reports for a period specified by the grant agreement. The Lead Applicant on a proposal chosen for a grant will be required to submit reports and invoices through mechanisms determined by the Chancellor or his designee from time to time.

1.3 Awards contingent on availability of funds

At the time of the release of this RFP, no funds have been appropriated for the Ohio Co-op and Internship Program. Funding is included in the Governor's "As Introduced" version of the budget (HB 1) but such inclusion at this early stage is not a guarantee that the Ohio General Assembly will approve this funding. In the event that adequate funding is not available to provide awards under this RFP, the Chancellor and the State of Ohio retain the right to cancel this RFP and/or to make no awards or a reduced number of awards under this RFP.

1.4 Mandatory Compliance

The following restrictions in Sections 3.6 apply to all co-op and internship projects:

1.4.1 Obligations to the State; Compliance with Laws

Grantees will be required to certify in the grant agreement that they do not owe: (1) any delinquent taxes to the state or a political subdivision of the state; (2) any moneys to the state or a state agency for the administration or enforcement of any environmental laws of the state; and (3) any other moneys to the state, a state agency or a political subdivision of the state that are past due, whether the amounts owed are being contested in a court of law or not.

Grant agreements will require Grantees to comply with all applicable federal, state, and local laws in the performance of the project. Grantees must accept full responsibility for payments of all unemployment compensation, insurance premiums, workers' compensation premiums, all income tax deductions, social security deductions, and any and all other or payroll deductions required for all employees engaged by the Grantee on the performance of the work authorized by the grant agreement.

1.4.2 Miscellaneous

The Chancellor reserves the right to fund any proposal in full or in part, to request additional information to assist in the review process, to require new proposals from interested parties, to reject any or all proposals responding to this RFP, or to re-issue the RFP if it is determined that it is in the best interests of the State of Ohio. Issuing this RFP does not bind the state to making an award. The Chancellor's staff administers the RFP. The Chancellor reserves the right to adjust the dates for this RFP for whatever reasons are deemed appropriate.

All costs incurred in preparation of a proposal shall be borne by the applicant including Lead Applicants and Collaborating Partners. Proposal preparation costs are not recoverable under an award. The State of Ohio shall not contribute in any way to recovering the costs of proposal preparation.

The funding decisions of the Chancellor are final. All lead applicants will be notified in writing whether their proposal(s) meet the requirements specified in the RFP and, therefore, whether their proposals will be submitted to the Chancellor for funding consideration. Lead Applicants also will be notified of the outcome of their application(s) at the conclusion of the review process.

The respondent understands that the information provided herein is intended solely to assist the respondent in submittal preparation. To the best of the Chancellor's knowledge, the information provided is accurate. However, the Chancellor does not warrant such accuracy and any errors or omissions subsequently determined will not be construed as a basis for invalidating this solicitation. Interested parties bear the sole responsibility of obtaining the necessary information to submit a qualifying proposal. The Chancellor retains the right to modify or withdrawal this solicitation at any time. By submitting a proposal, responders expressly agree to these terms.

2. The Ohio Co-op and Internship Program (OCIP)

2.1 Background and Overview

The Ohio Co-op and Internship Program reflects Ohio's desire to expand the number of students participating in degree programs and other educational offerings that couple classroom learning with hands-on, in-business, real world experience. Research shows that many students learn better and are more prepared to enter the workforce if their course of study demonstrates how classroom learning applies in the real world. Businesses too find that the ability to recruit talent from a pool of candidates that have real world experience or have worked for the business itself, increases the likelihood of finding the best candidate for the job and reduces the costs of recruiting, training and retention.

The Governor's "Strategic Plan for Higher Education, 2008 – 2017" includes as one of its twenty core accountability measures a goal to more than double the number of students engaged in co-op and internship programs by 2017, bringing the number to 100,000 students per year. The Ohio Co-op and Internship Program is the primary vehicle for achieving this goal.

We believe Ohio has a tremendous opportunity to ***lead the world in experiential learning***, that is, be the world leader in providing graduates with real world experience as part of their educational program – and the contribution such programming can make to ensuring that Ohio employers have access to a high quality workforce. Ideally every college graduate would have some amount of experiential learning as part of their educational experience.

Am. Sub. H.B. 554 of the 127th General Assembly contains the statutory authority (ORC §3333.71 to §3333.80) for the establishment of the co-op and internship program. The legislative intent, as contained in Section 17 of the Act, is for the program to be funded at a level of \$250 million over 5 years (\$50 million per year) beginning in fiscal year 2010.

Under this RFP, there are three specific, direct beneficiary groups: students, employers and institutions of higher education. A successful program will be designed with all three in mind and with the capability to make modifications quickly when the interests of any one group are not being well served. Ultimately communities and the state of Ohio as a whole will benefit.

- ***For Students:*** Students gain not only the real world experience in their subject area. They also increase their chances of landing a full time job upon degree or certificate completion with an Ohio company. Students have real job experience they can put on their resumes and have a valuable networking experience. In the case of paid co-op and internship positions, or in cases where the scholarship funds are utilized, the student benefits from funds to offset educational costs.
- ***For Businesses:*** Businesses have the opportunity to enrich their workforce with current students. Such students are often exposed to some of the most current developments in their fields and can bring new perspectives to business challenges. Businesses also form a talent pool from which to fill positions for the long term and save money on costs of hiring and training.

Businesses enjoy a closer cooperative relationship with higher education institutions and experience greater attention to their real world business workforce needs.

- *For Institutions of Higher Education:* Institutions have the opportunity to attract top talent to their campuses by establishing or expanding co-op and internship opportunities. With a well designed program, this talent will include excellent students, cutting edge employers and a range of community partners. The faculty at institutions will benefit as co-op and internship students return to the classroom with the most up to date, applied knowledge and experience.
- *For the Community:* Communities enjoy the benefits of a ready labor pool for local employers – especially employers with the need for highly educated workers. Strong co-op, internship and apprenticeship programs can also serve to attract businesses to a community, leading to improved economic opportunity.
- *For Ohio:* Students who have experience in Ohio businesses are much more likely to accept those jobs than competing offers and will stay in Ohio in higher numbers, encouraging trained and talented graduates to remain in Ohio. In addition, this distinctive aspect of Ohio higher education will be a magnet for students to come to Ohio to pursue their college and graduate education.

