Delaware State University

Request for Proposal

Enterprise Resource Planning - ERP

Contract No. 20-03-15-07

Bid packets must be received by: 3:00pm of April 23, 2020

Delaware State University, Office of Contracts and Data Administration
Room Number 301, Dr. Claiborne D. Smith Administration Building, 3rd Floor
Attention: Zafar Chaudhry, Associate Vice President
1200 North DuPont Highway
Dover, DE 19901-2277

Point of Contact

Zafar Chaudhry, Associate Vice President
Phone. (302) 857-7852
Email: zchaudhry@desu.edu

ALL VENDORS:

The enclosed packet contains a "REQUEST FOR PROPOSAL" for the contract listed on cover page. The proposal consists of the following:

I. Purpose and Background
II. Scope of Work/ Services
III. Format For Proposal/ Required Information
IV. Professional Services RFP Administrative Information
V. Proposal Evaluation
VI. Pre-Bid Meeting
VII. Definitions and General Provisions
VIII. Proposal Reply Section – Response/ Bid Submission Form

Attachments:

1) **Non-Collusion Statement**
2) **Exceptions**
3) **Confidentiality and Proprietary Information**
4) **Business References**
5) **Subcontractor Information Form**
6) **Bid/ Pricing Sheet/ Bid Quotation**

Appendix(s):

A. Scope of work and technical requirements
B. Cyber Responsibilities, Liability and Insurance

In order for your proposal to be considered, the Proposal Reply Section shall be executed completely and correctly including but not limited to all attachments and bid submission form.

Please review and follow the information and instructions contained in the General Provisions and this Request for Proposal (RFP).

Bidder bears the risk of incomplete response, late delivery or delivery at wrong location of the University other than specified in this RFP.

Each proposal must be submitted with one original paper copy and one electronic copy on USB memory stick. For your electronic response, there should not be more than two files in total and the aggregate size of your response including all files should not be more than 5 megabyte.

There will be NO mandatory pre-bid meeting.

Bid bond requirement for this RFP has been waived.

The term of the contract between the successful bidder and the University shall be for **Three (3) years**. There is an **option** (if needed) to renew the contract for **additional terms of one to three years each**.

I. Purpose

Delaware State University's (hereinafter referred to as DSU or University) is seeking Proposals from qualified firms to provide Enterprise Resource Planning – ERP system.

The contract for this RFP will be awarded to the vendor who best meets the needs of the University. This request for proposals ("RFP") is issued pursuant to 29 Del. C. §§ 6981 and 6982.

Background
University is currently using Banner (a product of Ellucian). Banner system is used since 1991.

About Delaware State University
Delaware State University (DSU) is located in Dover, Delaware and has a long and proud history as one of America's Historically Black Colleges and Universities (HBCUs). It has a blend of both long-standing traditions and growing diversity. Founded in 1891 as the State College for Colored Students, DSU takes pride in its heritage as one of the country's first land-grant educational institutions, rooted early on in agriculture and education. Our current population includes a 65 percent African-American enrollment and an increasing number of Caucasian, Hispanic, Asian and other international students.

With a changing world comes a changing campus, and DSU prepares its students for the global challenges of the new millennium and beyond. The University is a welcome center for learning for people from many cultural backgrounds who speak several different languages and dialects. DSU is a melting pot for education, and after graduation—wherever life takes them—our students are truly "making their mark on the world."

For more information about University, please visit us at https://www.desu.edu/

Schedule of Events

The following dates and milestones apply to this RFP and subsequent contract award. Vendors are advised that these dates and milestones are not absolute and may change due to unplanned events during the bid proposal and award process.

- **Deadline for Questions** — **March 19, 2020 at 10:00am local time**
- **Response to Questions Posted by** — **April 07, 2020**
- **Deadline for Receipt of Proposals** — **April 23, 2020 at 03:00pm local time**
- **Contractor Selection Date** — **TBD**
- **Anticipated Contract Start** — **July 01, 2020**

*** Each date subject to change. Times listed above are local time in the State of Delaware.**

Note: All questions shall be in writing and submitted via email to Zafar Chaudhry at zchaudhry@desu.edu Questions should be submitted in the following format. Deviations from this format will not be accepted and entertained.

- Section number
- Paragraph number
- Page number
- Text of passage being questioned

Questions not submitted electronically shall be accompanied by a USB memory stick and questions shall be formatted in Microsoft Word. USB containing questions must be received prior to the deadline by the University's designated contact person.

Each proposal must be accompanied by a transmittal letter which briefly summarizes the proposing firm's interest in providing the required professional services. The transmittal letter must also clearly state and justify any exceptions to the requirements of the RFP which the applicant may have taken in presenting the proposal. (Applicant exceptions must also be recorded on Attachment 2). The proposal must be submitted to:

Delaware State University, Office of Contracts and Data Administration
Room Number 301, Dr. Claiborne D. Smith Administration Building, 3rd Floor
Attention: Zafar Chaudhry, Associate Vice President
1200 North DuPont Highway
Dover, DE 19901-2277

The Delaware State University reserves the right to deny any and all exceptions taken to the RFP requirements.

PREBID MEETING

No Pre-Bid Meeting will be held for this Request for Proposals.

II. Scope of Work/ Services

The Vendor(s) shall provide all equipment, materials, software, and labor to supplement the University's need for this contract as described herein in Appendix A. The contract will require the Vendor(s) to cooperate with the University to insure the University receives the most current state-of-the-art material and/or services.

III. Format for Proposal/ Required Information

Unless specified in the scope of work, the following information shall be provided in each proposal in the order listed below. Failure to respond to any request for information within this proposal may result in rejection of the proposal at the sole discretion of the University.

A. Minimum Requirements

1) Provide Delaware license(s) and/or certification(s) necessary to perform services as identified

in the scope of work.

2) Vendor shall provide responses to the Request for Proposal (RFP) scope of work and clearly identify capabilities as presented in the General Evaluation Requirements.

3) Complete all appropriate attachments, bid submission forms, etc. as identified within the RFP.

4) Proof of insurance and amount of insurance shall be furnished to the Delaware State University prior to the start of the contract period and shall be no less than as identified in the bid solicitation, insurance section.

B. General Evaluation Requirements

The Evaluation Committee will judge the merits of proposals received in accordance with the criteria described. The objective of the Evaluation Committee will be to recommend the bidder who is most responsive to the needs of Delaware State University. The specifications within this RFP represent the minimum performance necessary for response. The evaluation committee will forward a recommendation to the Associate Vice President for Contracts and Data Administration for approval and issuance of a Notice of Intent to Award.

PROPOSAL FORMAT AND CONTENT

Proposal Information and Criteria

The following specific items must be addressed in the proposal along with all attachments listed of this proposal. Vendors should read carefully and address completely in order listed to facilitate the University's review committee of the proposals.

Proposals shall be organized into the sections identified below. The content of each section is detailed in the following pages. It is strongly suggested that Offerors use the same numbers for the following content as are used in the RFP.

- Transmittal Letter
- Executive Summary and Proposal Overview
- Signed Authentication of the Proposal including attachments, bid submission form, etc.
- Items listed in the following table in the evaluation criteria and scope of work.

Transmittal Letter

The Transmittal Letter accompanying the RFP shall be in the form of a standard business letter and shall be signed by an individual authorized to legally bind the Offeror. It shall include:

a. A statement referencing all addenda and written questions, the answers and any clarifications to this RFP issued by the University and received by the Offeror. If no addenda have been received, a statement to that effect should be included.

b. A statement that the Offeror's proposal shall remain valid for six (6) months after the closing date of the receipt of the proposals.

c. A statement that the Offeror will accept financial responsibility for all travel expenses incurred for oral presentations (if required).

Executive Summary and Proposal Overview

The Executive Summary and Proposal Overview shall condense and highlight the contents of the proposal in such a way as to provide the evaluation committee with a broad understanding of the entire proposal.

Signed Authentication of Proposal and Attachments

The Offeror will sign and return the proposal cover sheet and print or type her/his name, firm, address, telephone number and date. The person signing the offer must initial erasures or other changes. An offer signed by an agent is to be accompanied by evidence of his/her authority unless such evidence has been previously furnished to the Purchasing Agency. The signer shall further certify that the proposal is made without collusion with any other person, persons, company or parties submitting a proposal; that it is in all respects fair and in good faith without collusion or fraud, and that the signer is authorized to bind the principal Offeror. The proposer must submit all attachments duly filled in where necessary.

IV. Professional Services RFP Administrative Information

A. RFP Issuance

1. Public Notice

Public notice has been provided in accordance with 29 *Del. C*. §6981.

2. Obtaining Copies of the RFP

This RFP is available in electronic form through the State of Delaware Procurement website at www.bids.delaware.gov . Paper copies of this RFP will not be available.

3. Assistance to Vendors with a Disability

Vendors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the Designated Contact no later than ten days prior to the deadline for receipt of proposals.

4. RFP Designated Contact

All requests, questions, or other communications about this RFP shall be made in writing to the Delaware State University. Address all communications to the person listed below; communications made to other Delaware State University personnel or attempting to ask questions by phone or in person will not be allowed or recognized as valid and may disqualify the vendor. Vendors should rely only on written statements issued by the RFP designated contact.

Delaware State University, Office of Contracts and Data Administration
Room Number 301, Dr. Claiborne D. Smith Administration Building, 3rd Floor
Attention: Zafar Chaudhry, Associate Vice President

To ensure that written requests are received and answered in a timely manner, electronic mail (e-mail) correspondence is acceptable, but other forms of delivery, such as postal and courier services can also be used.

5. **Consultants and Legal Counsel**
   The Delaware State University may retain consultants or legal counsel to assist in the review and evaluation of this RFP and the vendors' responses. Bidders shall not contact the University's consultant or legal counsel on any matter related to the RFP.

6. **Contact with University Employees**
   Direct contact with Delaware State University employees other than the Delaware State University Designated Contact regarding this RFP is expressly prohibited without prior consent. Vendors directly contacting Delaware State University employees risk elimination of their proposal from further consideration. Exceptions exist only for organizations currently doing business with the Delaware State University who require contact in the normal course of doing that business.

7. **Organizations Ineligible to Bid**
   Any individual, business, organization, corporation, consortium, partnership, joint venture, or any other entity including subcontractors currently debarred or suspended is ineligible to bid. Any entity ineligible to conduct business in the State of Delaware for any reason is ineligible to respond to the RFP.

8. **Exclusions**
   The Proposal Evaluation Team reserves the right to refuse to consider any proposal from a vendor who:
   1. Has been convicted for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of the contract or subcontract:
   2. Has been convicted under State or Federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or other offense indicating a lack of business integrity or business honesty that currently and seriously affects responsibility as a State contractor:
   3. Has been convicted or has had a civil judgment entered for a violation under State or Federal antitrust statutes:
   4. Has violated contract provisions such as;
      a. Knowing failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
      b. Failure to perform or unsatisfactory performance in accordance with terms of one or more contracts;
   5. Has violated ethical standards set out in law or regulation; and
   6. Any other cause listed in regulations of the State of Delaware determined to be serious and compelling as to affect responsibility as a State contractor, including suspension or debarment by another governmental entity for a cause listed in the regulations.

B. RFP Submissions

1. **Acknowledgement of Understanding of Terms**
   By submitting a bid, each vendor shall be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms, schedules and exhibits hereto, and has fully informed itself as to all existing conditions and limitations.

2. **Proposals**
   To be considered, all proposals must be submitted in writing and respond to the items outlined in this RFP. The University reserves the right to reject any non-responsive or non-conforming proposals.

   All properly sealed and marked proposals are to be sent to the Delaware State University and received no later than the deadline. The Proposals may be delivered by Express Delivery (e.g., FedEx, UPS, etc.), US Mail, or by hand to:

   Delaware State University, Office of Contracts and Data Administration
   Room Number 301, Dr. Claiborne D. Smith Administration Building, 3rd Floor
   Attention: Zafar Chaudhry, Associate Vice President
   1200 North DuPont Highway
   Dover, DE 19901-2277

   Any proposal received after the Deadline for Receipt of Proposals date shall not be considered and shall be returned unopened. Bidder bears the risk of late delivery or delivery at wrong location of the University. The contents of any proposal shall not be disclosed as to be made available to competing entities during the negotiation process.

   Upon receipt of vendor proposals, each vendor shall be presumed to be thoroughly familiar with all specifications and requirements of this RFP. The failure or omission to examine any form, instrument or document shall in no way relieve vendors from any obligation in respect to this RFP.

3. **Proposal Modifications**
   Any changes, amendments or modifications to a proposal must be made in writing, submitted in the same manner as the original response and conspicuously labeled as a change, amendment or modification to a previously submitted proposal. Changes, amendments or modifications to proposals shall not be accepted or considered after the hour and date specified as the deadline for submission of proposals.

4. **Proposal Costs and Expenses**
   The Delaware State University will not pay any costs incurred by any Vendor associated with any aspect of responding to this solicitation, including proposal preparation, printing or delivery, attendance at vendor's conference, system demonstrations or negotiation process.

5. **Proposal Expiration Date**
   Prices quoted in the proposal shall remain fixed and binding on the bidder at least through June 30, 2020. The Delaware State University reserves the right to ask for an extension of time if needed.

6. **Late Proposals**
   Proposals received after the specified date and time will not be accepted or considered. To guard against premature opening, sealed proposals shall be submitted, plainly marked with the proposal title, vendor name, and time and date of the proposal opening. Evaluation of the proposals is expected

to begin shortly after the proposal due date. To document compliance with the deadline, the proposal will be date and time stamped upon receipt.

7. Proposal Opening

The Delaware State University will receive proposals until the date and time shown in this RFP. Proposals will be opened in the presence of Delaware State University personnel.

8. Non-Conforming Proposals

Non-conforming proposals will not be considered. Non-conforming proposals are defined as those that do not meet the requirements of this RFP. The determination of whether an RFP requirement is substantive, or a mere formality shall reside solely within the Delaware State University.

9. Concise Proposals

The Delaware State University discourages overly lengthy and costly proposals. It is the desire that proposals be prepared in a straightforward and concise manner. Unnecessarily elaborate brochures or other promotional materials beyond those sufficient to present a complete and effective proposal are not desired. The Delaware State University's interest is in the quality and responsiveness of the proposal.

10. Realistic Proposals

It is the expectation of the Delaware State University that vendors can fully satisfy the obligations of the proposal in the manner and timeframe defined within the proposal. Proposals must be realistic and must represent the best estimate of time, materials and other costs including the impact of inflation and any economic or other factors that are reasonably predictable.

The Delaware State University shall bear no responsibility or increase obligation for a vendor's failure to accurately estimate the costs or resources required to meet the obligations defined in the proposal.

11. Confidentiality of Documents

Subject to applicable law or the order of a court of competent jurisdiction to the contrary, all documents submitted as part of the vendor's proposal will be treated as confidential during the evaluation process. As such, vendor proposals will not be available for review by anyone other than the Delaware State University/Proposal Evaluation Team or its designated agents. There shall be no disclosure of any vendor's information to a competing vendor prior to award of the contract unless such disclosure is required by law or by order of a court of competent jurisdiction.

The Delaware State University wishes to create a business-friendly environment and procurement process. As such, the University respects the vendor community's desire to protect its intellectual property, trade secrets, and confidential business information (collectively referred to herein as "confidential business information"). Proposals must contain sufficient information to be evaluated. If a vendor feels that they cannot submit their proposal without including confidential business information, they must adhere to the following procedure or their proposal may be deemed unresponsive, may not be recommended for selection, and any applicable protection for the vendor's confidential business information may be lost.

In order to allow the University to assess its ability to protect a vendor's confidential business information, vendors will be permitted to designate appropriate portions of their proposal as confidential business information.

Vendor(s) may submit portions of a proposal considered to be confidential business information in a

separate, sealed envelope labeled "Confidential Business Information" and include the specific RFP number. The envelope must contain a letter from the Vendor's legal counsel describing the documents in the envelope, representing in good faith that the information in each document is not "public record" as defined by 29 Del. C. § 10002, and briefly stating the reasons that each document meets the said definitions.

Upon receipt of a proposal accompanied by such a separate, sealed envelope, the Delaware State University will open the envelope to determine whether the procedure described above has been followed. A vendor's allegation as to its confidential business information shall not be binding on the University. The University shall independently determine the validity of any vendor designation as set forth in this section. Any vendor submitting a proposal or using the procedures discussed herein expressly accepts the University's absolute right and duty to independently assess the legal and factual validity of any information designated as confidential business information. Accordingly, Vendor(s) assume the risk that confidential business information included within a proposal may enter the public domain.

13. Price Not Confidential

Vendors shall be advised that as a publically bid contract, no Vendor shall retain the right to declare their pricing confidential.