The Ohio Co-op and Internship Program, as part of an economic stimulus package, is meant to have an impact as quickly as possible given the current global and state economic conditions. It is expected that proposals will be forthcoming that attempt to compress the program development timeline into the shortest time possible without compromising the integrity of the proposed program. The Chancellor is also interested in proposals that move students into employment settings as quickly as possible. All proposals should include ways for at least a portion of their program to provide “quick start” placements, meaning students are placed in the autumn 2009 academic term.

3. Program Description

3.1 Purpose

The Ohio Co-op and Internship Program (OCIP) has been created to retain students in Ohio after graduation, to attract students from around the world to the premier co-op and internship program in the United States and to provide businesses with a well trained workforce in industries and disciplines that are key to the future of Ohio. Programs funded through OCIP should be designed to meet the following specific goals:

1. Create meaningful linkages to Ohio businesses;
2. Retaining graduates in Ohio;
3. Attracting former Ohio residents back to the state;
4. Attracting non-Ohioans to the state;
5. Providing Ohio businesses with highly skilled workers; and
6. Increasing business utilization of students as interns or co-operative learning participants.

3.2 Cooperative Education Definition

As defined in Sec. §3333.71 of the Revised Code: Cooperative education program means a partnership between students, institutions of higher education, and employers that formally integrates students' academic study with work experience in cooperating employer organizations and that meets all of the following conditions:

1. Alternates or combines periods of academic study and work experience in appropriate fields as an integral part of student education;
2. Provides students with compensation from the cooperative employer in the form of wages or salaries for work performed;
3. Evaluates each participating student's performance in the cooperative position, both from the perspective of the student's institution of higher education and the student's cooperative employer;
4. Provides participating students with academic credit from the institution of higher education upon successful completion of their cooperative education;
5. Is part of an overall degree or certificate program for which a percentage of the total program acceptable to the Chancellor of the Ohio Board of Regents involves cooperative education.

3.3 Internship Definition and Quality Programs

As defined in Sec. §3333.71 of the Revised Code, an internship is: A partnership between students, institutions of higher education, and employers that formally integrates students' academic study with work or community service experience and that does both of the following:

1. Offers internships of specified and definite duration;
2. Evaluates each participating student's performance in the internship position, both from the perspective of the student's institution of higher education and the student's internship employer.

An internship may be either paid or unpaid and may or may not include an academic credit component.

While internships are often more flexible and less well defined than co-op positions, it is essential that internship opportunities be designed with the same care as co-op opportunities. Quality internships are those which allow students to learn more about their field of interest through observation and direct participation in a job setting; assist students in establishing future employment connections; allow students to complete substantial projects/tasks that will build on the skills learned in the classroom; and provide employers with trained, well-screened students who can become their future full time employees.

3.4 Program Principles

The program **must** be driven by collaboration between higher education institutions, businesses and students. If any of these three primary participants find that the program is overly bureaucratic or does not meet their needs, the program will fail. Implementation will be undertaken with a spirit of experimenting, learning and adjusting over the life of the program. As a starting point, the following principles will guide the program's development:

- **Business partnership.** Partnership with businesses is critical as is recruiting business participation – especially by small and medium-sized businesses. Businesses must be involved in the front end of the development of the co-op and internship opportunities, allowing them to firmly imprint their business' skill needs onto the definition of the job opportunity. Proposals that do not include a strong component of business recruitment and outreach will not be funded. Partnerships may be formed with either geographically specific business organizations or industry specific business organizations to assist the college or university in business outreach efforts. Attention should be paid to providing the right mix of incentives to encourage business participation. In particular, the burden of administrative responsibilities should be borne by the applicant institution rather than the business partner wherever practicable.

- **Sustainability.** Funds are to develop the infrastructure of the program, not simply to subsidize employment. Programs must be largely sustainable without state funding support as quickly as possible. Each proposal should include a plan that lays out detailed steps and timelines that will be used to ensure that the proposed program is sustained well beyond the receipt of state funding. Demonstrating a pathway to sustainability is considered paramount to the success of all programs funded under this RFP. While the program may provide support for student-employee salaries, applicants requesting funds for this purpose must make a compelling case for why such a subsidy is necessary. Preference will be given to proposals that limit the duration of such subsidies, minimize the percentage of such subsidies, or minimize the numbers of students for whom subsidies will be paid. Wage subsidies are likely to be most appropriate for small and mid-sized businesses or for some start up businesses. Wage subsidies may also be appropriate for areas hard hit by the economic downturn.
- **Collaboration.** Not only must collaboration exist among the applicant institution and the business community but it is strongly encouraged that multiple institutions collaborate on a single proposal and/or that additional relevant participants be brought into applicant proposals. Collaboration could take place on a regional level and/or within specific business sectors (e.g., aviation, logistics).
- **Quality programs.** The funds will be used to support only high quality programs. If necessary, the Chancellor will impose conditions on funding that ensure quality programming.
- **Leveraging private funds.** The statute authorizing the program requires specific matching requirements for state funds (ORC §3333.74). For undergraduate programs this match requirement is 1:1 private to state. For graduate students this match requirement is 1.5:1 private to state. These match requirements can be waived in exceptional circumstances. Applicants applying to have some or all of their match waived must make a compelling case for why such a waiver is needed.
- **Activity beyond current levels.** This is not a program to refinance current co-op and internship activity. Awarded grants must result in additional activity and may not be used to supplant existing expenditures.
- **Curriculum integration.** Development of an integrated approach between work and study is essential. Applicants will need to clearly explain how the skills learned on the job relate to the in-class curriculum and how curriculum will undergo constant reviews and updates based on the changing needs of participating employers. Because curriculum change is often cumbersome and time consuming, an explanation for how this can be carried out in a way that is responsive to business needs is essential. It is strongly preferred that applicants demonstrate the ability to integrate curriculum with the co-op and internship program by the start of the 2010-11 academic year.
- **Strategic sector investments.** Emphasis will be on investing in high-value jobs in targeted industry clusters as defined in the Ohio Department of Development's Strategic Plan. Proposals not in this group will be considered but must build the case for the economic impact of experiential learning programs outside these industry clusters. Linkages to other workforce development efforts, including the Ohio Skills Bank effort, will strengthen proposals.
- **Coverage and diversity.** The program in the aggregate should support expanded activities in all geographic areas of the state, at all levels of academic attainment (apprenticeships, certificates, associate's, bachelor's, graduate and professional degrees), and for all backgrounds of students.
- **Branding.** Programs will be expected to participate in common branding in promoting co-op and internship programs and opportunities. The University System of Ohio will develop this promotional program and the terms of participation will be defined in the grant agreement.
- **Evaluation and Data.** It will be important for proposals to make a commitment to providing data and evaluating both process metrics and outcome metrics. Such data will be critical to