13. Multi-Vendor Solutions (Joint Ventures)

Multi-vendor solutions (joint ventures) will be allowed only if one of the venture partners is designated as the "**prime contractor**". The "**prime contractor**" must be the joint venture's contact point for the Delaware State University and be responsible for the joint venture's performance under the contract, including all project management, legal and financial responsibility for the implementation of all vendor systems. If a joint venture is proposed, a copy of the joint venture agreement clearly describing the responsibilities of the partners must be submitted with the proposal. Services specified in the proposal shall not be subcontracted without prior written approval by the Delaware State University, and approval of a request to subcontract shall not in any way relieve Vendor of responsibility for the professional and technical accuracy and adequacy of the work. Further, vendor shall be and remain liable for all damages to the Delaware State University caused by negligent performance or non-performance of work by its subcontractor or its sub-subcontractor.

Multi-vendor proposals must be a consolidated response with all cost included in the cost summary. Where necessary, RFP response pages are to be duplicated for each vendor.

a. Primary Vendor

The Delaware State University expects to negotiate and contract with only one "prime vendor". The Delaware State University will not accept any proposals that reflect an equal teaming arrangement or from vendors who are co-bidding on this RFP. The prime vendor will be responsible for the management of all subcontractors.

Any contract that may result from this RFP shall specify that the prime vendor is solely responsible for fulfillment of any contract with the University as a result of this procurement. The University will make contract payments only to the awarded vendor. Payments to any-subcontractors are the sole responsibility of the prime vendor (awarded vendor).

b. Sub-contracting

The vendor selected shall be solely responsible for contractual performance and management of

all subcontract relationships. This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and major subcontractors must be identified by name. **The prime vendor shall be wholly responsible for the entire contract performance whether subcontractors are used.** Any sub-contractors must be approved by Delaware State University.

c. Multiple Proposals

A primary vendor may not participate in more than one proposal in any form. Sub- contracting vendors may participate in multiple joint venture proposals.

14. Sub-Contracting

The vendor selected shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however, vendors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and subcontractors must be identified by name. Any sub-contractors must be approved by Delaware State University.

15. Discrepancies and Omissions

Vendor is fully responsible for the completeness and accuracy of their proposal, and for examining this RFP and all addenda. Failure to do so will be at the sole risk of vendor. Should vendor find discrepancies, omissions, unclear or ambiguous intent or meaning, or should any questions arise concerning this RFP, vendor shall notify the Delaware State University's Designated Contact, in writing, of such findings at least ten (10) days before the proposal opening. This will allow issuance of any necessary addenda. It will also help prevent the opening of a defective proposal and exposure of vendor's proposal upon which award could not be made. All unresolved issues should be addressed in the proposal.

Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the Designated Contact, in writing, at least ten (10) calendar days prior to the time set for opening of the proposals.

a. RFP Question and Answer Process

The Delaware State University will allow written requests for clarification of the RFP. All questions shall be received no later than due date and time. All questions will be consolidated into a single set of responses and posted on the State's website at www.bids.delaware.gov. Vendor names will be removed from questions in the responses released. Questions should be submitted in the following format. Deviations from this format will not be accepted.

- Section number
- Paragraph number
- Page number

- Text of passage being questioned

Questions not submitted electronically shall be accompanied by a memory stick and questions shall be formatted in Microsoft Word. Memory stick containing questions must be received prior to the deadline by the University designated contact person.

16. University's Right to Reject Proposals

The Delaware State University reserves the right to accept or reject any or all proposals or any part of any proposal, to waive defects, technicalities or any specifications (whether they be in the Delaware State University's specifications or vendor's response), to sit and act as sole judge of the merit and qualifications of each product offered, or to solicit new proposals on the same project or on a modified project which may include portions of the originally proposed project as the Delaware State University may deem necessary in the best interest of the University.

17. University's Right to Cancel Solicitation

The Delaware State University reserves the right to cancel this solicitation at any time during the procurement process, for any reason or for no reason. The Delaware State University makes no commitments expressed or implied, that this process will result in a business transaction with any vendor.

This RFP does not constitute an offer by the Delaware State University. Vendor's participation in this process may result in the Delaware State University selecting your organization to engage in further discussions and negotiations toward execution of a contract. The commencement of such negotiations does not, however, signify a commitment by the Delaware State University to execute a contract nor to continue negotiations. The Delaware State University may terminate negotiations at any time and for any reason, or for no reason.

18. University's Right to Award Multiple Source Contracting

Pursuant to 29 *Del. C*. § 6986, the Delaware State University may award a contract for a professional service to two or more vendors if the University makes a determination that such an award is in the best interest of the University.

19. Potential Contract Overlap

Vendors shall be advised that the University, at its sole discretion, shall retain the right to solicit for goods and/or services as required by its departments and as it serves the best interest of the University. As needs are identified, there may exist instances where contract deliverables, and/or goods or services to be solicited and subsequently awarded, overlap previous awards. The University reserves the right to reject any or all bids in whole or in part, to make partial awards, to award to multiple vendors during the same period, to award by types, on a zone-by-zone basis or on an item-by-item or lump sum basis item by item, or lump sum total, whichever may be most advantageous to the Delaware State University.

20. Notification of Withdrawal of Proposal

Vendor may modify or withdraw its proposal by written request, provided that both proposal and request is received by the Delaware State University prior to the proposal due date. Proposals may be re-submitted in accordance with the proposal due date in order to be considered further.

Proposals become the property of the Delaware State University at the proposal submission deadline. All proposals received are considered firm offers at that time.

21. Revisions to the RFP

If it becomes necessary to revise any part of the RFP, an addendum will be posted on the State of Delaware's website at www.bids.delaware.gov . The Delaware State University is not bound by any statement related to this RFP made by any Delaware State University employee, contractor or its agents.

22. Exceptions to the RFP

Any exceptions to the RFP, or the Delaware State University's terms and conditions, must be recorded on Attachment 2. Acceptance of exceptions is within the sole discretion of the evaluation committee.

23. Business References

Provide at least three (3) business references consisting of current or previous customers of similar scope and value using Attachment 4. Include business name, mailing address, contact name and phone number, number of years doing business with, and type of work performed. Personal references cannot be considered.

24. Award of Contract

The final award of a contract is subject to approval by the Delaware State University. The Delaware State University has the sole right to select the successful vendor(s) for award, to reject any proposal as unsatisfactory or non-responsive, to award a contract to other than the lowest priced proposal, to award multiple contracts, or not to award a contract, as a result of this RFP.

Notice in writing to a vendor of the acceptance of its proposal by the Delaware State University and the subsequent full execution of a written contract will constitute a contract, and no vendor will acquire any legal or equitable rights or privileges until the occurrence of both such events.

a. RFP Award Notifications

After reviews of the evaluation committee report and its recommendation, and once the contract terms and conditions have been finalized, the Delaware State University will award the contract. The contract shall be awarded to the vendor whose proposal is most advantageous, taking into consideration the evaluation factors set forth in the RFP.

It should be explicitly noted that the Delaware State University is not obligated to award the contract to the vendor who submits the lowest bid or the vendor who receives the highest total point score, rather the contract will be awarded to the vendor whose proposal is the most advantageous to the Delaware State University. The award is subject to the appropriate Delaware State University approvals.

After a final selection is made, the winning vendor will be invited to negotiate a contract with the Delaware State University; remaining vendors will be notified in writing of their selection status.

25. Cooperatives

Vendors, who have been awarded similar contracts through a competitive bidding process with a cooperative, are welcome to submit the cooperative pricing for this solicitation.

V. RFP Evaluation Process

An evaluation team composed of representatives of the Delaware State University will evaluate proposals on a variety of quantitative criteria. Neither the lowest price nor highest scoring proposal will necessarily be selected.

The Delaware State University reserves full discretion to determine the competence and responsibility, professionally and/or financially, of vendors. Vendors are to provide in timely manner any and all information that the Delaware State University may deem necessary to make a decision.

1. **Proposal Evaluation Team**
   The Proposal Evaluation Team shall be comprised of representatives of the Delaware State University. The Team shall determine which vendors meet the minimum requirements pursuant to selection criteria of the RFP and procedures established in 29 *Del. C*. §§ 6981 and 6982. The Team may negotiate with one or more vendors during the same period and may, at its discretion, terminate negotiations with any or all vendors. The Team shall make a recommendation regarding the award to the President who shall have final authority, subject to the provisions of this RFP and 29 *Del. C.* § 6982, to award a contract to the successful vendor in the best interests of the Delaware State University.

2. **Proposal Selection Criteria**
   The Proposal Evaluation Team shall assign up to the maximum number of points for each Evaluation Item to each of the proposing vendor's proposals. All assignments of points shall be at the sole discretion of the Proposal Evaluation Team.

   Proposals will be evaluated in accordance with information provided by the Respondent in RFP and the criteria below. The University reserves the right to evaluate additional criteria it deems appropriate, whether such factors have been stated in this section.

Scorecard Category (Category Weight)	Sub-Category components
Stability & Experience: (10%)	Financial Stability
	References
	State-wide deployment capacity
	Experience
Functionality: (35%)	Proposal response
	Demonstration
Technology: (15%)	Shared Services capacity
	Workflow
	Reporting capacity
	Security
	Integrations
	Technical Requirements
Implementation Services Approach (20%)	
Customer Service: (10%)	Training, Documentation
	Technical Support Services
	Customer Support Services
Cost: (10%)	Proposed 3-5year Solution Cost

Note:

For any contract involving temporary employee placement or the hiring of contractors that could be considered employees of the University (i.e. provided workspace on University property and under direct supervision of University employee). Under such circumstances, the contractor must submit a separately identified Affordable Care Act (ACA) fee in the vendor's proposal response on the bid/ pricing sheet even though it is not separately asked on the bid/ pricing form.

1. The vendor must clearly identify how the ACA Safe Harbor fee is charged (i.e. by frequency, including by invoice, by hour, by employee, etc.)
2. The ACA Safe Harbor fee will remain a component of the of the scoring part for bid/ pricing component.

The University reserves the right to apply the above criteria in any manner that it deems necessary, and to evaluate each firm separately or comparatively, using these criteria as it sees fit. The University also reserves the right to seek clarification for prospective firms on any issue in the proposal, invite specific firms for site visits or oral presentations, or take any other action it feels necessary to evaluate properly the proposals and construct a solution in the University's best interest.

The proposals shall contain the essential information on which the award decision shall be made. The information required to be submitted in response to this RFP has been determined by the Delaware State University to be essential for use by the Team in the bid evaluation and award process. Therefore, all instructions contained in this RFP shall be met in order to qualify as a responsive and responsible contractor and participate in the Proposal Evaluation Team's consideration for award. Proposals which do not meet or comply with the instructions of this RFP may be considered non-conforming and deemed non-responsive and subject to disqualification at the sole discretion of the Team.

The Team reserves the right to:

- Select for contract or for negotiations a proposal other than that with lowest costs.
- Reject any and all proposals or portions of proposals received in response to this RFP or to make no award or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all vendors during the contract review and negotiation.
- Negotiate any aspect of the proposal with any vendor and negotiate with more than one vendor at the same time.

Vendors are encouraged to review the evaluation requirements and to provide a response that addresses each of the items. Evaluators will not be able to make assumptions about a vendor's capabilities so the responding vendor should be detailed in their proposal responses.

3. Proposal Clarification

The Evaluation Team may contact any vendor in order to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Proposals may not be modified as a result of any such clarification request.

4. References

The Evaluation Team may contact any customer of the vendor, whether or not included in the vendor's reference list, and use such information in the evaluation process. Additionally, the Delaware State University may choose to visit existing installations of comparable systems, which may or may not include vendor personnel. If the vendor

is involved in such site visits, the Delaware State University will pay travel costs only for Delaware State University personnel for these visits.

5. Oral Presentations

After initial scoring and a determination that vendor(s) are qualified to perform the required services, selected vendors may be invited to make oral presentations to the Evaluation Team. All vendor(s) selected will be given an opportunity to present to the Evaluation Team.

The selected vendors will have their presentations scored or ranked based on their ability to successfully meet the needs of the contract requirements, successfully demonstrate their product and/or service, and respond to questions about the solution capabilities.

The vendor representative(s) attending the oral presentation shall be technically qualified to respond to questions related to the proposed system and its components. All of the vendor's costs associated with participation in oral discussions and system demonstrations conducted for the Delaware State University are the vendor's responsibility.

D. Contract Terms and Conditions

1. General Information

a. The contract resulting from this RFP shall be valid for the time period prescribed in this RFP.
b. The selected vendor will be required to enter into a written agreement with the Delaware State University. The Delaware State University reserves the right to incorporate standard University contractual provisions into any contract negotiated as a result of a proposal submitted in response to this RFP. Any proposed modifications to the terms and conditions of the standard contract are subject to review and approval by the Delaware State University. Vendors will be required to sign the contract for all services and may be required to sign additional agreements.
c. The selected vendor or vendors will be expected to enter negotiations with the Delaware State University, which will result in a formal contract between parties. Procurement will be in accordance with subsequent contracted agreement. This RFP and the selected vendor's response to this RFP will be incorporated as part of any formal contract.
d. The Delaware State University's standard contract will most likely be supplemented with the vendor's software license, support/maintenance, source code escrow agreements, and any other applicable agreements. The terms and conditions of these agreements will be negotiated with the finalist during actual contract negotiations.
e. The successful vendor shall promptly execute a contract incorporating the terms of this RFP within twenty (20) days after award of the contract. No vendor is to begin any service prior to receipt of a Delaware State University purchase order signed by two authorized representatives of the University requesting service, properly processed through the Delaware State University.
f. If the vendor to whom the award is made fails to enter into the agreement as herein provided, the award will be annulled, and an award may be made to another vendor. Such vendor shall fulfill every stipulation embraced herein as if they were the party to whom the first award was made.
g. The University reserves the right to extend this contract on a month-to-month basis for a period of up to three months after the term of the full contract has been completed.

2. Collusion or Fraud

Any evidence of agreement or collusion among vendor(s) and prospective vendor(s) acting to illegally restrain freedom from competition by agreement to offer a fixed price, or otherwise, will render the offers of such vendor(s) void.

By responding, the vendor shall be deemed to have represented and warranted that its proposal is not made in connection with any competing vendor submitting a separate response to this RFP, and is in all respects fair and without collusion or fraud; that the vendor did not participate in the RFP development process and had no knowledge of the specific contents of the RFP prior to its issuance; and that no employee or official of the Delaware State University participated directly or indirectly in the vendor's proposal preparation.

Advance knowledge of information which gives any vendor advantages over any other interested vendor(s), in advance of the opening of proposals, whether in response to advertising or an employee or representative thereof, will potentially void that proposal.

3. Lobbying and Gratuities

Lobbying or providing gratuities shall be strictly prohibited. Vendors found to be lobbying, providing gratuities to, or in any way attempting to influence a Delaware State University employee or agent of the Delaware State University concerning this RFP or the award of a contract resulting from this RFP shall have their proposal immediately rejected and shall be barred from further participation in this RFP.

The selected vendor will warrant that no person or selling agency has been employed or retained to solicit or secure a contract resulting from this RFP upon agreement or understanding for a commission, or a percentage, brokerage or contingent fee. For breach or violation of this warranty, the Delaware State University shall have the right to annul any contract resulting from this RFP without liability or at its discretion deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

All contact with Delaware State University employees, contractors or agents of the Delaware State University concerning this RFP shall be conducted in strict accordance with the manner, forum and conditions set forth in this RFP.

4. Solicitation of University Employees

Until contract award, vendors shall not, directly or indirectly, solicit any employee of the Delaware State University to leave the Delaware State University's employ in order to accept employment with the vendor, its affiliates, actual or prospective contractors, or any person acting in concert with vendor, without prior written approval of the Delaware State University's contracting officer. Solicitation of Delaware State University employees by a vendor may result in rejection of the vendor's proposal.

This paragraph does not prevent the employment by a vendor of a Delaware State University employee who has initiated contact with the vendor. However, Delaware State University employees may be legally prohibited from accepting employment with the contractor or subcontractor under certain circumstances. Vendors may not knowingly employ a person who cannot legally accept employment under state or federal law. If a vendor discovers that they have done so, they must terminate that employment immediately.

5. General Contract Terms

a. Independent Contractors

The parties to the contract shall be independent contractors to one another, and nothing herein shall be deemed to cause this agreement to create an agency, partnership, joint venture or employment relationship between parties. Each party shall be responsible for compliance with all applicable workers compensation, unemployment, disability insurance, social security withholding and all other similar matters. Neither party shall be liable for any debts, accounts, obligations or other liability whatsoever of the other party or any other obligation of the other party to pay on the behalf of its employees or to withhold from any compensation paid to such employees any social benefits, workers compensation insurance premiums or any income or other similar taxes.

It may be at the Delaware State University's discretion as to the location of work for the contractual support personnel during the project period. The Delaware State University may provide working space and sufficient supplies and material to augment the Contractor's services.

b. Licenses and Permits

In performance of the contract, the vendor will be required to comply with all applicable federal, state and local laws, ordinances, codes, and regulations. The cost of permits and other relevant costs required in the performance of the contract shall be borne by the successful vendor. The vendor shall be properly licensed and authorized to transact business in the State of Delaware as provided in 30 *Del. C*. § 2502.

Prior to receiving an award, the successful vendor shall either furnish the Delaware State University with proof of State of Delaware Business Licensure or initiate the process of application where required. An application may be requested in writing to: Division of Revenue, Carvel State Building, P.O. Box 8750, 820 N. French Street, Wilmington, DE 19899 or by telephone to one of the following numbers: (302) 577-8200—Public Service, (302) 577-8205—Licensing Department.

Failure to comply with the State of Delaware licensing requirements may subject vendor to applicable fines and/or interest penalties.

c. Notice

Any notice to the Delaware State University required under the contract shall be sent by registered mail to:

Delaware State University
Attention Ms. LaKresha Moultrie - lmoultrie@desu.edu
General Counsel & Chief Enterprise Risk Officer
Dr. Claiborne D. Smith Administration Building, 3rd Floor,
1200 North DuPont Highway, Dover, DE 19901-2277

d. Indemnification

1. **General Indemnification**

   By submitting a proposal, the proposing vendor agrees that in the event it is awarded a contract, it will indemnify and otherwise hold harmless the Delaware State University, its agents and employees from any and all liability, suits, actions, or claims, together with all costs, expenses for attorney's fees, arising out of the vendor's, its agents and employees' performance work or services in connection with the contract, regardless of whether such suits, actions, claims or liabilities are based upon acts or failures to act attributable, whole or part, to

the University, its employees or agents.

2. **Proprietary Rights Indemnification**
Vendor shall warrant that all elements of its solution, including all equipment, software, documentation, services and deliverables, do not and will not infringe upon or violate any patent, copyright, trade secret or other proprietary rights of any third party. In the event of any claim, suit or action by any third party against the Delaware State University, the Delaware State University shall promptly notify the vendor in writing and vendor shall defend such claim, suit or action at vendor's expense, and vendor shall indemnify the Delaware State University against any loss, cost, damage, expense or liability arising out of such claim, suit or action (including, without limitation, litigation costs, lost employee time, and counsel fees) whether or not such claim, suit or action is successful.

e. Insurance

1. Vendor recognizes that it is operating as an independent contractor and that it is liable for any and all losses, penalties, damages, expenses, attorney's fees, judgments, and/or settlements incurred by reason of injury to or death of any and all persons, or injury to any and all property, of any nature, arising out of the vendor's negligent performance under this contract, and particularly without limiting the foregoing, caused by, resulting from, or arising out of any act of omission on the part of the vendor in their negligent performance under this contract.
2. The vendor shall maintain such insurance as will protect against claims under Worker's Compensation Act and from any other claims for damages for personal injury, including death, which may arise from operations under this contract. The vendor is an independent contractor and is not an employee of the Delaware State University.
3. During the term of this contract, the vendor must, at its own expense, obtain and keep in force and effect including all extensions, the minimum coverage limits specified below with a carrier satisfactory to the University. All contractors must carry the following coverage depending on the type of service or product being delivered.

a. Commercial General Liability - $1,000,000 per occurrence/$3,000,000 aggregate,

and

b. Medical/Professional Liability - $1,000,000 per occurrence/$3,000,000 aggregate,

or

c. Miscellaneous Errors and Omissions - $1,000,000 per occurrence/$3,000,000 aggregate,

or

d. Product Liability - $1,000,000 per occurrence/$3,000,000 aggregate,

and

e. Automotive Liability Insurance covering all automotive units used in the work with limits of not less than $100,000 each person and $300,000 each accident as to bodily injury and $25,000 as to property damage to other,

and

f. The vendor shall maintain such insurance as will protect against claims under Worker's Compensation Act and from any other claims for damages for personal injury, including death, which may arise from operations under this contract. The vendor is an independent contractor and is not an employee of the University.

All contractors must carry (a), (e), and (f), and at least one of (b), (c), or (d), depending on the type of service or product being delivered.

Before any work is done with the University, a Certificate of Insurance referencing the name and contract number stated herein, shall be filed with the University's Insurance Office that is:

Delaware State University
Attention Ms. LaKresha Moultrie - lmoultrie@desu.edu
General Counsel & Chief Enterprise Risk Officer
Dr. Claiborne D. Smith Administration Building, 3rd Floor,
1200 North DuPont Highway, Dover, DE 19901-2277

Note: The Delaware State University shall not be named as an additional insured.

Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions.

4. The vendor shall provide a Certificate of Insurance (COI) as proof that the vendor has the required insurance. The COI shall be provided prior to any work being completed by the awarded vendor(s).
5. The Delaware State University shall not be named as an additional insured.
6. Should any of the above described policies be cancelled before expiration date thereof, notice will be delivered in accordance with the policy provisions.
7. In case of a software/ information technology related work, additional insurance must be provided as listed under http://mymarketplace.delaware.gov/documents/cyber-liability.doc

f. Performance Requirements
The selected Vendor will warrant that it possesses, or has arranged through subcontractors, all capital and other equipment, labor, materials, and licenses necessary to carry out and complete the work hereunder in compliance with any and all Federal and State laws, and County and local ordinances, regulations and codes.

g. Vendor Emergency Response Point of Contact
The awarded vendor(s) shall provide the name(s), telephone, or cell phone number(s) of those

individuals who can be contacted twenty four (24) hours a day, seven (7) days a week where there is a critical need for commodities or services when the Governor of the State of Delaware declares a state of emergency under the Delaware Emergency Operations Plan or in the event of a local emergency or disaster where a state governmental entity requires the services of the vendor. Failure to provide this information could render the proposal as non-responsive.

In the event of a serious emergency, pandemic or disaster outside the control of the University, the University may negotiate, as may be authorized by law, emergency performance from the Contractor to address the immediate needs of the University, even if not contemplated under the original Contract or procurement. Payments are subject to appropriation and other payment terms.

h. Warranty

The Vendor will provide a warranty that the deliverables provided pursuant to the contract will function as designed for a period of no less than the term of initial contract. The warranty shall require the Vendor correct, at its own expense, the setup, configuration, customizations or modifications so that it functions according to the University's requirements.

i. Costs and Payment Schedules

All contract costs must be as detailed specifically in the Vendor's cost proposal. No charges other than as specified in the proposal shall be allowed without written consent of the Delaware State University. The proposal costs shall include full compensation for all taxes that the selected vendor is required to pay.

The Delaware State University will require a payment schedule based on defined and measurable milestones. Payments for services will not be made in advance of work performed. The Delaware State University may require holdback of contract monies until acceptable performance is demonstrated (as much as 25%).

j. Penalties

The Delaware State University may include in the final contract penalty provisions for non-performance, such as liquidated damages.

k. Termination of Contract

The contract resulting from this RFP may be terminated as follows by Delaware State University.

1. **Termination for Cause**: If, for any reasons, or through any cause, the Vendor fails to fulfill in timely and proper manner its obligations under this Contract, or if the Vendor violates any of the covenants, agreements, or stipulations of this Contract, the University shall thereupon have the right to terminate this contract by giving written notice to the Vendor of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, and reports or other material prepared by the Vendor under this Contract shall, at the option of the University, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents and other materials which is usable to the University.

2. **Termination for Convenience**: The University may terminate this Contract at any time by giving written notice of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, models, photographs, reports, supplies, and other

materials shall, at the option of the University, become its property and the Vendor shall be entitled to receive compensation for any satisfactory work completed on such documents and other materials, and which is usable to the University.

l. Non-discrimination

In performing the services subject to this RFP the vendor, as set forth in Title 19 Delaware Code Chapter 7 section 711, will agree that it will not discriminate against any employee or applicant with respect to compensation, terms, conditions or privileges of employment because of such individual's race, marital status, genetic information, color, age, religion, sex, sexual orientation, gender identity, or national origin. The successful vendor shall comply with all federal and state laws, regulations and policies pertaining to the prevention of discriminatory employment practice. Failure to perform under this provision constitutes a material breach of contract.

m. Covenant against Contingent Fees

The successful vendor will warrant that no person or selling agency has been employed or retained to solicit or secure this contract upon an agreement of understanding for a commission or percentage, brokerage or contingent fee excepting bona-fide employees, bona-fide established commercial or selling agencies maintained by the Vendor for the purpose of securing business. For breach or violation of this warranty the Delaware State University shall have the right to annul the contract without liability or at its discretion to deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

n. Vendor Activity

No activity is to be executed in an off shore facility, either by a subcontracted firm or a foreign office or division of the vendor. The vendor must attest to the fact that no activity will take place outside of the United States in its transmittal letter. Failure to adhere to this requirement is cause for elimination from future consideration.

o. Vendor Responsibility

The University will enter into a contract with the successful Vendor(s). The successful Vendor(s) shall be responsible for all products and services as required by this RFP whether or not the Vendor or its subcontractor provided final fulfillment of the order. Subcontractors, if any, shall be clearly identified in the Vendor's proposal by completing Attachment 5, and are subject the approval and acceptance of Delaware State University.

p. Personnel, Equipment and Services

1. The Vendor represents that it has, or will secure at its own expense, all personnel required to perform the services required under this contract.
2. All of the equipment and services required hereunder shall be provided by or performed by the Vendor or under its direct supervision, and all personnel, including subcontractors, engaged in the work shall be fully qualified and shall be authorized under State and local law to perform such services.
3. None of the equipment and/or services covered by this contract shall be subcontracted without the prior written approval of the University. Only those subcontractors identified in Attachment 5 are considered approved upon award. Changes to those subcontractor(s) listed in Attachment 5 must be approved in writing by the University.

q. Vendor Background Check Requirements

Vendor(s) selected for an award that access University property or come in contact with vulnerable populations, including children and youth, shall be required to complete background checks on

employees serving the University. Unless otherwise directed, at a minimum, this shall include a check of the following registry:
Delaware Sex Offender Central Registry at: https://sexoffender.dsp.delaware.gov/

r. Work Product

All materials and products developed under the executed contract by the vendor are the sole and exclusive property of the University. The vendor will seek written permission to use any product created under the contract.

s. Contract Documents

The RFP, the purchase order, the executed contract and any supplemental documents between the Delaware State University and the successful vendor shall constitute the contract between the Delaware State University and the vendor. In the event there is any discrepancy between any of these contract documents, the following order of documents governs so that the former prevails over the latter: contract, Delaware State University's RFP, Vendor's response to the RFP and purchase order. No other documents shall be considered. These documents will constitute the entire agreement between the Delaware State University and the vendor.

t. Applicable Law

The laws of the State of Delaware shall apply, except where Federal Law has precedence. The successful vendor consents to jurisdiction and venue in the State of Delaware.

In submitting a proposal, Vendors certify that they comply with all federal, state and local laws applicable to its activities and obligations including:

1. the laws of the State of Delaware;
2. the applicable portion of the Federal Civil Rights Act of 1964;
3. the Equal Employment Opportunity Act and the regulations issued there under by the federal government;
4. a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
5. that programs, services, and activities provided to the general public under resulting contract conform to the Americans with Disabilities Act of 1990, and the regulations issued there under by the federal government.

If any vendor fails to comply with (1) through (5) of this paragraph, the Delaware State University reserves the right to disregard the proposal, terminate the contract, or consider the vendor in default.

The selected vendor shall keep itself fully informed of and shall observe and comply with all applicable existing Federal and State laws, and County and local ordinances, regulations and codes, and those laws, ordinances, regulations, and codes adopted during its performance of the work.

u. Severability

If any term or provision of this Agreement is found by a court of competent jurisdiction to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such term or provision shall be deemed modified to the extent necessary in the court's opinion to render such term or

provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.

v. Assignment of Antitrust Claims

As consideration for the award and execution of this contract by the University, the Vendor hereby grants, conveys, sells, assigns, and transfers to the Delaware State University all of its right, title and interest in and to all known or unknown causes of action it presently has or may now or hereafter acquire under the antitrust laws of the United States and the State of Delaware, regarding the specific goods or services purchased or acquired for the University pursuant to this contract. Upon either the University's or the Vendor notice of the filing of or reasonable likelihood of filing of an action under the antitrust laws of the United States or the State of Delaware, the University and Vendor shall meet and confer about coordination of representation in such action.

w. Scope of Agreement

If the scope of any provision of the contract is determined to be too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the contract shall not thereby fail, but the scope of such provisions shall be curtailed only to the extent necessary to conform to the law.

x. Affirmation

The Vendor must affirm that within the past five (5) years the firm or any officer, controlling stockholder, partner, principal, or other person substantially involved in the contracting activities of the business is not currently suspended or debarred and is not a successor, subsidiary, or affiliate of a suspended or debarred business.

y. Audit Access to Records

The Vendor shall maintain books, records, documents, and other evidence pertaining to this Contract to the extent and in such detail as shall adequately reflect performance hereunder. The Vendor agrees to preserve and make available to the University, upon request, such records for a period of five (5) years from the date services were rendered by the Vendor. Records involving matters in litigation shall be retained for one (1) year following the termination of such litigation. The Vendor agrees to make such records available for inspection, audit, or reproduction to any official University representative in the performance of their duties under the Contract. Upon notice given to the Vendor, representatives of the University or other duly authorized State or Federal agency may inspect, monitor, and/or evaluate the cost and billing records or other material relative to this Contract. The cost of any Contract audit disallowances resulting from the examination of the Vendor's financial records will be borne by the Vendor. Reimbursement to the University for disallowances shall be drawn from the Vendor's own resources and not charged to Contract cost or cost pools indirectly charging Contract costs.

z. Other General Conditions

1. **Volumes and Quantities** – Activity volume estimates and other quantities have been reviewed for accuracy; however, they may be subject to change prior or subsequent to award of the contract.
2. **Prior Use –** The Delaware State University reserves the right to use equipment and material furnished under this proposal prior to final acceptance. Such use shall not constitute acceptance of the work or any part thereof by the Delaware State

University.

3. **Status Reporting** – The selected vendor will be required to lead and/or participate in status meetings and submit status reports covering such items as progress of work being performed, milestones attained, resources expended, problems encountered, and corrective action taken, until final system acceptance.
4. **Regulations** – All equipment, software and services must meet all applicable local, State and Federal regulations in effect on the date of the contract.
5. **Assignment –** Any resulting contract shall not be assigned except by express prior written consent from the Delaware State University.
6. **Changes** – No alterations in any terms, conditions, delivery, price, quality, or specifications of items ordered will be effective without the written consent of the Delaware State University.
7. **Billing -** The successful bidder (s) is required to bill upon completion, delivery, and installation as specified. All invoices must be identified by the approved purchase order received and be forwarded to: Invoices@desu.edu *or to Accounts Payable Department, Administration Building, 3rd Floor, Delaware State University, 1200 N. DuPont Highway, Dover, DE 19901-2277*

8. **Payment -** The University reserves the right to pay by Automated Clearing House (ACH), Purchase Card (P-Card), or check. The University will authorize and process for payment of each invoice within thirty (30) days after the date of receipt of a correct invoice. Vendors are invited to offer in their proposal value added discounts (i.e. speed to pay discounts for specific payment terms). Cash or separate discounts should be computed and incorporated as invoiced.

9. **Additional Terms and Conditions** – The Delaware State University reserves the right to add terms and conditions during the contract negotiations.

E. RFP Miscellaneous Information

1. No Press Releases or Public Disclosure

The Delaware State University reserves the right to pre-approve any news or broadcast advertising releases concerning this solicitation, the resulting contract, the work performed, or any reference to the Delaware State University with regard to any project or contract performance. Any such news or advertising releases pertaining to this solicitation or resulting contract shall require the prior express written permission of the Delaware State University.

2. Definitions of Requirements

To prevent any confusion about identifying requirements in this RFP, the following definition is offered: The words *shall*, will and/or *must* are used to designate a mandatory requirement. Vendors must respond to all mandatory requirements presented in the RFP. Failure to respond to a mandatory requirement may cause the disqualification of your proposal.

3. Production Environment Requirements

The Delaware State University requires that all hardware, system software products, and application software products included in proposals be currently in use in a production environment by at least three other customers, have been in use for at least six months, and have been generally available from the manufacturers for a period of six months. Unreleased or beta test hardware, system software, or application software will not be acceptable.

AWARD AND EXECUTION OF CONTRACT

1. **CONSIDERATION OF PROPOSALS**
   The right is reserved to waive technicalities, to reject any or all bids, or any portion thereof, to seek new proposals, to proceed to do the work otherwise, or to abandon the work, if in the judgment of the University or its agent, the best interest of the University will be promoted thereby.

2. **MATERIAL GUARANTY**
   Before any contract is awarded, the successful Vendor may be required to furnish a complete statement of the origin, composition and manufacture of any or all of the material to be used in the contract together with such samples as may be requested for the purpose of testing.

3. **AWARD OF CONTRACT**
   Within ninety (90) days from the date of opening proposals, the contract may be awarded or the proposals rejected.

4. **EXECUTION OF CONTRACT**
   The Vendor (s) to whom the award is made shall execute a formal contract within twenty (20) days after date of official notice of the award of the contract.

5. **WARRANTY**
   The successful Vendor(s) shall be required to extend any policy guarantee usually offered to the general public, FEDERAL, STATE, COUNTY, or MUNICIPAL governments, on material in this contract against defective material, workmanship, and performance.