guiding the on-going efforts to design and promote co-op and internship programs. Awardees will also be required to share best practices so that information about program development can be widely disseminated.

- **Innovation.** Innovative approaches are needed that create scalable, sustainable, and low-cost options that are easy and seamless for students and businesses. Innovative approaches may also include the creative use of incentives to reward the actual permanent hiring within Ohio of students that participate in co-op and internship programs.
- **High need outreach.** Proposals are encouraged to contain strategies that specifically integrate one or more of the following groups into their co-op and internship program, which will contribute to achieving overall program goals:
 - Dislocated Ohio workers;
 - Veterans;
 - Nontraditional students;
 - Populations traditionally underrepresented in STEMM disciplines; and
 - Minority students.

3.5 Grant Types

3.5.1 Experiential Learning Impact Grants

The first type of proposals will be for ***Experiential Learning Impact Grants***. These grants will be awarded to high quality proposals that develop and expand the availability of co-op and internship opportunities and serve the program goals in local, regional or industry-specific contexts. Grant proposals should be developed that make sense for students, employers and for the institutions involved. Proposals must contain the following element:

- **Business Partnership:** It is essential for the success of any cooperative learning or internship experience that the program have a strong connection to business. We expect that proposals will include an explicit strategy to develop business partnerships and a demonstration of support and commitment from existing businesses or business organizations. These might include a formal arrangement with a business advocacy organization (e.g. chamber of commerce or business cluster organization) or the use of personnel with significant business experience to serve as a business liaison. Personnel of this sort could also serve to enhance the institution's other business partnerships (e.g. technology transfer, workforce development and/or small business grant development). Arrangements of this nature need to be sustainable beyond the expected duration of state funding.

Applicants are encouraged to include, but are not limited to, the following components:

- **Degree Programs with a Built-in Cooperative Learning Feature:** We envision receiving proposals to modify degree or certificate programs to add a cooperative learning component, or increase the size of already existing co-op degree programs. It is preferred that the cooperative learning experience will be mandatory, but it could be optional. Since cooperative learning degree programs typically involve the need for more course sections for certain classes, proposals could include features that allow for the deployment of distance learning approaches to meet those needs. For those institutions that have little experience with designing and implementing cooperative education degree programs, we would welcome proposals that include receiving technical assistance from a more experienced higher education partner.
- **Internships for Credit:** We envision receiving proposals that would add credit bearing internship requirements to degree and/or certificate programs. Again, these may be mandatory (preferred) or optional. Internship programs should start as early in the educational process as possible.
- **Linkage with Third Frontier Internship Program:** A portion of the co-op and internship funds will be set aside to enhance the Third Frontier Internship Program. In addition, proposals which

further the linkage between the Third Frontier Internship and the Ohio Co-op and Internship programs are encouraged.

- *Program Development Technical Assistance:* A number of colleges and universities in Ohio, as well as some business professionals, have deep experience with implementing successful co-op and internship programs. It is possible to envision these entities serving as technical assistance support to institutions with less experience. These might be structured regionally or statewide and they might be time limited or ongoing.
- *Research Laboratory Partnerships:* Ohio has a tremendous non-university based research infrastructure – places like Battelle, NASA Glenn, Wright-Patterson Air Force Base, Procter and Gamble and many more. We envision supporting initiatives that place more graduate level students in non-academic cooperative learning or internship settings in research laboratories.
- *Other Graduate Level Efforts:* We would expect to see creative graduate-level proposals. For instance, a college might propose to establish a program that supplies faculty/student consulting services targeted toward helping businesses solve business problems or provides incentives for students earning a professional degree to remain in the state.
- *Business Recruitment Incentives:* Proposals could include some element of incentive for business participation and the hiring of actual co-op and internship students – such as a “first intern free” (i.e., state funds pay salary for the first intern hired by the employer), “matching funding” (state funds match business contribution toward the salary on a one state dollar to no less than one business dollar), or a “hiring bonus” payment to a business that permanently hires or places a co-op and internship student. Such incentive proposals should be time limited, and focused on new or targeted business (e.g. small business, start up business, or minority or disadvantaged business) recruitment. Incentives may also be used to encourage businesses to provide opportunities to students whose academic backgrounds may make them harder to place.
- *Apprenticeships:* We envision receiving proposals for new efforts to design and integrate apprenticeship components into degree and certificate programs. Apprenticeship functions in a similar manner to co-operative education. Ideally programs can be developed which provide a seamless transition through the apprenticeship, the degree or certificate program and ultimately into the workforce. It should be understood throughout this RFP that references to co-op and internship opportunities and programs may include apprenticeships which specifically engage skilled trades certificate and technology degree students within two year colleges, adult educational programs and joint vocational school programs.
- *Adult Workforce:* Collaborative proposals with employers could advance the skill sets and income potential of incumbent employees by coupling new experiences in the workplace with credit-based classroom learning related to those experiences leading to a degree or certification. Ideally these collaboratives would be in targeted Ohio Department of Development industries. (See section 3.6.1 for a list of targeted industries.)
- *Employer Training:* Involvement by employers in an ongoing co-op and internship relationship with an institution of higher education is a resource intensive process. As such, we will entertain stand alone proposals from institutions and relevant partners which have extensive experience with co-ops and internships to train businesses statewide in how best to effectively develop and maintain partnerships with institutions, to effectively manage and utilize co-op and internship students to best serve the bottom line of the business or organization, and to fully recognize the value for the business of participation in a co-op or internship program.