6. **THE CONTRACT(S)**
   The contract(s) with the successful Vendor(s) will be executed with the University acting for all participating governmental entities.

7. **INFORMATION REQUIREMENT**
   The successful vendor's shall be required to advise and provide University of the gross costs associated with this contract.

VII. PRE-BID MEETING

No Pre-Bid Meeting will be held for this Request for Proposals

VII. PROPOSAL REPLY SECTION

Please fill out the attached forms fully and completely and return with your proposal in a sealed envelope.

PUBLIC PROPOSAL OPENINGS

The public proposal opening insures the citizens of Delaware that contracts are being proposed fairly on a competitive basis and comply with Delaware procurement laws. The main purpose of the proposal opening is to reveal the name(s) of the Vendor(s), not to serve as a forum for determining the apparent low Vendors.

NOTE: ONLY THE VENDOR'S NAME AND ADDRESS WILL BE READ AT THE OPENING

Response/ Bid Submission Form:

Delaware State University
RFP for Enterprise Resource Planning - ERP
Contract Number 20-03-15-07

By signing this statement, you certify the information provided is accurate and that you are authorized to sign on behalf of the responder. If the contract is awarded, vendor agrees to the terms and conditions of the State of Delaware's standard contract posted at http://mymarketplace.delaware.gov/agency-forms.shtml under Agency/Vendor Contract and under Professional Services Agreement. The Delaware State University reserves the right to deny any and all exceptions taken to the RFP requirements. It's further understood that in case of any conflict or inconsistency between the provisions of the contract documents shall be resolved by giving precedence to such documents in the following order: (a) the signed Contract/ Agreement (including any amendments or modifications thereto); (b) the RFP itself; and (c) Vendor's response to the RFP.

Vendor/ Business Name	Authorized Signature/ Date
Address	Printed Name of Authorized Signatory
City, State Zip Code	Cell Phone Numbers
Other Telephone Numbers	E-Mail Address (print clearly)
Fax Number	Additional E-Mail Address (print clearly)
Federal EI Number	Web Address

CONTRACT NO. 20-03-15-07 **Attachment 1**
CONTRACT TITLE: Enterprise Resource Planning - ERP

NON-COLLUSION STATEMENT

This is to certify that the undersigned Vendor has neither directly nor indirectly, entered into any agreement, participated in any collusion or otherwise taken any action in restraint of free competitive bidding in connection with this proposal**, and further certifies that it is not a sub-contractor to another Vendor who also submitted a proposal as a primary Vendor in response to this solicitation** submitted this date to the Delaware State University.

Note: Signature of the authorized representative **MUST** be of an individual who legally may enter his/her organization into a formal contract with the Delaware State University. Please print everything listed below.

COMPANY NAME_____ Please circle one: Corporation, Partnership, Individual

NAME OF AUTHORIZED REPRESENTATIVE_____ TITLE_____

SIGNATURE_____DATE_____

COMPANY ADDRESS_____

PHONE #_____FAX #_____EMAIL_____

FEDERAL EI #_____STATE OF DELAWARE BUSINESS LICENSE #_____

COMPANY CLASSIFICATION:_____CERTIFICATE NO._____

CERTIFICATION TYPE (S). Please circle all (Yes or No) that applies.		
Minority Business Enterprise (MBE)	Yes	No
Woman Business Enterprise (WBE	Yes	No
Disadvantaged Business Enterprise (DBA)	Yes	No
Veteran Owned Business Enterprise (VOBE)	Yes	No
Service Disabled Veteran Owned Business Enterprise (SDVOBE)	Yes	No

(Information provided through above table is for informational and statistical use only)

PURCHASE ORDER SHOULD BE SENT TO:

Company Name and Address_____

_____

Contact Name_____Phone_____Fax_____Email_____

AFFIRMATION: Within the past five years, has your firm, any affiliate, any predecessor company or entity, owner, director, officer, partner or proprietor been the subject of a Federal, State, Local government suspension or debarment? Yes _____ or No _____

If yes, please explain_____

THIS PAGE SHALL HAVE ORIGINAL SIGNATURE, BE NOTARIZED, AND RETURNED WITH YOUR PROPOSAL

SWORN TO AND SUBSCRIBED BEFORE ME this _____day of _____, 20_____

Notary Public _____ My commission expires _____

City of _____ County of _____ State of _____

Attachment 2

CONTRACT NO. 20-03-15-07
CONTRACT TITLE: **Enterprise Resource Planning - ERP**

EXCEPTIONS FORM

Proposals must include all exceptions to the specifications, terms or conditions contained in this RFP. If the vendor is submitting the proposal without exceptions, please state so below.

☐ By checking this box, the Vendor acknowledges that they take no exceptions to the specifications, terms or conditions found in this RFP.

Paragraph # and page #	Exceptions to Specifications, terms or conditions	Proposed Alternative

Note: **Vendor may use additional pages as necessary, but the format shall be the same as provided above.**

Attachment 3

CONTRACT NO. 20-03-15-07
CONTRACT TITLE: Enterprise Resource Planning - ERP

CONFIDENTIAL INFORMATION FORM

☐ By checking this box, the Vendor acknowledges that they are not providing any information they declare to be confidential or proprietary for the purpose of production under 29 Del. C. ch. 100, Delaware Freedom of Information Act.

Confidentiality and Proprietary Information

Note: Vendor may use additional pages as necessary, but the format shall be the same as provided above.

Attachment 4

CONTRACT NO. 20-03-15-07
CONTRACT TITLE: **Enterprise Resource Planning - ERP**

BUSINESS REFERENCES

List a minimum of three business references, including the following information:

- Business Name and Mailing address
- Contact Name and phone number
- Number of years doing business with
- Type of work performed

Please do not list any Personal References or University Employees as a business reference. If you have held a University contract within the last 5 years, please provide a separate list of the contract(s).

1.

Contact Name & Title:	
Business Name:	
Address:	
Email:	
Phone # / Fax #:	
Current Vendor (YES or NO):	
Years Associated & Type of Work Performed:	

2.

Contact Name & Title:	
Business Name:	
Address:	
Email:	
Phone # / Fax #:	
Current Vendor (YES or NO):	
Years Associated & Type of Work Performed:	

3.

Contact Name & Title:	
Business Name:	
Address:	
Email:	
Phone # / Fax #:	
Current Vendor (YES or NO):	
Years Associated & Type of Work Performed:	

Attachment 5

CONTRACT NO. 20-03-15-07
CONTRACT TITLE: Enterprise Resource Planning - ERP

SUBCONTRACTOR INFORMATION FORM

PART I – STATEMENT BY PROPOSING VENDOR		
1. CONTRACT NO. 20-03-15-07	2. Proposing Vendor Name:	3. Mailing Address
4. SUBCONTRACTOR		
a. NAME	4c. Company OSD Classification: Certification Number:	
b. Mailing Address:	4d. Women Business Enterprise Yes No 4e. Minority Business Enterprise Yes No 4f. Disadvantaged Business Enterprise Yes No 4g. Veteran Owned Business Enterprise Yes No 4h. Service Disabled Veteran Owned Business Enterprise Yes No	
5. DESCRIPTION OF WORK BY SUBCONTRACTOR		

6a. NAME OF PERSON SIGNING	7. BY (*Signature)*	8. DATE SIGNED
6b. TITLE OF PERSON SIGNING		
PART II – ACKNOWLEDGEMENT BY SUBCONTRACTOR		
9a. NAME OF PERSON SIGNING	10. BY (*Signature*)	11. DATE SIGNED
9b. TITLE OF PERSON SIGNING		

*** Use a separate form for each subcontractor**

Attachment 6

CONTRACT NO. 20-03-15-07
CONTRACT TITLE: Enterprise Resource Planning - ERP

BID/ PRICING SHEET

Please clearly mention here how and how much you will be charging University any fee for your services. If anything is not clearly mentioned below, your organization will not be authorized to charge any known and unknown costs to the University no matter how small the amount/ percentage will be.

				OPTIONAL EXT. PERIODS	
	FY21 Total Price in US Dollars	**FY22 Total Price in US Dollars**	**FY23 Total Price in US Dollars**	**FY24 Total Price in US Dollars**	**FY25 Total Price in US Dollars**
Annual cost for software services for three years separately, and the cost for implementation services with a breakdown of the scope of implementation services and estimates for hours for process analysis/design, configuration, training, testing and evaluation, data migration, and management support.					
Grand Total					

Note: The fiscal year is from July 01 through June 30. FY24 and 25 are optional extension.

Appendix A

CONTRACT NO. 20-03-15-07
CONTRACT TITLE: Enterprise Resource Planning - ERP

SCOPE OF WORK

Delaware State University is seeking Proposals from qualified firms to provide Enterprise Resource Planning - ERP. Following are some details of the scope of work.

Definition of Terms

Cloud computing - term used to describe a computing platform that is located somewhere other than in your office(s), is accessible via the Internet using a secure connection, and is based on a per user per month subscription fee.

Enterprise Application - The term used to describe applications -- or software -- that a business would use to assist the organization in solving enterprise problems.

Managed cloud hosting - process in which organizations share and access resources, including databases, hardware and software tools, across a remote network via multiple servers in another location.

Software as a Service (SaaS) - a software delivery method that provides access to software and its functions remotely as a Web-based service.

Purpose of Proposal

Delaware State University is seeking a "next generation" enterprise resource planning (ERP) solution to serve business operations, manage academic programs, and provide a world-class student experience. The university is seeking a total solution approach that provides a state-of-the-art integrated approach to the core administrative Student Information System, Financial System and Human Resource System.

The university is seeking an intuitive, modern user interface that provides the ease of use and browser and device agnostic access that the university would expect from a major commercial website (e.g., Google or Amazon). The desired solution will have reporting and analytics leading to informed decision-making throughout the university.

The purpose of this Request for Proposal (RFP) is to invite qualified vendors to submit proposals for the solution(s) described above. While creative future-looking proposals are encouraged, the new system must provide the tools needed to be responsive to increasing demands for accountability by accreditation, funding agencies and regulatory compliance.

Administrative Systems (ERP) Strategic Approach

The strategy focuses on economies of scale; identifying consolidations, where effective, and over a planned and orchestrated timeline moving the institution to a shared technology environment and standardizing against a common set of business processes to gain the greatest increase in efficiency and effectiveness while improving student and employee experiences.

A fundamental requirement of any solution will be ease of use for students, faculty and staff - the solution needs to be available anytime, from any device, using an intuitive interface. Additionally, it's essential that solutions enable well-aligned processes to streamline administrative efforts, freeing up faculty and staff to focus on activities that promote student success.

It is essential that responders have a complete, fully-functional solution to support financial management, human capital management and payroll, and the full complement of student information systems and services.

In addition, the university will only consider solutions that can be delivered off-premise and preferably in a cloud environment.

Functional and Technical Requirements

Provision of a Comprehensive ERP Solution

The functionality requirements identify the key functionality that the university is looking for in their ERP administrative application.

- It is understood that no solution will provide all the described functionality. The university is looking for the solution (or combination of solutions) that best meets the most requirements for the broadest range of stakeholders.
- The functionality described is a summary of the most significant requirements for each functional process area identified. It is expected that a robust, comprehensive solution will also provide the standard functionality that is expected of any leading solution.

Explain how the proposed application/solution can support the processes/functional areas listed below. (If the application/solution has not yet been released, please define **when** it will be commercially available for production use). If any of the following requirements are not provided in the company's solution, the proposal **is required** to include most or all of those gap module functionalities by subcontract with third-party partner vendors; please describe that subcontract partnership, the partner organization, and how the solutions will be integrated.

- Student Information System (including admissions, advising, course catalog, class schedule, student records, enrollment, student planning, grading/transcripts, student services and bursar)
- Financial Aid
- Financial Management (including budgeting, general accounting, procurement, grants, gifts, endowment management, accounts payable, accounts receivable, and cash management)
- Human Resources Management (including recruiting, employee records, position and workforce management, and benefits administration) Human Capital Management (including recruiting, employee records, position and workforce management, benefits administration, succession planning, performance & learning management, salary administration and modeling, and staff and faculty onboarding) time and effort reporting.
- Payroll
- Reporting

Your proposed solution is **required** to be a fully integrated comprehensive system that addresses most or all of these process areas.

General System Questions

a. Please identify the current and/or planned features that distinguish the proposed solution from its competitors.
b. Provide a list of all higher education institutions in the United States that have purchased and/or deployed the proposed solution in the last three years. (This is not the same as references).
c. Provide customer satisfaction ratings from higher education clients, and appropriate data for the last 5 years.
d. What other shared services models has the proposed solution been employed at over the past 5 years?

e. What is the on-time delivery percentage for all solutions on your product roadmap for the last 5 years?
f. Describe how the proposed solution will be able to conform to Federal, State, State Fiscal Board and State Board of Trustees regulations and policies.

Self-Service Functionality Questions

a. Describe the self-service experience for students throughout their lifecycles with the institution.
b. Describe the self-service experience for employees throughout their lifecycles with the institution.
c. For every application/solution listed above, describe in detail the functionality available via mobile devices, and whether such applications were natively designed for mobile devices, or are web applications retrofitted for mobile use. List which mobile device platforms (e.g., iPad, iPhone, Android, etc.) and versions are currently supported.

Student Information Systems Scenarios and Questions

A combined student information system will need to support the member institutions and create a seamless user experience for students, faculty and staff who cross organizations. For example, students may take courses at their primary institution as well as at other colleges. To provide the best student experience, the ideal solution will enable students to see and engage in opportunities across the Colleges while ensuring that all activities are appropriately transferred and recognized in each institution's record of student information.

Vendors are asked to respond describing the functionality in their ERP, or if proposing another solution, itemize that in the cost section in Attachment A. If not provided by the vendor, what third-party software is the preferred provider of this functionality, and itemize the additional cost, in Attachment A. For any solution proposed outside the ERP, please describe in detail the available integrations.

Recruiting/Admissions Scenarios and Questions

Recruiting through admittance

Students are recruited through a variety of in-house and third-party departments and agencies. Start of term and length of course dates vary by program and course, including mid-term courses that start and stop, one week and multiple week courses in addition to the traditional term starts/stops. There is a need for multiple types of admissions applications providing the ability to delineate the types of students being admitted - degree seeking, non-degree seeking, high school dual-enrollment, co-admission with the University, etc. These applications must be processed in an efficient manner that also supports proactive follow up by the colleges.

a. Describe how the proposed solution illustrates the student's entire lifecycle with the college. For example, a current student may also be an applicant for another program and may have received a degree previously, so they are also an alumnus.
b. Describe how the proposed solution would support recruiting through program admission. Include how the proposed solution would support the customer relationship and communication flow, both internally and externally.
c. Detail how the proposed solution will support the application process and adapt to the dynamic environment of multiple student types and program requirements.

d. Please detail how test scores (such as ACT, SAT, AP, IB, AccuPlacer, GED, GRE, MAT, GMAT, TOEFL scores, etc.) are imported.
e. Describe how recruiters can send messages (emails and texts) and direct mail pieces to potential students including how communication tracks can be established and managed moving forward until the applicant is an enrolled student. Also include, how student communications are logged in the proposed solution. Is HTML required to send messages?
f. Describe how documents (such as application, transcripts, letters of recommendation, professional credentialing, etc.) can be uploaded and integrated into the workflow.
g. Describe how the proposed solution can import transfer transcripts for availability of degree progress early in the admissions process.
h. Describe how the proposed solution supports selective criteria for closed and competitive program admission.
i. Describe how the proposed solution supports multiple admissions applications for the same person who may be both a current student and a current applicant.
j. Explain the various ways that students can receive their admissions acceptance letters.
k. Does the proposed solution provide an applicant portal? If yes, please detail the functionality available in that portal and how student access can be configured and maintained.
l. Explain the process in the proposed solution for students to complete their applications. Is access to the portal required? How are credentials communicated to the student, and how password changes and resets are handled? Explain the proposed solution's process for identifying, preventing, merging, and purging duplicate records.

Travel Management for Recruiters

Recruiting staff conduct numerous types of in-person visits (including high school fairs, guidance counselor events, and school visits) throughout the recruiting cycle. There may also be events that take place virtually – through webinars or other online events. When planning for onsite visits, the recruiters may need to first lay out a travel plan based on a certain geographic area. They will need to submit a plan to their manager, secure a reservation for a campus vehicle. During these visits, the recruiting staff may speak to students, parents, faculty, and guidance counselors and will need a reliable, easily accessible, mobile solution. As a result of these interactions, the recruiters must be able to record contact information, make notes about the volume and quality of the students they interacted with, value of the visit and costs associated with it in the system.

a. Detail how the proposed solution will support these activities. Please be specific and describe how the interconnectivity of the system will assist staff in the planning, execution and follow up of these types of events in an efficient manner that requires minimal data entry.
b. The staff member's manager will also need to be informed about the costs incurred and approve the expenses for further processing by Finance. Many times, these expenses will have to be entered electronically from various locations as the staff are on the road. How will the proposed solution support the recruiting staff related to travel activities?
c. For virtual events, recruiters will need to be able to send invitations in conjunction with a third-party webinar provider, receive confirmations and then follow up with students who do not attend. The recruiters would also like to advertise these events on the various social media channels that the

institutions work with such as Facebook, LinkedIn, Twitter, Snapchat, etc. Please detail how the proposed solution would support the recruiters in these types of endeavors.

d. It is also imperative for the administrators to be able to review the effectiveness of the various marketing channels that are employed by the institutions (e.g., Google marketing campaign for a specific program or a Facebook campaign) while also reviewing the costs of these campaigns (i.e., ROI per admitted student). Please detail the various reporting capabilities of the proposed solution that will assist the Enrollment Services staff.

e. Detail how communication tracks can be set up and managed to notify students about missing documents. What types of communications can students receive through the proposed solution (e.g., email, paper letter, text message, etc.)? Can these communications be automated based on dates or prompted by another action?

f. Detail the proposed solution's ability to help illustrate the effectiveness and amount of different types of communications that have been sent to the students (Email campaigns, direct mail, phone calls, texts, etc.)? How can the proposed solution support administrators in analyzing the effectiveness of these different communications?