This portion of the RFP is intentionally left very flexible to allow well designed proposals and collaborations to be submitted. Ultimately we are more concerned with the outcomes – placing well trained, well screened students in quality jobs that will lead to full time employment in Ohio – than we are with the methods used to accomplish the outcomes.

It is anticipated that Experiential Learning Impact Grants will range in size from \$500,000 up to \$3 million. Larger grants are possible in the case of large collaborative efforts.

3.5.2 High Impact Grants

The second type will be **High-Impact Grants** made to applicants whose proposals have a significant statewide or regional impact. Proposals for these grants will be judged based on their **innovation** and success at **integrating** co-op and internship funding into other priority state investments to create a density of related and integrated activity in support of Ohio's higher education and economic development goals. Such proposals should seek to specifically advance stated goals – for instance, attracting Ohioans back to Ohio – and will focus on growing and emerging industry areas as identified in the Department of Development Strategic Plan. High Impact Grant applications are encouraged to incorporate other program efforts such as Centers of Excellence or Hubs of Innovation. The Chancellor is prepared to dedicate as much as \$10 million in total to one or two exceptional High Impact Grants.

Applicants interested pursuing a High Impact Grant should submit a project narrative not to exceed five pages explaining the nature of their proposal and the impact it will have on the Ohio Co-op and Internship Program and on moving the economy of Ohio forward as defined by the metrics found in the "Strategic Plan for Higher Education, 2008 – 2017." In addition to the narrative, applicants must also submit material responsive to the following sections of this RFP: 5.3.1 (cover page), 5.3.2 (applicant and collaborator information), 5.3.6 (budget), 5.3.7 (budget narrative) and 5.3.8 (biographical sketches).

An example of a High Impact Grant might be a proposal to market the Ohio Co-op and Internship program to Ohio students who have left the state to attend out-of-state colleges and universities. As the largest program of its type in the United States, Ohio's Co-op and Internship Program is in the unique position to draw back students enrolled around the country who want a job centered experience to be part of their curriculum. Ohio should utilize this competitive advantage to pull back in our highly talented students. As such, the Chancellor would welcome proposals to achieve this goal.

To fully develop any High Impact Grant proposal, teams of potential bidders will be invited to attend a day-long, facilitated design competition based on their written proposals. The Chancellor, with advice from the Ohio Co-op and Internship Advisory Committee, will establish guidelines to prequalify attendees, to run the competition and to score the competition. Applicant teams must include representation consistent with the co-op and internship program eligibility statute, ORC §3333.72. Membership on the judging committee will include both Ohio Board of Regents staff as well as members of the Co-op and Internship Advisory Committee. The team or teams which develop the best approaches during the design competition will be invited to submit full proposals. All teams selected to participate in a design competition will receive \$10,000. The Chancellor will make the final determination about which, if any, full High Impact Grant proposals to fund.

3.6 Eligibility

The Ohio Co-op and Internship Program is designed to provide work experiences for students in any discipline so long as there is a strong likelihood that jobs in that discipline will be available in Ohio following graduation. However, there are specific targeted industries and disciplines described in Section 3.6.1.

3.6.1 Targeted and Eligible Industries and Disciplines

The Strategic Plan for the Ohio Department of Development identifies nine specific industries where the need for strategic investment is the greatest. Descriptions of each of these industries can be found at the following website:

<http://development.ohio.gov/strategicplan/OhioDepartmentofDevelopmentTargetedIndustries.htm>.

Program applications which focus on any or all of these industries are strongly encouraged. These industries are as follows:

- Advanced Energy and Environmental Technologies
- Aerospace and Aviation
- Agriculture and Food Processing
- Bioscience and Bioproducts
- Corporate and Professional Services
- Distribution and Logistics
- Instruments, Controls and Electronics
- Motor Vehicle and Parts Manufacturing
- Polymers and Advanced Materials

While programs focused on the ODOD-identified industries are encouraged, co-ops and internships in other areas are also completely acceptable so long as there is a reasonable expectation of employment in the field and in Ohio following the student's graduation. In academic disciplines where there is not a reasonable expectation of employment in Ohio or where the supply of graduates far exceeds the available Ohio positions (e.g., in the field of elementary education), proposals are discouraged.

Programs funded through the Ohio Co-op and Internship Program may include co-op and internship placements with any Ohio business. (For a definition of "Ohio business," see Appendix A.) Placements are allowed outside of Ohio with an Ohio business so long as the total length of time of out-of-state placements is less than the length of time of in-state placements for the same student.

3.6.2 Eligible students

ORC §3333.72 states the goal of the co-op and internship program is "to promote and encourage cooperative education programs or internship programs at Ohio institutions of higher education for the purpose of recruiting Ohio students to stay in the state, and recruiting Ohio residents who left Ohio to attend out-of-state institutions of higher education back to Ohio institutions of higher education, to participate in high quality academic programs that use cooperative education programs or significant internship programs, in order to support the growth of Ohio's businesses by providing businesses with Ohio's most talented students and providing Ohio graduates with job opportunities with Ohio's growing companies."

Any student enrolled at an institution that is part of an approved OCIP program is eligible to participate in the Ohio Co-op and Internship Program. In cases where applicants have been approved for funding for a program which seeks to recruit Ohio residents attending out-of-state institutions of higher education into Ohio-based co-ops and internships, students are eligible if they are an Ohio student as the term is defined in Appendix A.

For eligible students attending non-Ohio institutions, their co-op or internship placement must be located in the state of Ohio.

Applicants are encouraged to provide co-op and internship opportunities, wherever practical, for all classes of students including freshmen.

Part time students are eligible for co-op and internship opportunities provided they meet all other eligibility criteria.

3.6.3 Lead Applicant

All state assisted universities and colleges are eligible to apply as Lead Applicant or Co-lead Applicant. Private nonprofit universities and colleges are also eligible to submit an application as Lead Applicant or Co-lead Applicant if that independent university or college is collaborating with a state-assisted university or college. In the case of Co-lead Applicants only one institution shall serve as fiscal agent.

3.6.4 Collaborators

Collaboration at multiple levels is strongly encouraged by all OCIP applicants. Collaboration with individual businesses and the business community is essential; collaboration among multiple institutions of higher education, including private nonprofit colleges and universities, is encouraged whenever it adds value to the co-op and internship experience. All collaborative proposals must include a management plan that includes all key parties and which provides details on programmatic decision-making, lines of authority and fiscal coordination.

Where appropriate, collaboration may extend to organizations and institutions like high schools, career technical centers, adult career centers, apprenticeship programs, chambers of commerce, research laboratories, workforce training sites and regional economic development agencies. Collaboration between universities and community colleges is also encouraged. Funding may be passed through the Lead Applicant(s) to Collaborators where it is programmatically appropriate.

Collaborators may serve any relevant and appropriate role within the overall program. All Collaborators must submit a letter of commitment, as described in section 5.3.9 of this RFP, signed by a representative authorized to commit the Collaborator. The nature and degree of financial collaboration between Lead Applicant(s) and Collaborators must be detailed in the proposed budget and budget narrative as described in sections 5.3.6 and 5.3.7 of this RFP.

3.7 Outcomes, Activities and Measures

The desired outcomes from all proposed programs are defined in the Introduction to this RFP (Section 1.1) and are nonnegotiable. All proposals must clearly explain how they intend to achieve these outcomes and how they intend to measure achievement of these outcomes.

The following specific measures and submeasures are proposed, though additional measures may also be employed:

- Number of student participants in the program offered/accepting a job in Ohio (submetrics: number of student participants offered/accepting a job with their co-op and internship employer or in their field of study).
- Number of student participants in the program graduating with degrees, minors and/or earning certificates in priority workforce shortage fields including the Department of Development defined statewide targeted industries, as well as STEM fields.
- Business satisfaction survey specifically targeted to co-op and internship program performance.
- Number of program participants still employed in Ohio three years after graduation. (May also measure participants still employed five, ten or more years after graduation.)
- Number of students starting out at or above the average salary level in their field.

In addition to the outcome measures, several measures of activity should also be employed. The following are suggested, though others may also be employed:

- Number of degree and certificate programs with a built-in co-op and internship component (and submetrics: number of programs where co-op/internship is required for degree or certificate; number where co-op/internship is optional for degree or certificate); number of programs in strategic fields of need.

- Number of new students participating in co-op and internship programs; minority student participation rates; traditionally underrepresented (within a particular field) populations participating; first generation college students participating; veterans participating; nontraditional students (e.g., adults 25 years of age or older) participating; dislocated workers participating.
- Amount of private matching funds leveraged.
- Number of freshmen, sophomores, juniors, seniors and graduate students participating.
- Number of Ohio businesses and employers participating/offering co-op and internship opportunities (sub-metrics: small businesses, new businesses, larger businesses, minority-owned businesses).

3.8 Funding

3.8.1 Total Funds Available

It is anticipated that \$50 million in total will be available for high quality co-op and internship proposals. There is no upper or lower limit on the amount of funding a lead applicant may request. It is assumed that the amount requested will (1) be commensurate with the size and scope of the proposed program; and (2) demonstrate awareness of the fact that these dollars are intended as economic stimulus funds and, as such, are intended to be utilized with all deliberate speed while maintaining quality.

3.8.2 Distribution of Funds

The methods and timing for distribution of funds will be determined by the Chancellor and will be spelled out in grant agreements with awardees. Awardees should be aware that the Chancellor may choose to distribute all funds directly to the single, designated fiscal agent for each project. Awardees should also know that funds will not be awarded as a lump sum at the start of the project.

3.9 Local Match Requirements

3.9.1 Magnitude

Per ORC §3333.74, there is a required 1:1 pledge of private funds (see Appendix A for a definition of “pledge of private funds”) (hereinafter “match”) for proposed co-op and internship programs for undergraduates and 1.5:1 for graduate programs. While the statute further allows for a waiver of the required match, applicants should know that the OCIP seeks to leverage funds with the state dollars provided. As such, any request for a waiver of all or part of the match should be fully considered and the applicant should know that a waiver request may reduce the chances of receiving funding without a fully considered reason for such a request.

3.9.2 Sources and Types of Local Match Funding

Guidelines related to the sources and types of match funds may be found in Appendix B, “Local Match Guidelines,” of this proposal. Accounting and financial requirements related to documenting use of match funds will be spelled out in grant agreements for those recommended for funding. The Chancellor retains the right to require that match funds be spent prior to spending state dollars.

3.10 Term of Project

The OCIP Grant Period for this RFP will be one year. We expect that many proposals that are submitted will have multi-year time horizons. Those receiving funds for one year will be eligible to submit a renewal proposal through an expedited review process in subsequent years, and first year grant recipients will receive preferential treatment in the interest of supporting sustainable, long-term programs. While multi-year proposals are welcome, it should be understood that funding awards will only be made for the first year with subsequent year funding conditioned on program progress and subsequent applications.