Admission through first class attendance.

After a student has been admitted into an academic program, which may be comprised of a major and a minor or specialization, there is a program (and course) planning process, initial advisement for the student, course registration, financial aid awarding, tuition and fee assessments, potentially visa application and awarding and required payments. For transfer students, their academic transcripts must also be received, logged and reviewed for academic credit including the review of transfer equivalencies.

a. Please describe how the proposed solution would support both the student and the university throughout this process.

b. Considering the interaction between the functional departments and how information flows across functional areas (placement/proficiency tests, registrar, advising/counseling, financial aid, student accounts, international student services, public safety/parking decals, etc.). The student will need the capability to make payments through a PCI compliant e-commerce tool that will post to their student account in real-time. Detail how the proposed solution provides students and their families/third-party to make those payments, via which methods and how receipts are then provided to the student and payer.

c. The student will also need to meet with an advisor and begin to comprise their educational plan for their academic program, but would like the opportunity to review different options for their academic program before they register. Please describe the process that the student will experience.

d. During their initial onboarding process, the student will need to provide immunization records to the Health & Wellness Office, please explain how the student can submit those records. Would the information from those documents populate fields in the proposed solution or would the data elements need to be manually keyed into the system? Describe the experience of the students and staff throughout the process and detail how online and self-service functionality are supported.

e. Both credit and non-credit students will need access to resources and the LMS. Does the proposed solution have the capability to accommodate this scenario? If yes, please detail how this type of scenario is accommodated.

f. For the previous scenario, what, if anything, would change if the student was an international student? How does the proposed solution support the various reporting requirements for international students?

Admissions event scheduling and correspondence

Please describe in detail the ability of students and their family members to schedule appointments and respond to event invitations in the system. For example, a student receives an email inviting them to a third-party hosted webinar that sparks their interest. After attending that webinar, the student decides to visit campus.

a. After attending both events, describe how the recruiting staff could send a correspondence thanking the student for attending and inviting them to complete the admissions application with an application fee waiver code. Correspondence would need to include the waiver code as well as the name and contact information of the assigned recruiter.
b. Describe the third-party webinar vendors which the proposed solution integrates with and how the proposed solution will be able to assist the recruiting staff with tracking the student's attendance at the various events. Are staff able to add comments to the student's record?
c. If a student was invited to an event and did not attend, indicate how the administrators would be notified of that and how they would be able to follow-up.
d. Describe how the proposed solution supports new student orientation.
e. Describe the support for event management contained within the proposed system for items such as admissions event scheduling, sending event information to facilities to facilitate setup needs, billing for event space and/or services, and ensuring student services activities are included in the calendar system.

Registration and Student Academic Records Scenarios and Questions

Student Credentials, ID Cards and Emergency Notifications

As part of their lifetime at the institution, the student will need to have their user name and password created and distributed to them. Detail how the credentials are created including what options the university has (Active Directory, LDAP, etc.) to create them.

a. Students may have a student ID card that provides identification. Please detail how the proposed solution interacts with third-party campus card vendors. Does the proposed solution support ID card swipe to automatically identify students and access their files when providing student services? If yes, please describe the necessary integration with the ID card system and if there are any preferred third-party systems with which the system integrates. One day an incident occurs on campus and students must be notified of the emergency. The Director of Public Safety must be able to compile a list of all current students with photos. Please detail how the proposed solution would support the Director's efforts to get a campus wide notification out to the students and ensure that the entire campus community is notified of the emergency. Public Safety staff then finds an unresponsive person on campus, how does the proposed solution support their effort to identify this person as a college student, employee, vendor or outsider?

First class attendance through end of term/course

The university needs to track attendance (for varying lengths of time) for both federal regulatory compliance

and institutional requirements. The colleges award grades for each course, which are entered by faculty into the ERP and LMS.

a. Please describe how the proposed solution would support and manage these academic operations throughout an academic term and/or course.
b. Please detail LMS systems that will integrate with the proposed solution. Describe possible integration capabilities and real-time, two-way linkages for registration, attendance and grading systems with the various LMS providers. Is manual grade entry an option if an LMS is not used?
c. Detail how flexibility of course grades (character and numeric) and attendance rules could be supported within the system.
d. Describe how information is communicated to students and staff.

Continuing registration and progress monitoring.

Students maintain and monitor academic progress toward their academic goals in many ways, and these processes are likely to evolve and change as new higher education approaches develop, such as competency-based programs, prior learning assessments, alternative credentials (institutional honors and departmental/major honors, badges, certificates, etc.), and new curriculum structures (such as meta-majors). The colleges need a solution that can support the colleges' current needs and adapt for the future.

a. Please describe how the proposed solution enables current students to build and maintain an academic plan (e.g., registration, degree audit, etc.) and monitor their progress toward their academic goals.
b. How does the proposed solution enable students to change their academic plans? Detail how the proposed solution accommodates the substitution or waiver of a course within a student's academic program. If a change is made, how does that change get reflected throughout the student's entire plan?
c. Explain the proposed solution's ability to issue early alert warnings to faculty and staff based on pre-defined criteria.
d. Describe the tools within the proposed solution to support faculty and staff in proactively following students' progress and provide assistance when deemed necessary. Describe what the student sees and what the advisor sees.
e. Please detail how within the proposed solution, a student's relationship with their academic advisor is established, enhanced and maintained.
f. Describe how the proposed solution tracks and maintains the last date of attendance for financial aid students.
g. How does the proposed solution assist administrators in identifying the students who are eligible for graduation based on their completion of program requirements? Does the proposed solution enable students to complete a web form indicating their intent to graduate?
h. Detail the functionality available in the proposed solution for various types of holds that can be put onto a student's record, for example, a registration hold for non-payment or a pre-requisite hold for a specific course registration. Can the proposed solution batch "holds" to be put onto students' records and batch remove them? If yes, please detail this process.
i. Do institutions have the ability to explicitly detail what a particular hold means on a student's account and how to resolve it? If yes, please detail any limitations on this process.

j. How does the proposed solution indicate that a student is a US Military Veteran? What types of functionality does the proposed solution provide to administrators surrounding the identification and processing of Veterans benefits?

k. Explain the reporting tools and types of reports that can be generated around course information and status, including capacity, attendance, faculty load, and program cost.

l. How does the proposed solution notify students of their position on the waitlist? And notify students that they have been moved from the waitlist to a section of the course?

m. Does the proposed solution support real time and batch registration? If so, please detail these processes.

n. Describe how the student academic planning information can be used to drive the strategic academic planning process/strategic enrollment management and academic planning processes for the institution (demand for courses/projections, scheduling of courses future space needs).

o. Detail how the proposed solution supports student persistence and completion? Please consider these actions from a student lifecycle/student experience perspective (i.e., how do students interact with the system and how do the various system components integrate to support continuous data/information flow to support the student throughout his or her academic pursuit?)

p. Detail how the proposed solution would support ticklers/reminders to students regarding payment due, or class start times, including items such as "7 days to pay, 3 days to pay, class has been dropped, it's time to re-register, reminder, class starts tomorrow," etc.

Program and curriculum development/maintenance

Each college will continue to develop their own academic program offerings, majors, minors, course delivery methods, etc.

a. Please describe how the proposed solution supports the program and course development process from initial proposal, through the approval/recommended changes process, to course adoption. Specifically address how a course, once approved, gets created in the system - including course description, required pre-requisites or co-requisites, and any other course requirements.

b. Detail how the proposed solution handles a course or program that is sun-setted.

c. Detail how the solution handles the potential for cross-listing sections, scheduling the course (including requests for classrooms with specific attributes and available seat counts), course block registration, wait listing, and notifying potential students and registered students about required textbooks and course materials.

a.

Financial Aid Scenarios and Questions

The System seeks a centralized Financial Aid packaging and verification solution to enable shared services. Please respond below with this model in mind.

Financial aid management

Please detail how ISIR data is loaded into the proposed solution, how corrections are made, and how response files get processed. How are errors communicated and notifications managed? How are corrections managed?

Explain how the proposed solution supports efficient automation, processing and verification of documents that are requested from students. Describe any third-party solutions that are available or required.

Describe the options available to students for submitting requested documents (including any self-service/portal options).

Detail how a student's financial aid package can be calculated in the system and how that information is provided/displayed to the student.

Describe the process that must be undertaken to submit student records to the Common Origination and Disbursement (COD) system for Pell Grant and Direct Loan awards, and how is that process performed (please include both the origination of those awards and the disbursement record transmissions)?

Detail how a financial aid award (or batch of awards, if possible) can be deemed "ready to disburse". Is the proposed solution capable of performing verification checks (based on pre-defined criteria) prior to awarding and disbursing financial aid to ensure accuracy and eligibility?

Describe how the proposed solution determines which academic programs are eligible for Title IV aid, how the appropriate courses are counted towards eligibility, and how the system treats repeated courses during the awarding and disbursement process?

Describe how the proposed solution manages award eligibility for students enrolled in multiple, overlapping terms? How does it assure annual award maximums are monitored and capped? Describe the reporting available to support this.

Describe how the proposed solutions handles the various federal, state and local programs available at the colleges, such as:

- Scholarships
- ASAP grant
- Night grants
- Veterans Programs

How does the proposed solution differentiate between institutional/foundation aid, and scholarships for awarding and reporting?

Describe how alerts (or other mechanisms) in the proposed solution notify the Financial Aid Office that the Student Accounts Office received scholarships and/or other third-party payments? How are outside scholarship incorporated into the student's 1098T?

Define how the university can report data regarding employees who are also recipients of Financial Aid?

Describe how the university will obtain the necessary data to report and comply with the Gainful Employment reporting requirements (or any/all successor programs).

Describe how the proposed solution can support a shared services awarding and verification services center for the entire state, while supporting the individual colleges' Financial Aid application, disbursement, counseling and reporting functions.

Financial aid auto-packaging

Strategies employed by each institution must be translated into auto-packaging, both in batch and by individual student. Award amounts, aid types, and conditions (such as enrollment, verification, order and priority of awarding, etc.) must also be communicated.

a. Does the proposed solution provide any delivered auto-packaging tools such as Pell charts? Please explain the level of detail in which auto-packaging can be set up (e.g., by class level, by award type, by award code, by global criteria, etc.).

b. Please detail how a basic auto-packaging process can be set up to award full time students by completed number of credits for Federal Pell Grants, Supplemental Educational Opportunity Grants (award amounts of $1,000 for students with an expected family contribution (EFC) of $1,000 or less with priority given on a first come, first serve basis), Federal Direct Subsidized Stafford Loans (awarded by need and class level), and Federal Direct Unsubsidized Stafford Loans (based on class level), and scholarships with an estimated cost of attendance for a fall/spring academic year of $15,000.

c. Explain the new year set up process including when and how any federal regulatory updates are provided. Please provide the date that the 2019-2020 ISIR information could first be loaded into the system. Please also list the anticipated date for the 2020-2021 ISIR data.

Financial aid disbursements, withdrawals, and Return of Title IV calculations

Ensuring appropriate disbursements are made and using best practices to ensure financial aid and student accounts staff initiate the process correctly are critical for financial aid.

Describe the processes used to disburse financial aid to students? How does the proposed system ensure disbursements are correct? How does the system verify attendance in class prior to making disbursements? What process is in place to notify staff if the disbursements are incorrect?

Describe the various options (credit card, debit card, ACH, etc.) available in the proposed solution for disbursing financial aid. How is this related to the refund method?

Describe the process by which Federal Direct Loan Notification statements, which are required by federal regulation, produced and sent to the student?

Describe how Parent PLUS loan funds are disbursed and refunded to the appropriate party, if excess funds exist.

Detail how financial aid staff are notified about a student's official or unofficial withdrawal from the institution? Does this happen by a workflow type process?

Detail how the proposed solution supports the Return of Title IV calculation, adjusts aid, posts withdrawal disbursements or required return of funds from the student. How is this monitored and reported upon?

Describe the priority and eligibility of award dollars. How can the college apply institutional funds for other purposes (housing, child-care, etc.) to help students go to school full-time?

Students applying for financial aid must be monitored for satisfactory academic progress (SAP). Describe how the proposed system assists in monitoring SAP, and the automated rules in place to ensure the academic progress requirements are met.

Describe functionality included in the proposed to monitor federal work study caps and labor distribution?

Student Accounts

a. Detail the student billing process from annual set up of billing tables through tying courses/course sections to the appropriate charges, adding required fees, applying course material charges, and treating health insurance waivers. What skills are needed to complete the process? Is this a process that can be handled by the user office, or will IT support be required?

b. Describe the method of calculating housing and meal plan charges. If the process requires a third-party solution, detail the interface needs in order for charges to appear on the student's bill and be accessible in assessing disbursement of eligible aid. As needed, outline any costs in Attachment A (as described in section 8.5).
c. If the proposed solution comes with a PCI-compliant e-commerce component, please describe its functionality (e.g., ticket sales, gateway payments, parking tickets/decals, library fees, add funds to a campus card, etc.). Does the solution have the capability to absorb or pass along convenience fees?
d. Describe how additional charges such as parking fines, decals, library fees, specific course fees, etc. are added to the student's account in an efficient manner that ideally limits manual input of charges onto the student's account.
e. Describe the institutions' options for displaying/presenting billing statements to students (e.g., email a PDF of the bill, email a link to view bill in real time, allow students to access the bill via the portal or mobile device, mail a paper bill, etc.).
f. Describe the solutions' ability to guide the student with on-line payments to assure the payment is applied appropriately. How can the solution assure the student picks the "right term" to apply payment on a balance due, and not put themselves at risk for the term's add/drop process? The colleges need to avoid a circumstance where the overall AR is right, but the term balance shows past due.
g. Does the proposed solution enable parents or approved third parties and/or sponsors to make payments on a student's behalf? If so, please describe this process.
h. If the institutions allow students, current or former, to establish a payment plan arrangement with the college, how does the proposed solution support the creation and management of such a plan including the addition of interest on past due accounts?
i. Describe the process for removing student health insurance charges, if and when the student completes an insurance waiver. Is this waiver a form that can be added to the system's portal or self-service functionality? Would the proposed solution verify the data's accuracy before removing charges from the student's account?
j. Detail the delivered monthly reconciliation tools available in the proposed solution.
k. Potential state and federal legislation may require colleges to evaluate a student's "financial condition" – amount of loans taken, the number of years to pay it back, etc. – and help students determine if they should take an additional loan. The colleges may need to provide reporting to meet these guidelines. Describe how the proposed solution would handle this need.
l. Describe how the colleges can seamlessly apply bookstore charges for eligible aid. If this is not provided, what third-party software is the preferred provider of this functionality and if additional cost, identify the cost in Attachment A (as described in section 8.5).

Student Services

Throughout the student lifecycle, students must interact with various departments within Student Services and with departments outside of Student Services, including, but not limited to: Judicial Affairs, Advising, Counseling, Library Services, Health and Wellness, Athletics, Veterans, Public Safety, Dining Services, Facilities, club and organization management services, and student leadership. It is imperative that pertinent student information can be shared between departments while maintaining FERPA-required confidentiality and protecting non-directory information.

a. Please detail the proposed solution's ability to assist the departments within Student Services in creating a complete picture of a student while at the institution, keeping in mind that the Advancement Office and faculty advisors will also need information about that student and their family.
b. Describe the functionality found with the proposed solution that allows staff to enter, maintain and share comments related to the student. Detail where comments reside in the system, how access to those comments is maintained and if there are additional locations within the system to house Health and Wellness related comments that must be explicitly protected from unauthorized viewing.
c. Describe how the proposed solution handles student conduct and ethics functionality, recording and tracking outcomes from judicial cases and the communication workflow included.
d. Detail the various types of attributes that can be added to a student's record. For example, if a student is an athlete, a member of Phi Theta Kappa and is the child of an alum – how can those types of descriptors be added to the student's record? Detail how the attributes listed on a student's record can be shared with the Alumni and Development Offices in an efficient manner. Can academic achievements be added to a student's transcript?
e. Describe the functionality available in the proposed solution to support club and organization management (including intramurals). Functions include membership/teams tracking, fund raising and financial tracking, liability/consent form tracking, etc.
f. Describe the functionality included in the proposed solution for administrators to refer a student through a workflow process designed to alert others about potential issue with a student, including academic early alert to faculty for behavior issues, threat assessment team, and behavioral intervention team. Please list any preferred third-party partners, as appropriate. Describe how this information can be secured for only those administrators, staff and faculty with a need to know.
g. Describe functionality in the proposed solution to identify and track services for students needing academic assistance on the basis of disability.
h. Itemize delivered forms in the proposed solution that support international student tax reporting. What countries are supported?