3.11 Limit on Number of Proposals Submitted

There is no limit on the number of proposals that may be submitted by a single eligible applicant or in which a lead applicant or collaborating organization may participate. There are several legitimate reasons why an organization may be part of multiple proposals under this RFP. These reasons include participation in multiple “industry specific” proposals where there are different proposals and Lead Applicants for each. Or an institution may be participating in a large collaborative proposal related to providing internships at the same time that the same institution is offering to provide statewide service in employer training or some other area identified by this RFP. However applicants are strongly discouraged from submitting multiple proposals where the only distinction between the proposals is the academic discipline. In cases where proposals are being developed by the same institution across multiple disciplines, it is our expectation that the institution will ensure collaboration across all those disciplines under the umbrella of a single proposal.

4. Evaluation Criteria

Only the most meritorious proposals are sought for funding. Proposals that are complete and compliant with the RFP requirements will be evaluated based on the responsiveness to all the requirements of this RFP and to the evaluation criteria described in this section.

Each criterion includes a scoring value. The total number of points a proposal may receive is 100 plus up to ten bonus points. Numeric scores will help reviewers rank and compare the merits of submitted proposals.

Technical Compliance (0 points)

Proposal must meet all technical requirements to be fully reviewed. Any proposal not meeting technical requirements will not be reviewed or considered for funding. The following technical requirements will be considered:

- Submitted by deadline
- All required documentation, including application cover page, budget and budget narrative must be completed
- Fiscal mechanisms are in place to track award dollars, provide regular expenditure reports and satisfy program and financial audit requirements
- Commitment letters from all partners signed by someone with legal authority to obligate the partnering organization

Proposal Content (100 points total, divided into ten categories)

- Institutional Capacity and potential to offer quality co-op and internship opportunities (13 points)
 - Demonstrates complete understanding of what constitutes a quality co-op and/or internship
 - Demonstrates capacity to partner with businesses to offer quality co-op and/or internship opportunities
 - Applicant along with partnering organizations have the institutional capacity and historic knowledge about how to effectively guide the program they are proposing
 - Key personnel have appropriate backgrounds and skills for the roles they will play in the proposed program. In the case of proposed positions, identify the necessary skill sets and qualifications through inclusion of a position description.

- Establishment/expansion of infrastructure necessary to run a quality program (36 points total, divided into three subcategories)
 - Applicant-business liaison function (20 points)
 - Applicant demonstrates full understanding of the challenge inherent in developing and maintaining relationships with business partners for purposes of offering co-ops and internships.
 - Applicant has identified personnel with proper skill sets to carry out this function, and with adequate time to focus on this function.
 - Applicant has a strong and demonstrated understanding of the needs of potential co-op and internship providers in their community.
 - Applicant has developed a detailed plan for outreach to businesses and other co-op and internship providers. This plan includes a mechanism for training employers to adequately support and fully utilize co-op and internship students in their workplace. This plan also includes a mechanism to be responsive to changing employer needs in the community and an ability to modify student training to meet changing employer needs.
 - Program monitoring, evaluation and feedback mechanisms (8 points)
 - Measurement mechanisms are in place to regularly gather information about the effectiveness of the program from the standpoint of students, employers and the higher education institution.
 - Mechanisms are in place to gauge satisfaction of all organizations partnering with the applicant organization.
 - Feedback loops are established to properly utilize measurement mechanisms and to make changes to the program quickly when appropriate.
 - Measurement tools are described in detail and surveys, evaluations or other documents are included with the proposal.
 - Curriculum relevant to employer needs (8 points)
 - Courses available will prepare students for the workforce and are consistent with the types of employment that will be offered through the co-op and internship program.
 - Mechanisms exist to modify and/or expand course offerings or curriculum as employer needs change.
- Collaboration and Integration (13 points)
 - Relevant partnerships are established within and across institutions that maximize co-op and internship opportunities and enhance program economies of scale.
 - Partnership proposals demonstrate real integration that add value to the program and are more than simple promises to cooperate. Partnerships should demonstrate real synergy potential such that they create a whole proposal greater than the sum of its parts.
 - All relevant partners have been considered for inclusion in proposal, including other public institutions, private colleges and universities, apprenticeship council members, workforce development institutions, research facilities, businesses, business organizations, and other employers.
 - An adequate management plan for the collaborative is described.
- Program Marketing (7 points)
 - A strong plan exists to market the applicant's program to the students the program is intended to serve.
 - A strong plan exists to market the applicant's program to the businesses the program is intended to serve.
 - The proposed program lends itself to a statewide marketing plan.

- Emphasis on Key Disciplines (5 points)
 - Co-ops and internships will be offered in disciplines where there is a strong likelihood that students will find jobs in Ohio after graduation.
 - Co-ops and internships emphasize targeted industries as identified by the Ohio Department of Development's strategic plan.
- Effective Measurement and Quantitative Goals (5 points)
 - The proposal includes effective mechanisms for tracking relevant data including but not limited to the number of co-op and internship opportunities available, and the number of students being placed in jobs and in Ohio jobs following their co-op and internship experience.
 - The proposal includes both quantitative and qualitative goals for the near and medium term that are achievable and which will ensure a quality experience for students and businesses.
- Budget and Budget Narrative (12 points)
 - The budget presents a realistic and well-reasoned financial approach to the proposed program. Dollars are utilized in a way that represents a prudent use of taxpayer resources.
 - The budget is consistent with the program proposed in the proposal narrative and other supporting documents.
 - The budget maximizes leverage of state funds by attracting funding and in-kind contributions from application partners and anticipated future business partners.
 - Statutorily required match is included and the amount of match is realistic or an adequate explanation for why it is not included if a match waiver is being sought.
 - The budget effectively demonstrates strategic thinking in terms of utilizing the proper mix of (1) state dollars (including money for scholarships), (2) private dollars, (3) institutional funds and resources and (4) other non-financial resources.
 - The budget narrative completely explains every facet of the proposed budget. Calculations and proposed expenditure levels are understandable. Dollars to be distributed to or received from partner organizations are clearly delineated in terms of quantity and purpose.
- Quick Start Capacity (4 points)
 - Plan demonstrates the capacity to place a significant number of students in positions by the autumn term of 2009 (2009-10 school year).
- Plans beyond first year of the grant and sustainability (5 points)
 - The proposal provides long term goals and objectives that are consistent with and build upon short- and mid-term measures.
 - The proposal demonstrates long term vision for the program and presents a pathway to sustainability.