Housing selection and room assignment

Please describe your proposed solution's ability to manage a student's online housing selection process from paying their deposit and indicating roommate preferences and necessary accommodations through room assignment as handled by Residence Life. Describe how students may apply and/or modify an application online using the proposed solution.

a. Detail how the proposed solution determines student's eligibility for housing.
b. Describe the workflow for processing student applications used in the proposed solution.
c. Describe the roommate matching process used in the proposed solution. What limits are there on roommate groups (gender, learning communities, grade point averages, athletes)?
d. Describe the questions in the proposed solution used in roommate matching? How much customization is allowed?
e. Describe how the proposed solution notifies roommates when they are "paired" together.
f. How are housing deposits managed?
g. Describe how housing billing and refunds are managed, and describe how a change of charges will appear when a student changes rooms mid-term for a different room rate?

h. How is student room waitlisting managed?
i. Describe the functionality included for handling special needs such as ADA?
j. During the student's time on campus, they will have to go through the housing selection process several times, and may incur dorm damages and/or other related fees that will be posted to their student account. They will need to check-in and check-out of their rooms at the beginning/end of the term/year. The student may need to submit a work order to the facilities department, and will be required purchase and obtain a parking permit. Detail how your proposed solution would support both the student and the various staff who would be involved throughout these processes.

Financial System Scenarios and Questions

Financial management is an area where great efficiencies can be gained by leveraging buying power and purchasing agreements as well as shared resources to streamline common financial transactions and processes (such as purchasing, invoice processing and payment, and general financial management). As the university plans for a single financial management system, the solution should enable shared resources while ensuring that each organization's financial information is maintained separately and is accessible only to appropriate individuals. The university may also decide not to combine services and may require 24 separate entities, using the same general ledger and chart of account structure. What are the implications of this given the proposed solution?

a. Describe the accounting methodologies that the proposed solution supports (e.g., accrual accounting, cash accounting, modified cash accounting, modified accrual accounting, etc.)
b. Describe the proposed solution's ability to manage reorganizations, consolidation of departments and business units, or additions to the academic units or business units. Please detail security changes, workflow changes, etc.

Financial Management Scenarios

Describe how the proposed solution will assist the independent institutions to streamline financial operations, leverage resources across the community, and support independent financial management while ensuring the financial information of each organization remains secure and accessible only to appropriate individuals. Include in the response how the proposed solution addresses the regulations inclusive of GASB and GAAP along with the reporting guidelines established by NACUBO.

Financial management

From budget managers to department heads, to entire institutions, their needs must be supported by the proposed solution for financial management. As stated earlier in this section, the university has common transactional needs, such as purchasing, accounts payable, invoice processing, and monthly and year-end reconciliations. Describe how the proposed solution will enable resource sharing while also ensuring that each department remains financially independent with their own approval process and thresholds while also including how inter-organization journals and the related balancing entries are enabled by the solution.

a. Identify the specific processes that will enable administrators to automate the systems and develop more of a paper-free system, including importing, approvals, attaching documentation, etc. throughout the Finance system.
b. Detail the financial reports and tools provided to budget managers and finance as part of the proposed solution.
c. Detail how the proposed solution supports gathering all required approvals for the various processes.

Chart of Accounts

Chart of accounts that allow for shared services, such as purchasing and accounts payable, are key considerations as the university manages the complex nature of their business operations. The departments need an account structure that can support their needs and can provide the level of detail desired.

a. Describe how the proposed solution provides institutional depth and flexibility within their chart of accounts, complies with federal and state requirements, while allowing cross-institution sharing and leveraging of resources.
b. Describe how the proposed solution supports fund-based accounting.
c. Explain the methodology behind the options and variations available to the departments in constructing their chart of accounts, including defining multiple charts (e.g., elements of costs, organizational structures, and project structures).
d. Describe how the software will accommodate the conversion from the current chart of accounts structure to a new chat of accounts structure including (if applicable) historical trend analysis
e. Detail any limitations in the construction of the chart within the proposed solution, including any limitations to the number of different charts and/or the number of charts with different structures.
f. Describe account number length, segmentations options, and limitations along with the delivered reporting, including the use of wildcards, and roll-up and drill-down capabilities.
g. Detail the various levels of reporting that will be available to the different levels of authorized users.
h. Describe how the security access across various levels of the chart are coordinated with reporting access, workflow access and the HR organizational chart controls.
i. Describe how the system manages two reporting structures of budget/operational vs. reporting for financial statements?
j. Explain how the proposed solution allows for a rapid (shortcut) entry system for long account number strings?
k. Describe effective dating (or similar concept) at both the chart of accounts structure level, as well for transactions.

Purchasing

This is a key area for collaboration and cost reduction when it comes to buying power as well as streamlining the process. A streamlined purchasing approach that enables end users to verify funds, approve requests anywhere from any device, upload/ attach supporting material (such as quotes, bids, receipts, etc.), and leverage workflow to easily process requests would be ideal.

a. Describe how the proposed solution will enable the departments to leverage their collective buying power with key vendors, enable easy online purchasing for all constituents, and ensure all financial transactions are appropriately aligned to the respective college.
b. Describe how the proposed solution can support a shared services purchasing services center for the entire state, to leverage the collective buying power and streamline the purchasing function across all the colleges.
c. Please detail how the proposed solution would assist the colleges in effectively managing the purchasing process in an online, paperless environment, including how expenditures are budgeted, requisitioned, approved and how individual departmental budgets are updated, as well as then updating the General Ledger.

d. Please detail how the individual staff member of a department can initiate this process and stay informed throughout the process in a self-service environment. Include how the proposed solution can support additional approvals, such as technology or grant purchases or approvals for budget transfer and journal entries, based on defined criteria including automated notifications for approval by those areas.
e. Describe how the system supports on-line expense entry by the staff. How will the proposed solution support the staff related to travel activities? Please list any preferred third-party partners, as appropriate, and include any costs in Attachment A.
f. Describe how the system supports the auditing function to prevent fraud or the appearance of possible fraudulent transactions.

Receiving through payment processing

Describe how the proposed solution supports the colleges with receiving, payment approval and payment processing.

a. Please indicate how the staff member can mark the receipt of their goods in the system.
b. Identify how the proposed solution provides the ability to define and maintain matching tolerance limits, thresholds and other matching criteria by vendor, commodity code and transaction dollar value, keeping in mind each college may have varying rules.
c. Describe how required documents like W-9 and Certificates of Insurance are verified and included in the system so that payment is only initiated after receipt of required documents.
d. Describe the payment process including how invoices are identified for payment, automatically and manually, the ability to cancel or void/reverse a vendor payment and the impact on the related vendor payment history, and the options for multiple payments. Identify the types of payment methods supported by the proposed solution (check, direct deposit, electronic funds transfer, etc.)

Purchasing cards

PCards are a mechanism for purchasing goods and services today. However, the reconciliation and tracking of available funds becomes somewhat challenging with purchasing cards.

a. Describe how the proposed solution will support purchasing card transactions while allowing the organizations to remain current on the committed funds of any authorized card user.
b. Detail the business process to integrate the PCard with the proposed solution, including the ability to import transaction data from the bank.
c. Please describe how purchases made flow through the system to payment.
d. Does the system provide the capability to upload supporting documents? If so, please describe this process. Detail how users will be notified of errors
e. Describe how transactions are posted to the General Ledger. Indicate what level of purchase detail users will be able to see directly in the General Ledger in the proposed solution.
f. Describe the options to have a pre-authorization process prior to P-Card use for purchases.
g. Please also detail the proposed solution's reconciliation tools that would assist the Finance Office staff to efficiently work through the process of P-card reconciliation.

Vendor Management

To efficiently manage the number of vendor relationships throughout the university, it is imperative that there be one central repository of vendors. This repository must include strict data standards surrounding how a vendor record gets created, updated, maintained, and ended, when appropriate. This repository should also have the functionality to add various attributes to the vendor record, such as identifying vendors who pose conflicts of interest with the university, are on a federal or state government or other list that precludes the university from entering into a business relationship with them, and/or are only approved to conduct business in a certain geographical area.

a. Detail how the proposed solution will assist the university in managing one central vendor file throughout the institutions.
b. Include the solution's ability to check for duplicate entries and the ability to merge records, when appropriate.
c. Provide a detailed structure of a vendor record, illustrating all system-delivered fields and attributes/classifications available as well as any customer-configurable fields and attributes/classifications.
d. Describe any limitations on the number of attributes a vendor can have.
e. Detail how the solution may be setup to automate payment terms, discount options, withholding rules and other criteria used to process payments.
f. Detail the proposed solution's ability to assist the university in analyzing the effectiveness/utilization of a vendor for a specific period.
g. The bidding rules (e.g. quotes, bids, or sealed bidding process) are in part based upon total annual spend with a particular vendor. Describe how the system will support this need and enforce bidding rules based upon overall college utilization of the specific vendor. Incorporate in the description how the following needs are addressed:
    - Addition of a Disclosure Statement for any purchase over $5000
    - Monitoring of expenses to ensure compliance - Maximum of $15,000 paid or encumbered over a year without a bid
    - Assuring additional approvals for any contract over $15,000
    - Monitoring purchases for like items – how are these types of purchases monitored over a fiscal year across the System?
h. Explain how the proposed solution can support the attributes assigned to a vendor and how those attributes can flow throughout the system to be utilized in contracts, accounts receivable, accounts payable, and other workflow processes.
i. Describe the various vendor spend reports available to the university by pulling data from the attributes assigned to the vendors and the financial transactions through the payable process linked to the respective vendors.
j. Describe how the proposed solution can support the automated transmission of past due accounts and data to third-party collections agencies.
k. Describe how the proposed solution can monitor purchases within the current year, and including history and encumbrances, to see if there is a trend for annual purchases that might hit the $15,000 annual maximum.

Monthly and year-end financial operations

These operations can take significant resources and require journal entries and adjustments to align the financial impact of the individual organizations. Describe how the proposed solution would support the month- and year-end closing including journal entries across institutions and bank reconciliations for both deposits and payments.

a. Describe how the proposed solution supports period-end adjustments and any related reversing entries required in future fiscal periods.
b. Describe how the year-end processing would occur for the individual institutions, creating the most streamlined approach and how adjustments to the current year that impact future fiscal periods are processed.
c. Describe the reporting capabilities provided with the proposed solution to meet the financial operational and reporting needs of the individual departments and related analysis by department, division or another segment.
d. Describe how the proposed solution can support this reporting for each department and the System as a whole.

Endowment management

Includes tracking the individual funds and the annual and lifetime activity of each fund. Considering an endowment is made up of many small and large funds, each with their individual requirements on how the funds can be spent and managed to continuously grow and provide benefit to the organization, describe how the proposed solution will assist the organizations in managing the details of the endowed funds.

The proposed solution needs to allocate all earnings and expenses, realized and unrealized gains/losses, interest, dividends and fees to each fund (or more than one fund). In the response describe how the proposed solution supports the ability to:

a. Manage funds and donor information including spending restrictions, spending formulas and fund purposes. Identify if the number of endowed funds that can be track is unlimited or limited, and if limited, identify the limit.
b. Ability to classify gifts into categories to accurately report them in the institution's financial statements and for general reporting purposes.
c. Calculate different endowment spending formulas.
d. Allow individual institutions to maintain their own endowment spending calculation.
e. Create monthly entries, whether posted manually or able to upload transactions into the general ledger.
f. Produce sub-ledgers for tracking detail fund activity with a specific endowed fund.
g. Track and report on the details of the fund contributions, earnings and spending annually and over the life time of the fund including tracking annually the Market Value and Book Value, the budget and comparing budget to actual spending (over one or multiple years) to identify unspent funds for future year consideration.
h. Track assets purchased by the fund.
i. Ability to establish distribution amount for donor funds that will go back into the endowment for reinvestment without requiring a journal entry be made.
j. Restrict spending of endowed funds based on the endowed funds restrictions. Describe the approach used in the delivered functionality.

Budget Development Scenarios

The budget section demonstrates how the proposed solution will assist the colleges develop and manage budgets. Position control budgets are also presented in this section.

Budget development and management

a. Describe how the proposed solution will support an iterative budget development process, from departments to leadership.
b. Detail the budget methods supported (line-item percent and flat amount increases, zero-based, performance-based, etc.), how many different budgets are supported and the reporting capabilities delivered. Include information on budget modeling, including as desired, if-then scenarios, and rolling the budget year over year for ease of planning.
c. Describe how projects, grants and special funds crossing multiple fiscal years are budgeted for the current fiscal year and aligned with the total budget for the multi-year effort.
d. Describe the ability to import and export budget information.
e. Describe the ability to have multiple areas providing input into the budget development process, segregated into the individual areas, but with the ability to view the various layers and have them roll-up for a final budget.

Position budgeting and control

a. Describe how the proposed solution supports position budgeting and position control. Include the features available to enable managers and leaders to perform real time analytics for budget versus actual compensation expenditures identifying variances by pay period, individual, department and division.
b. Detail how the proposed solution will enable the organizations to project budget encumbrances for employee compensation of all employees for one or more years and how these estimates can be posted and reflected as encumbrances for future periods.
c. Describe how the proposed solution enables supervisor, departments and all areas across the university to plan compensation increases and decreases with and without minimum and maximum levels established. Incorporate in the description how the following needs are addressed:
    i. Salary and benefit compensation projections by position based on effective date of any action and aligned with the funding source including when a position is funded by multiple sources
    ii. Vacancy projections based on position and actual dates of vacancy or anticipated vacancy based on effective date of an action
    iii. Reconciliation of position budget to actual personnel costs including benefits
    iv. Calculating employee and FTE count for departments, functional areas, at each institution, campus and location and for the System as a whole.
    v. Calculating estimate cost of pending or potential retirements (early retirement options for instance)
    vi. Tracking of each position within a college that utilizes a unique position number that can be tracked across time, regardless of the name of the person filling that position at any given moment.

Fixed and Capital Assets Scenarios

Tracking of fixed assets should begin at the time of the initial purchase, include depreciation over the useful life of the asset, and have a mechanism to remove the asset from inventory. Fixed assets cover both buildings and equipment.

Fixed assets and inventory

a. Describe the functionality available in the proposed solution to maintain detailed property records for all fixed assets including identification codes, commodity classification, acquisition data, supplier information, maintenance data, make, model, and serial number, disposition data, and asset useful life.

b. Describe in detail how the proposed solution tracks assets that are owned by one department and used by another, or owned jointly with another party.

c. Describe how the proposed solution can save associated source documents to each asset record, including original purchasing documents, invoices, appraisals, gift notices, etc.

d. Describe the fixed asset depreciation functionality available in the proposed solution. Does the solution allow depreciation to be calculated on a monthly, quarterly or annual basis, and post that expense to a GL? Does the solution allow composite and straight-line depreciation?

e. Describe the process in the proposed solution for disposing of assets.

f. Describe the inventory functions of the proposed solution, including the ability to identify inventory location, generate inventory lists by physical location, by asset custodian, and flag assets for disposal. Detail the support available for a physical inventory on a regular basis. Does the solution provide the ability to use a barcode scanner for inventory?

g. Describe the general functionality available in the proposed solution for fixed asset tracking and reporting, including the ability to:

- Create a new asset record based on submission of a purchase order without re-keying data.
- Edit/change/remove asset tag within system real-time
- Add notes about asset to the record
- Add trade in value to an asset record
- Capture transfer history for a particular asset
- Identify assets by threshold amounts
- Create and maintain thresholds, with the adjust threshold as needed (>250k threshold)
- Integrate with barcode scanning system
- Link assets to employees in the HR record
- Meet current federal/state compliance standards (FAR, GASB, DFARS, etc.)
- Identify condition of property
- Calculate replacement value of an asset
- Track insured value and replacement value for an asset.
- Track non-capitalized assets (e.g. portable assets)
- Store and display an image (picture) of an asset.
- Split assets over multiple cost centers.

- Provide an audit trail of all transactions

Point of sale (POS) systems

a. Explain the functionality available within the proposed solution to support POS systems in areas like the campus café and bookstore. Does the solution provide inventory and ordering capabilities? Describe the necessary integration with the finance system and if there are any preferred third-party systems with which the system integrates.
b. Describe how the proposed solution integrates with external POS systems in use throughout the university.
c. Describe how the proposed solution supports cash control management for all forms of cashiering, and how cash codes are linked to Accounts Payable.

Capital assets and projects

a. Describe how the proposed solution supports capital procurement, as well as capital projects, ensuring that each organization is aligned with GASB requirement and can accurately report their financial positions, including capital investments and in-progress capital efforts.
b. Detail how capital assets are identified, procured and tracked over the life of the asset including the related depreciation/amortization of the asset, which might be different across the institutions.

Financial Reporting Scenarios

For the proposed solution, please describe the standard reporting features for financial and budget management as well as reporting financial position by organization independently, including to the departmental level(s) the solution will support as delivered. Describe the intuitive reporting tools include to enable functional users to generate ad hoc inquiries and to create, publish, and maintain custom reports and report formats. Please include sample reports for the following and detail how those reports are constructed (are they delivered reports; are they constructed in a "build your own" report type format; or is there an additional report writing tool necessary to construct them?)

a. Detail the proposed solution's ability to generate trial balances at each college, campus, location, department, function, and cost center levels.
b. Describe the steps required in the proposed solution to download documents into various formats. Please list the various formats that reports can be downloaded to, such as Excel, PDF, CSV, etc.
c. Detail the proposed solution's ability to generate monthly and annual balance sheets, income statements, cash flow statements, and financial statements for each college and the System. Can these reports be automatically available online for users with the appropriate security? How is that security defined?
d. Detail the solution's ability to support a System-wide consolidation set of books with drill-down capability to individual cost centers, departments, function, transactions and people, including the institutional foundation as a component unit, as needed.
e. Describe the solution's ability to support the configuration of account hierarchies, parent-child relationships, summary and roll-up processing, and other flexible account management and reporting functions.

f. Describe the solution's ability to distribute and report labor costs with full integration and reconciliation of data between the payroll, finance and student systems. Does the solution monitor federal work study caps and labor distribution?
g. Detail the solution's ability to track projects and grants across multiple fiscal years, over the life of the project and grant. Need to be able to report on the multiple fiscal years - example federal fiscal, institutional fiscal, calendar, etc.
h. Describe the solution's ability to perform reporting based on projects and grants over the life of the project or grant.
i. Detail the solution's ability to integrate payroll information for time and effort reporting requirements.
j. Describe the solution's ability to report on prior year actuals, current year budget and actuals in addition to next year's budget all within the same report.
k. Detail the solution's ability to see person level detail for both budget and actual spending.
l. Describe the ability to generate reports and monitor institutional debt by type, in order to assure timely payment dates, etc.
m. Describe the solution's ability to produce ad hoc reporting outside of an existing hierarchy.
n. Describe the ability of the proposed system to produce exception reports when costs exceed budget, or to review price comparisons.
o. Describe the functionality provided in the proposed solution to manage risk and enforce controls and separation of duties.
p. Describe the multiple presentations or ways of access available financial budgets and reports, including web formats, printed reports, ADA compliant views, etc.
q. Describe the ability to support financial reporting required by the state's comptroller's office.

Self-Service Scenarios

a. Describe how the proposed solution enables users to access their information and work from any device with an Internet connection. The response should address end users as well as the finance/accounting team who are processing transactions and identify the best practices deployed by the proposed solution to ensure information security.
b. Describe responsive design functionality in the proposed solution to provide:
    i. Ability to access budget and actual financial reports and comparisons via web-based self-service?
    ii. Ability for users to drill down into inquiry results to view detail balances and transactions, such as invoices and purchase orders or personnel cost in both current and prior closed years?
    iii. Ability for all procurement requests, approvals, receipts, and invoice payment approvals to be processed via web-based self-service from any device and has apps for mobile use?
    iv. Notifications to users for pending requests, approvals, etc. that can be sent via email, via text, and appear via the web-based self-service / app?

Auxiliary Services

Rental, leasing, events, and related third-party billing

There are a variety of needs - from student sponsorships to highly complex leasing arrangements to event

coordination and related billing. In a scenario in which a department hosts an event with catering, leased space, technology support services, facilities setup, and legal needs, describe how the proposed solution can support the department, including when multiple organizations are involved in providing these services.

a. Detail the level and type of assessment for various services and fees, how they can be billed and collected/receipted within the system or via a third-party system and what types of cashiering processes are supported.
b. Detail how the proposed solution provides the ability to image and link all related documentation.
c. Detail how the proposed solution provides the ability to identify and flag user accounts and balances for write-off processing and provide the write-off processing functionality?
d. Describe how the proposed solution can support the automated transmission of past due accounts and data to third-party collections agencies

Room scheduling and facility utilization

This activity impacts the academic, administration and auxiliary services of the organizations. Maximizing facility utilization, internally as well externally, has been an increasing need by all higher education organizations as they consider reducing overall costs and increasing revenue. Integrating academic, administrative and external facility scheduling with the Student Information System is also a common challenge in higher education.

a. Describe how the proposed solution will assist in holistic room scheduling for instructional and non-instructional personnel while tracking specific parameters for rooms and utilization reporting by various parameters to continuously improve utilization.
b. Describe the proposed solution's ability to recalculate square footage as renovations and additions are completed (e.g., if walls are removed to enlarge a room, will the larger room's square footage be calculated? Would the two smaller spaces be removed, if appropriate?)
c. Describe the proposed solution's capability for equipment and room set-up requests, comparing the request to equipment inventory available in the reserved space.
d. Detail the proposed solution's capability to schedule courses, non-academic activities, and other activities in larger rooms that are divided into multiple rooms without conflicts (e.g., if one or more of the smaller rooms are scheduled the larger room wouldn't be available and vice versa.)
e. Describe the proposed solution's base level functionality that will support the tracking of room preferences by faculty member, course and/or any other criteria and can automatically assign rooms for classes as scheduled in the student module.
f. Detail how the proposed solution will support the university's ability to track non-building spaces, including athletic fields, parking lots, and the number of parking spaces, including handicap spaces.
g. Describe the proposed solution's ability to track the last date a space or object was inspected, including imaging any inspection documentation received or submitted.
h. Detail the ability for the proposed solution to include facilities work order management functionality that would allow for the easy input and tracking of work orders, employee productivity, travel, mileage, preventative maintenance schedules, campus-building-room project assignment, and past history archive and if not, what third-party software is the preferred provider of this functionality and if additional cost, what would be the cost.
i. Describe how the proposed solution can integrate with energy management systems.

j. Please detail how the proposed solution interacts with third-party scheduling systems? Include product solutions where integrations are already available.

Human Resources and Payroll Scenarios and Questions

Human Resources and Payroll are strategic business partners providing institutional expertise that maximizes our institutions most critical and costly resource - our employees - and provide direct employee services within a human capital management framework. Each college remains an independent employer with their own policies and employee guidelines.

Human Resources Scenarios

Employers will need to provide an interactive employee portal that will support the employee throughout their employment lifecycle from applicant to retiree. In addition, we envision a system that can be branded to reflect the unique nature of each institution while leveraging a shared/common infrastructure. In some instances, there may be opportunities to combine employees across the organization and this may provide opportunities to save money and enhance benefits.

Compensation and Classification

In aligning employee compensation, the organizations may leverage salary/compensation plans, grade ranges and steps for jobs and positions. In the annual budget review, this information is used to create scenarios or models for future year budget planning.

a. Describe how the proposed solution will support the university in managing the compensation and modeling compensation scenarios for planning and budgeting purposes.
b. Describe how the proposed system supports the mass update of the salary schedule on an annual basis? Updates may be date driven/specific, may apply to all, or to different groups or classification, or may apply to a group who share a particular attribute.
c. Describe how the proposed solution handles job descriptions and classifications. Can managers and supervisors submit changes to the job descriptions and are those tracked? Is the solution able to make global changes, such as qualification used to be ‘able to lift 25 lbs.’, which changes to ‘50 lbs’?

Employee and Contractor Information

There are many needs to track employees, adjuncts, temporary workers, students and contractor information including volunteers to ensure the organization has appropriate information on everyone who will interact with the students and greater community. The individuals may be volunteering and be involved in multiple activities and they may be local or from across the globe. Some will be paid for their efforts while others are volunteering their time to the organization. At times, there are also individuals hired from agencies to augment regular employees.

a. Describe how the proposed solution will assist in managing the variety of employees and individuals involved in the overall operations of the organization.
b. Detail how individuals who have had various employments with the organization are handled including multiple service dates, hire dates, seniority dates, dates in position, tenure dates, faculty status and related dates, etc.
c. Describe how the proposed solution will support foreign citizens and the related credentials.

d. Describe how the proposed solution supports the faculty credentialing process required for accreditation.
e. Describe how the proposed solution track volunteers and their activities.
f. Describe how the proposed solution will track third-party agency employees, and how this information is integrated with Accounts Payable for payment to the vendor.
g. Describe how the proposed solution will handle employee and faculty degree attainment. How will the granting institution, degree date and transcription received be tracked – for both degrees and certificates?
h. Describe how the proposed solution will handle preferred names and legal names.
i. Describe how the proposed solution will support identifying the essential employees who must work during suspended operations such as severe weather closing.
j. Detail the manager and supervisor self-service features provided in the proposed solution.

Recruiting and hiring

a. Describe how the proposed solution supports the recruiting and hiring process.
b. Detail how the proposed solution will allow each institution to configure or customize the product to reflect the university brand.
c. Describe the innovations and tools the system uses to leverage social media and mobile technology to reach passive job seekers and connect them with institutional job opportunities.
d. We seek a seamless experience that carries our prospective employees throughout the process of the hiring, onboarding and new employee transition. Detail how the proposed solution will support multiple types of hires (such as executive/ leadership, faculty, staff/administrators, adjunct faculty, short-term contingent and student workers), as well as the overall process of connecting requisitions for staffing to budgeted staffing plans, approval workflow, posting a position, identifying valid candidates, and supporting the hiring committees, confidential third-party references, Human Resources, and diversity/inclusion needs across each individual organization.
e. Describe how the proposed solution will assist in recruiting and applicant tracking throughout the recruiting process including integration with third-party job boards and the online application process.
f. Describe the communications functionality and how the solution supports hiring committees and managers as well as affirmative action initiatives including the self-service features available. Include how visa status and employment authorization is incorporated in the process.
g. Describe the applicant experience provided with the proposed solution including how applicants apply, submit material, review their application status, and schedule, view and confirm interview schedules.
h. Describe the applicant screening and review process workflow, including any automated applicant qualification screening (and removal from consideration), committee review and evaluation, and final evaluation scoring capabilities. What type of tracking is available during the various phases, and what communications are sent to the applicant during this process?
i. Describe how the proposed solution will track and communicate the applicant's status throughout the process.
j. Detail how a qualified candidate may apply to more than one job using the system. Describe how internal and external candidates are identified and any features the solution provides for managing

succession planning, suggesting and promoting internal applicants that meet the posted vacancies needs.

k. Describe the Human Resource office, hiring committee and administrator experience provided with the proposed solution and how the solution supports managing diversity and affirmative action across applicant pools and throughout the hiring process.

l. Detail how required information and steps such as background checks can be effectively managed including integration with third-party providers for background checks.

m. For the hiring manager, describe how the solution supports initiating requisitions for new hires and adjustments for existing employees including the approval workflow process and tracking monthly and annual approvals by FTE, department and variance from budget.

n. Detail the lifecycle process to request, recruit, evaluate and hire people into position.

o. Describe how the hiring committee can schedule and track the interviews for applicants.

p. Describe the capability in the proposed solution to monitor and track recruiting expenses including advertising, interview costs, relocation costs, signing bonus and employee referral bonus that are issued only after the candidate has been employed for a specified amount of time.

q. When the College extends an offer, which is accepted by the candidate, describe how the information about the individual gathered throughout the recruiting process is transferred to the employee record for hiring including the pay, start date and connect the new hire to the onboarding process.

r. Describe how the solution will assist in identifying former applicants or employees who should not be considered for hiring in the future.

Multiple Roles/Positions

There will be many individuals who have multiple roles within an organization. For example, someone may be both an employee and a student of an institution. Similarly, a staff member at one institution may be a student or adjunct faculty member at another. In addition, many individuals have multiple roles within a single organization, including grant-funded and other supplemental roles to assist in overall operations.

a. Describe how the proposed solution can be leveraged by all the organizations for human resources and overall operations.

b. Describe how the primary role is identified, and how blended overtime is charged to the other position(s).

a. Detail how individuals with multiple positions, titles and funding will be supported and how their compensation and benefits would be appropriately allocated across the positions and/or funding sources. How will this information be combined across the System for ACA reporting?

c. Describe the workflow capabilities related to requesting positions to hiring an individual, including the interoperability with finance, to ensure the position has the required funds are budgeted and available.

d. Describe how the proposed solution identifies and helps to manage the organizational structure of the institutions and the resulting supervisor and managerial hierarchy. How does this hierarchy affect other aspects of the solution, such as General Ledger account security?

e. Detail the supervisor and manager functionality provided in the proposed solution to assist the supervisor and managers in managing their employee populations effectively.

f. Describe how the proposed solution can be leveraged to support grant supported personnel, grant supported summer pay for faculty, and time and effort reporting.

Pre-employment and onboarding

Efficiencies are needed to ensure that newly hired employees receive the information, access, and tools they need in a timely manner to perform their roles and responsibilities. This includes providing electronic credentials for required enterprise systems, establishing access to systems and physical locations, and adding the individual to the appropriate information and online communities.

Describe how the proposed solution will onboard employees efficiently and effectively. Include self-service features that allow new employees to submit and upload required information, including emergency contacts, required documentation such as passports, I-9's, Visas, set up their tax withholdings and select benefits (if eligible) and access any orientation training or information required. How is access granted for HR and other departments to ensure uploaded documentation such as photos and driver's licenses is secure?

Employee Separation

In the case of employee separation from an organization, describe how the proposed solution will support this process from the initiation by the supervisor (involuntary) or employee (voluntary) through the completed separation of the employee from the organization.

a. Describe how managers and supervisors can initiate a separation process, including separation checklists, notification, and communication with their employees and HR.
b. Detail the off-boarding functionality of the proposed solution including the employee self-service features with any checklists, notifications, electronic documents (COBRA notices).
c. Describe how other offices are notified such as IT, Facilities, and Fixed Assets to take appropriate action at the appropriate time of the separation.
d. Detail the functionality provided to support early retirement actions including identifying eligibility based on criteria and tracking retirement package offers and acceptance by employees.
e. Adjunct faculty are separated from employment in two ways; 1) traditional separation (both voluntary and involuntary) and 2) non-contract renewal. In the case of non-contract renewal there are often various reasons which includes temporary and permanent non-contract renewals. How does the system support the timely termination of permanent non-contract renewals?

Contract Processing Scenarios

Contract processing for employees can require significant effort if the ERP system's functionality does not accommodate it. This includes contracting for courses (adjuncts) and other one-time services as well as for non-instructional activities. Faculty load, overload, and adjunct contracting details are all part of the student information system and may change as students register or add/drop courses or as assignments shift during the academic period.

a. Describe how the proposed solution will address these needs, including contract initiation, workflow of approvals, including the employee's acceptance, production, communication, and signing with electronic signatures as desired. Responses should detail the complete process, including all communications and any self-service features that can be leveraged.

b. Detail how the solution will support defining and track category and contract type; durations, statuses, rank and tenure status and dates; conditions for each appointment and the appointment date. Additionally, describe how the solution will assist in streamlining the contract renewals and non-renewals process and automate notifications as appropriate to HR and supervisors.

c. Describe how the solution will accommodate individuals with more than one contracted position, for example positions funded partially by a grant.

Faculty and Adjunct Faculty Contracts.

The creation of an adjunct faculty contract can be a very complicated process since it requires data be pulled from various places within the ERP including: HR, Payroll, and Course Information.

a. For adjunct faculty contracts, detail how the contract is constructed and how the data is pulled into the contract template/letter of appointment. Describe the various methods the contract can be delivered to the faculty member and if the faculty member is able to sign the contract electronically, indicating their approval or denial of the offer. Detail if the faculty member can add notes to the document pertaining to their acceptance or denial of the contract offer.
b. Describe the proposed systems ability to provide flexibility in how faculty loads are calculated and reported upon. Specifically, how does the proposed solution utilize enrollment as an element of load calculations.
c. Describe how the proposed solution will support tracking of instructional and non-instructional workloads and the compensation for a faculty member based on the schedule and/or course type and information in the SIS system, including a review of the number of students in a course section when compensation is impacted by student head count for a section.
d. Detail the automation provided from Student information/financial Aid to HR and Payroll, as well as the checks and balances to ensure compensation calculated by the information in the SIS is approved prior to authorizing the payments.

Short term hires/contractors.

The university hires individuals on a short-term basis as either an employee or a contractor. The short-term hire might also fulfill a short-term immediate need within a department.

a. Describe how the proposed solution would support this type of contracting including how the supervisor initiates the request to hire including the salary for employees or the contracted payments for a contractor, through the approval process and to the individual signing and accepting the contract offered.
b. Detail any features and functionality provided in the solution to assist in interactively assessing and determining contractor versus employee contractual agreements.
c. Does the proposed solution incorporate workflows that would include an HR sign-off for 1099 contracts, or some process that would ensure that the contract is not an employee, and that there are no other personnel with the same function? What exception reporting is available to track this function?