Targeted Populations Emphasis (Optional – up to 10 points)

- Applicants may earn additional points through proposals demonstrating the ability to include and fully integrate specific targeted populations in their co-op and internship programs. For each targeted population, applicants should (1) identify a specific outreach plan, (2) demonstrate the institutional capacity to identify and integrate this population and (3) propose a set of quantitative and qualitative goals that will demonstrate the success of including this population.

The targeted populations are as follows:

- Minorities (2 points)
- Veterans (2 points)
- Displaced Workers (2 points)

- Nontraditional Students (2 points)
- Populations traditionally underrepresented in STEMM disciplines (2 points)

5. General Proposal Requirements

5.1 General Instructions

Electronically delivered proposals must be emailed to Shana Kaplanov at skaplanov@regents.state.oh.us with “OCIP Proposal” in the subject line. Emailed proposal must include one pdf attachment that includes the entire proposal. No text or questions should be included in the body of the email.

- Proposals are to be formatted to print on 8.5 × 11-inch paper.
- Margins must not be less than ¾ of an inch on all sides.
- Font must be 12 point or larger with no more than 6 lines per inch.
- All pages must be numbered consecutively using the format “Page # of total number of pages” (e.g., Page 2 of 25). Page numbering applies to all pages that are part of the proposal, including attachments and letters of collaboration.
- The proposal title and Lead Applicant name must appear at the bottom of each page.
- Proposals should not include color figures that cannot be understood when photocopied in black and white.
- The first page of the proposal must be the Application Cover Page.
- Do not include a cover letter.

5.2 Trade Secret Information

All Lead Applicants are strongly discouraged from including in a proposal any information that the Lead Applicant considers to be a “trade secret,” as the term is defined in Section §1333.61 (D) of the Ohio Revised Code. All information submitted in response to this RFP is public information unless a statutory exception exists that exempts it from public release. If any information in the proposal is to be treated as a trade secret, the proposal must:

- Identify each and every occurrence of the information within the Proposal with an asterisk before and after each line containing trade secret information and underline the trade secret information itself.
- Check the “Trade Secret Information Included” box on the Applicant Cover Page.
- Include a page immediately after the Application Cover Page that lists each page in the proposal that includes trade secret information and the number of occurrences of trade secret information on that page.

To determine what qualifies as Trade Secret Information, refer to the definition of “trade secret” in the Ohio Revised Code, which is reproduced below for reference:

“Trade Secret” means information, including the whole of any portion or phase of any scientific or technical information, design, process, procedure formula, pattern, compilation, program, device, method, technique or improvement, business information or plans, financial information or listing of names, addresses, or telephone numbers, that satisfies both of the following:

- It derives independent economic value, actual or potential, from not being generally known to and not being readily ascertainable by proper means by other persons who can obtain economic value from its disclosure or use.
- It is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

The Chancellor requires non-disclosure agreements from all non-State of Ohio employees who may have access to proposals containing trade secret information, including evaluators.

5.3 Order and Content of Proposal Sections

5.3.1 Application Cover Page

The first page of the proposal must be the completed Application Cover Page found in Appendix C to this RFP. The signature of the President of the institution or his/her authorized agent must be included.

In cases where there are Co-lead applicants, multiple Application Cover Pages should be included, one for each Co-lead applicant. The first of these cover pages must be completed in its entirety; subsequent cover pages only need to include the name, address and dated signature of the Co-lead applicant listed on that page.

Any program or expansion of a program commenced prior to the issuance of this RFP is not eligible for funds under this RFP. By signing the Application Cover Page, the applicant certifies his or her institution's acceptance of these nonsupplanting terms.

5.3.2 Lead Applicant and Collaborator Information

Complete and include the Lead Applicant(s) and Collaborator(s) Contact Information Page. One individual may serve in more than one capacity. Utilize the form (found in Appendix C) more than once in cases where there are more lead applicants and/or collaborators than space on the single page allows for. (Note that a letter of collaboration must be included for each listed Collaborator.)

5.3.3 Abstract

Prepare an Abstract that summarizes the proposed co-op and internship program and its expected outcomes in terms of business connections and number of students who will be placed in co-op and internship positions. This section should minimize use of jargon and technical language and should be written so that a non-technical person can understand it. This section will be used in public documents, including press-releases, and must be understandable by the general public. This section may not contain any trade secret information.

5.3.4 Table of Contents

Prepare a Table of Contents that includes, at minimum, all required sections of the proposal and all required subsections of the proposal narrative. Further subdivision is permitted but not required. The page number where letters of collaboration and biographical sketches each begin should be included but the individual letters and sketches should not be listed in this section.

5.3.5 Proposal Narrative

The Proposal Narrative should address all the following items in the order presented.

5.3.5.1 Capacity of the lead organization(s)

Explain in detail the ability of the lead organization to manage the proposed program. This section should include information about existing programs and structures, the nature of existing relationships with businesses, the availability of key personnel, the adequacy of financial reporting structures and the nature of any existing collaborative relationships with key partners.

5.3.5.2 Capacity of the collaborating organization(s)

Explain in detail the ability of each collaborating organization to perform in the role defined for them in the proposal. This section should include information about existing programs and structures, the

nature of the relationship with the lead and other partnering organizations, the role and availability of key personnel, and the adequacy of reporting structures.

5.3.5.3 Structure of the proposed program

This is the key component of any proposal and, for most proposals, will be the most lengthy and detailed. It should include both a general overview of the proposed program as well as the specific details about curriculum, logistics, disciplines involved, and the types of internships and co-ops to be offered. In cases where an applicant institution or its partners has/have an existing co-op or internship program, this section should differentiate between what exists and what will be created, and how the latter will draw upon the former. Charts or visual depictions of proposed organizational structures are appropriate here.

5.3.5.4 Nature of interaction with business partners

This section must include a thorough explanation of the way the proposed program will handle relationships with the business community including recruitment of new business partners, maintenance of relationships with business partners, evaluation of business satisfaction with individual students and with the program as a whole, and the way businesses will be able to influence curriculum.

5.3.5.5 Role of key personnel

This section should include information about the roles to be played within the proposed program structure by key personnel. These key personnel must include at least one person from each lead applicant, and there must be an explanation of the person or people who play leading roles in interacting with the business community. Resumes and CVs should not be included in this section. They should instead be modified and included in section 5.3.8..

5.3.5.6 Program monitoring, evaluation and feedback mechanisms

This section should include details about how the success and progress of the program will be measured, and about how the information gathered will be used to quickly and effectively improve the program. Mechanisms should be put in place to determine perceptions of the program from the standpoint of businesses, students and those involved from the applicant organizations themselves. If available, any survey instruments should be referenced here and the actual survey tools should be included as appendices.

5.3.5.7 Coordination of curriculum with co-op and internship program

Explain how current curriculum matches with the needs of employers who will participate in the co-op and internship program and how this match is determined. Also explain how curriculum can be coordinated with the future needs of employers as those needs change.

5.3.5.8 Marketing

Explain how the proposed co-op and internship opportunities will be marketed, including any efforts to market to specific populations. Also describe the current marketing capacity of the applicant organizations and how this capacity dovetails with the marketing effort needed to recruit strong candidates into co-op and internship slots, and the need to market the program to prospective business partners. Identify marketing outreach plans for minority student participation as required by ORC §3333.79.

5.3.5.9 Measurement tools and quantitative goals

Explain specifically how progress will be measured against the goals of the program as defined in section 1.1 of this RFP. Describe additional measurement tools that will be used. Specifically define the quantitative goals of the proposed program, including the number of placements that will be made and the timeframe for making them. For this section, include very specific quantitative goals for the first

year of the project and also include goals for each year of a five year time frame assuming continuation funding from the state of Ohio.

5.3.5.10 Long range planning

Explain how this program will develop assuming continuation funding from the State of Ohio. Describe how and when a sustainable program can be established.

5.3.6 Budget

The budget shall be presented using the attached budget form. The budget should be consistent with the overall program and with the proposal narrative. The budget should also be clear on the anticipated amount of resources that will be leveraged with state dollars. For purposes of this RFP, indirect costs are limited to 15 percent of the total project budget.

5.3.7 Budget Narrative

A Budget Narrative must be included which provides an explanation of the costs for both the state funds requested and local match committed. The format for the narrative may be chosen by the applicant provided that all formatting requirements defined elsewhere in this RFP are adhered to. The purpose of the budget narrative is to clearly and completely explain how every number in the budget has been derived. The budget narrative shall be considered complete if a reviewer is able to recreate the budget using only the documentation included in the budget narrative. The budget narrative should follow the same line item categories as the budget so that it is clear to the reviewer which portion of the budget is being explained.

Applicants should use the budget narrative to explain how spending is broken down by all parties (Lead Applicants and Collaborators). If desired, applicants may submit a separate budget spreadsheet for each partner in the application so long as a total project budget is still submitted. Proposals recommended for funding will be asked to complete a budget that includes both spending and revenue related to each partner as part of the grant agreement.

5.3.8 Biographical Sketches

Biographical information is limited to no more than three individuals per proposal partner, not to exceed fifteen individuals whom the Lead Applicant considers key to the success of the program. These individuals should represent the program's leadership from the applicant institution(s) as well as all key collaborative partners. If the person or persons who will serve in a liaison capacity between the institution and participating businesses is/are known, their biographical sketch must be included and their role should be clearly identified on their sketch. Biographical sketches will be no more than two pages each. The biographical information should present the relevant work history, technical experience, relationship to co-op and internship programs, project management experience, educational attainment, honors and recognitions, and selected recent publications that relate directly to the proposed program.

5.3.9 Collaborator Letters of Commitment

A Collaborator Letter must be provided for each Collaborator identified in Appendix C. Each letter must:

- Be submitted on the letterhead of the Collaborator;
- Include the name of the Lead Applicant and title of the proposal;
- Briefly state the nature and duration of the collaboration, as well as any history of collaboration between the organizations;
- State the resources, both financial and nonfinancial, the Collaborator is committing to the proposal;
- State the degree to which the Collaborator has had experience with co-op and

- internship programs and the exact nature of that experience;
- State the specific amount of any financial commitment. The amount should match the amounts documented in the budget and budget narrative documents.
- State the source of the financial commitment if applicable;
- State when the committed resources will be available to the Lead Applicant; and
- Be dated and signed by a representative with the authority to financially and programmatically obligate the Collaborator

Collaborator letters may come from institutions of higher education, other educational institutions, businesses or any other organization which adds value to the proposal.

5.4 Page and Format Limitations

Some portions of the proposal are limited in terms of length. Those limitations are noted in this section of the RFP. Any pages beyond the page limits listed will be eliminated from the proposal before it is sent for technical review and evaluation. While the narrative portion is not limited, applicants are strongly encouraged to exercise judgment and to use only as much space as is necessary to communicate effectively. Appendices and attachments are allowed. Reference to web-based information to supplement the narrative is not permitted and such references will not be considered in the evaluation.

The abstract, table of contents, proposal narrative and budget narrative should be typed in a font no smaller than 12 point and no larger than 14 point. The proposal components should be in the following order:

- Cover Page – use specified form
- Lead Applicant and Collaborator(s) Information Page – use specified form
- Abstract – 1 page (no more than 500 words)
- Table of Contents – not limited
- Proposal Narrative – not limited (except for High Impact Grant applications)
- Budget – use specified forms
- Budget Narrative – not limited
- Letters of Collaboration – not limited
- Biographical Sketches – 30 pages (A maximum of fifteen biographical sketches of Key Personnel and each biography is limited to two pages.)
- Appendices and other attachments – not limited

A cover letter is not allowed. Letters of collaboration must be part of the applicant's proposal and may not be mailed or sent separately.