Benefit Management Scenarios

Benefit management is a vital piece to the hiring process and continued engagement with the employee. It is imperative that initial benefit enrollment and subsequent open periods of enrollment are managed in an integrated

and efficient manner that requires the least amount of manual data entry.

a. Describe how the proposed solution will assist in effectively combining benefit management supporting institution-specific needs, such as leave time, retirement plans, and voluntary deductions.
b. Detail the various benefit functionality provided (health, life, prescription, long and short-term disability, leave, flexible spending, etc.) and the ability to support multiple plans by benefit to choose from, which are funded using a defined contribution model, which is different at each institution.
c. Detail all third-party benefit providers that the proposed solution integrates with and whether that integration is provided at no additional cost or if there are additional costs, please detail those in Attachment A.
d. Describe how the system tracks and calculates benefit rates, premium limits and coverage provided.
e. Detail how the proposed solution gives decision support to the employees during enrollment and then feeds the choices and changes to the insurance and administration companies via electronic feeds on the one hand, and sets up the specific deduction codes for payroll on the other hand.
f. Detail the functionality provided to support multi-state and international benefit requirements.
g. Describe the self-service features provided for employees to review, enroll and manage their individual benefits including the opportunity to upload required information (proof of divorce for example) and the confirmations employees receive when benefit changes are made.
h. In addition to the above, describe how the proposed solution meets the ability to:
    - Track employee tuition, tuition limits, waivers and any taxable income related to the tuition benefits received.
    - Manage benefits for domestic partners and related employees.
    - Support unemployment compliance with all 50 state's requirements including monthly and annual reports for self-insurance.
    - Support worker's compensation, including notification generation compliant with requirements for all states and supporting self-insured worker's comp monthly and annual reporting.
    - Track worker's compensation leaves, sabbaticals and short and long-term disability leaves.
    - Initiate FMLA leave requests and track FMLA eligibility and limits by employee and feed appropriate payment needs to payroll.
    - Calculate and record all breaks in service, such as leave without pay and extended FMLA.
    - Track all benefits by subgroups such as employee type or department.
    - Record and process retroactive benefits, including leave in arrears
    - Enter future dates for the effective date of benefits and allow reporting on past, current and future dates.
    - Manage sick/vacation pool and tracking of contributions and uses of the pool.
    - Support rolling forward remaining and allowable leave at year-end.
    - Define criteria to generate reports on benefits costs at the College level and individual department levels
    - Store employee dependents and beneficiary's information and supporting documentation.

Performance Management and Succession Planning Scenarios

Performance management and succession planning is an area that all member institutions want to further focus on. Organizations need information on existing employees' skills, training, degrees, certificates and overall professional aspirations to analyze their current workforce and identify opportunities for advancement, professional development, and overall succession planning. In addition, organizations need a mechanism for linking employee skill sets with departmental objectives and institutional goals.

a. Describe how the proposed solution would support performance management and succession planning efforts taking above into account to provide some shared development services while giving each institution a critical planning and talent management tool that will create development opportunities for employees and address the future challenges of the organization.
b. Detail how the proposed solution will provide a comprehensive system of staff management for individuals, departments, divisions and the overall organizations to create staff development plans and the related expenses. As compensation adjustments are determined, describe how the proposed solution supports applying current and retroactive compensation changes, department changes (re-organization for example), manager reassignments (new manager for example) and other job-related changes and how these changes effect budgets.
c. Describe the manager self-service features that allow managers to review employees' compensation, review history, propose updates to job descriptions and request compensation and title changes.
d. Describe how the proposed solution will assist with the ability to define criteria to generate reports for service awards.
e. Describe the functionality to manage grievances, corrective action plans, subject matters, and schedules electronically and support corrective action through an interactive tool.
f. Describe specifically how the proposed solution will support the organizations with a mobile friendly, web-based performance management platform that will:
    - Allow institutions to design performance tools and deploy them electronically through workflows to various contributors and approvers tracking real time completion rates.
    - Provide a mechanism for assigning tasks and reminders to end users to support the performance management program.
    - Track key performance indicators by individual, department & institution and provide a mechanism to link this data to longitudinal reporting.
    - Track performance evaluations and allow managers and employees to complete and route their reviews, retaining confidentiality.
    - Link performance management and compensation planning.
    - Track performance reviews, professional development improvement plans, and the professional development of an employee.
    - Allow end users to access their performance history and documents through their employee portal.

Human Resources Self Service Scenarios

Self-Service for all employees is key for employee relations by allowing employees to access and update their information at their own convenience via web-based, mobile self-service for employees. At its most basic level self-service should enable employees to update and review key personal information, such as benefits, deductions,

paychecks, and direct deposit from any device with internet connectivity and see their total compensation and benefit summaries. Our desired system will be a constant companion to employees throughout their lifecycle by providing a web-based, mobile solution that will serve at their one-stop shop for professional development, pay and job-related functions, and benefits.

a. Describe how the proposed solution supports employee self-service and detail what functionality employees can expect. Please provide any employee feedback received regarding the proposed solution's ease of use and intuitiveness.
b. Describe how the proposed solution enables employees to manage multi-state W-4 forms, and receive paychecks and W-2 information via web-based employee mobile self-service.
c. Describe how employees can manage employee information in the proposed solution, including:
    - Dependent and beneficiary information.
    - Race and ethnicity, veteran's status, voluntary self-disclosure of disability in compliance with federal/state regulations.
    - Home address, mailing addresses, contact information, and emergency contact information.
    - Marital status and domestic partnership information.
    - Uploading required documents such as W-4 forms, I-9 forms, Visas
    - Reporting life events and submitting required documents.
    - Preferred name and pronoun (in additional to legal name).
    - Direct deposit and banking information.
d. Describe the capabilities of the proposed system for employees to view what-if scenarios to understand the impact of changing their benefits or withholding information prior to confirming the changes.
e. Detail the automated communication options in the proposed solution to employees for items like open enrollment, meetings, training opportunities and other information that may have information links or documents attached.
f. Describe how the proposed solution enables managers and supervisors via a web-based application to:
    - Manage employee attendance with real time access to leave balances, requests and approve leave requests for all employees in the department.
    - Initiate a personnel action form.
    - Initiate a change of employee work location.
    - Process requests for resignations.
    - Request employee terminations.
    - Request employee promotions and demotions.
    - Request a salary change for an employee or group.
    - Review and approve salary change requests based on business rules.
    - Submit training requests for direct reports.
    - Review training information for direct reports.
    - Complete performance reviews for direct reports.
    - Approve self-evaluations for direct reports.

- Review faculty, staff and student worker compensation.

Human Resources Reporting and Analysis Scenarios

a. Describe the proposed solution's reporting and analysis capabilities to enable data-driven decisions and strategies. Include detail on the operational and strategic reporting features provided with the solution. Detail if the types of reports listed below are provided as canned reports, can be created in a "build your own" report fashion or if an additional reporting tool is necessary.
b. Describe how the proposed solution will support the ability to access real-time drillable data analysis of human capital data from a mobile device.
c. Describe how the proposed solution will create ad hoc reports by managers and administrators. Please detail the ease by which ad hoc reporting writing capabilities are provided for managers and administrators.
d. Describe how the proposed solution will define criteria to generate benefits reports that include data merged from outside sources.
e. Describe how the proposed solution will support automated integrated IPEDS, ACA, and Affirmation Action reporting. Please detail how the required interdepartmental data that must be provided for IPEDS is collected.
f. Describe how the proposed solution will create and display organizational charts with drill-down and zoom-out capabilities.
g. Describe how the proposed solution will budget and plan salary increases and decreases, with and without minimum and maximum levels.
h. Describe how the proposed solution will calculate eligibility and proration for compensation, benefits, seniority, awards, etc.
i. Describe how the proposed solution will store and maintain current and historical personal data.
j. Describe how the proposed solution will generate full-time equivalent staff and faculty counts.

Adjunct and overload payments

This functionality is a key operational activity for any higher education organization. Describe how the proposed solution will streamline the payment process for adjunct and overload assignments to ensure accurate and timely payments, and detail how it will fully integrate into each organizations' payroll processing. This will include: aggregating payments and related taxes and benefits to individuals across hourly, salary, underload and overload payments; aggregating adjunct payments across different courses and divisions within an organization; ensuring all adjunct and overload payments are properly approved prior to payment; and ensuring all compensation and benefits are distributed to the corresponding cost center.

a. Describe how the proposed solution handles faculty course substitutions and appropriately adjust adjunct or related underload and overload pay. Detail the flexibility of calculating pay, and using multiple formulas for each college, based on department, load, course, etc. Are there different earning codes for overtime pay? How does the solution handle reporting on overload pay?
b. Describe how the proposed solution calculates workload for team-teaching and concurrent courses.
c. Describe how the proposed solution calculates pay based on instructional rates by credit hours, contract hours, assigned workload, enrollment, and flat rates. Describe reports available to users showing this data.

Student payroll

This functionality requires tracking work-study funds, including limits and any changes, to ensure students are not paid beyond the approved limits. Additionally, student workers may be funded by work-study funds (which may be related to employment at the organization or an organization within the community that meets work-study funding requirements), institutional funds, or both.

a. Describe how the proposed solution will support various student employment scenarios, including when a student is funded by both work-study and institutional funds in one pay period, and fully integrate student employment payroll, including effectively processing when appropriate the student FICA exemption rules (including tracking a student's status for FICA taxability) and international student's FICA and treaty exemption rules, into the overall payroll processes.
b. Describe the process by which a student's work study earnings are moved into the student financial aid part of the system so that those earnings can be reported on the College's annual FISAP.

Affordable Healthcare Act (ACA)

ACA requires tracking of part-time roles, from student employees to adjunct faculty to continuing education instructors and everyone in between, to ensure compliance. Describe how the proposed solution supports various employee types and ensures that organizations are effectively monitoring and reporting for ACA requirements be sure to address the following:

a. Does the proposed solution provide the ability to manage and track data on part-time staff and adjunct faculty to determine insurance eligibility?
b. Does the proposed solution support ACA requirements, regulations, and reporting with minimal manual manipulation?
c. Does the proposed solution support the ACA's electronic submission requirements and creation of the 1094 and 1095 forms?
d. How does the proposed solution communicate the ACA limits to supervisors and managers, to ensure awareness of ACA limitations, which is particularly complicated by multiple part-time roles?
e. How are multiple positions, at multiple colleges and throughout the System tracked within the proposed solution to ensure compliance with ACA?

Self-service

Along with ease of use, self-service is key to an ERP system's ability to increase employee efficiency. In reflecting on the scenarios and questions above, describe how the proposed solution supports employee, supervisor, manager and leadership web-based self-service.

Payroll Reporting and Analysis Scenarios

Describe the proposed solution's reporting and analysis capabilities to enable data-driven decisions and strategies. Include detail on the operational and strategic reporting features provided with the solution. Detail if the types of reports listed below are provided as canned reports, can be created in a "build your own" report fashion or if an additional reporting tool is necessary. Describe how the proposed solution will support the ability to:

a. Distribute and report labor costs with full integration and reconciliation of data between the general ledger and student systems.
b. Separately allocate employee salaries and benefits to the appropriate chart of accounts.

c. Distribute benefits charges to multiple accounts on the basis of user-specified rules.
d. Create annual, quarterly, and periodic payroll reports for Alabama, other states, and federal payroll requirements.
e. Perform year-end processing, including the issuing of W-2 forms in paper and electronically via self-service.
f. Generate time and effort reports for federal grant reporting and tracking compliance with Office of Management and Budget (OMB) requirements, as well as state requirements
g. Define criteria to generate and electronically transmit required reports.
h. Accommodate international names, addresses and characters for payroll (i.e., checks, W-2s, 1042s, and 1099s).
i. Employee cost reporting by course and program.
j. Monthly payroll reports with year-to-date totals included, including comparison to budget information.

Workflow Scenarios and Questions

a. Does the proposed solution include integrated workflow for all proposed system applications? If yes, does the workflow allow integration with external systems? Are the workflow functions defined at the user level? Are users notified of workflow tasks and, if so, can they take action from the notification received?
b. To build a workflow in the proposed system, does the tool permit diagramming the workflow within the engine first, and then having the system automatically translate the diagram into the workflow language?
c. Describe how the workflow and business rules engine can help the university ensure compliance with enterprise, department, government, and department specific policies and requirements.
    - How are business rules defined in the proposed solution?
    - In a shared services environment, approvals must be requested and received across departments. Describe how your solution will automate this, and assure appropriate levels of approval are secured.
    - How does the proposed solution notify users when an exception is discovered? For example, an exception could include notifying a manager or administrator when a student's withdrawal form must have additional approvals due to their particular major or field of study.
    - Does the workflow and business rules engine enable automated action to be taken? For example, in the event a department overspends its budget, can the proposed solution automatically restrict the ability for the department to expend additional funds until the situation is corrected?
d. How does the proposed solution notify users who have outstanding workflow requests that require handling? Please include any features that remind users of outstanding tasks.
e. Describe how functionality in the proposed solution allows users will to find where specific items are within the various workflows (e.g. what approval is holding up a purchase requisition or the status of a leave request).
f. Describe the methods by which workflow tasks can be temporarily or permanently assigned or forwarded to other users. For example, if a user is away from the office or is a terminated, how are workflows reassigned to other users?
g. Describe the proposed solution's ability to make administrators aware of workflows that may be delayed or orphaned when a workflow participant is unavailable (e.g., terminated or away from office).
h. How does the proposed solution allow users to prioritize their outstanding workflow items?

i. Describe the escalation or alternative approval capabilities included in the proposed solution. For example, what can the proposed solution do when a required approver fails to approve or reject a workflow request within a predefined time?
j. If a manager were to reject the submission of a new purchase request, please describe how the proposed solution can reject transactions to any step previous in the workflow.
k. Describe the methods by which the proposed solution can designate employees and authorized external entities as part of a workflow.
l. Explain how the proposed solution supports the use of digital signatures as part of the workflow request, review, and approval processes.
m. Is the proposed solution able to capture non-textual information, where necessary, to support the business process (e.g., scanned image and/or optical character recognition of a vendor invoice)?
n. Describe how the workflow and business rules engine controls user access to workflows, including:
    - Workflow management and administration
    - Participation as an authorized workflow user
    - Participation as an authorized workflow approver
o. At what point during the student's admittance process can portal and/or self-service credentials be established (e.g., At point of application? At point of deposit? At point of registration? Or at some other point?) Also, please detail how credentials are created and the password strategy.

Technical Scenarios and Questions

The university is looking for a technological system that is intuitive and user-friendly; therefore, it is imperative for the Steering Committee to understand if the system has the requested capabilities and more importantly, how users will be able to access the data, achieve the level of efficiency capable in the system and the amount of effort required to operate the system.

a. How is user access managed? Is access provided by general access to a module (Accounting, Student, HR, etc.) or is it screen, role or function specific? How easy is it to grant universal access to specific users? Can read and/or write access be granted to a user? If so, how is that achieved? What level of staff expertise is necessary to grant access? What are the recommendations for how user access is established?
b. How are new student credentials created and disseminated to the student (e.g. LDAP, Active Directory)?
c. Please describe how the integration with Active Directory (AD) is created and maintained.
d. Is one AD required? What are pros and cons for 1 or many AD instances for this environment, considering AD is used for more than the ERP? What level of uniqueness is permitted?
e. Please describe any single sign-on capabilities and detail how they are established, maintained and managed in the overall environment and how they integrate with Active Directory.
f. What identity management solutions does the proposed solution integrate with? Are there preferred partners for identity management solutions?

Emergency Preparedness Plans

Please describe in detail the contingency plans that are in place in the event of a fire or other natural disaster. Will the University's data be backed up in another physical location (i.e., other state)? Is there a secured emergency

power source in the event of such a disaster? Also, please list the number of different internet paths that are in place.

Business Continuity Plan

Please describe in detail how the System and the university will be serviced in the event of a bankruptcy, foreclosure, merger, buyout or other type of business cessation process by the vendor. Will there be a legal guarantee provided to the System in the event that the vendor ceases to conduct business and/or sunsets the ERP? If so, please detail that guarantee.

Document Management Strategy and Integration

Please describe the proposed solution's document management strategy in detail. Integration Strategy

Please describe the data integration strategy. Which tools does the proposed solution provide to achieve that integration and what level of skill is required by university staff to create and maintain an integration or interface?

a. Does the proposed solution provide APIs to access underlying data? Can all IT users create bi-directional interfaces themselves? What is the list of delivered API's?
b. Are both API's and web services available?

After Hours/Emergency Service Requirements

Departments need to operate beyond regular business hours (8 a.m. – 8 p.m. local time). Describe how your solution will provide continuous service that will be available to the university, including emergency support calls. An emergency support call is defined as service or troubleshooting repair that must be completed outside of normal business hours or that requires a response time of less than 2 hours.

Continuing Support, Upgrades and Training Programs

a. Specify the nature of the proposed post-purchase support to be provided for both the System Office and the university. The following items should be fully explained for problem reporting and resolution procedures, including
    - Required reporting method
    - Response time requirement
    - Hours of operation
    - Hotline support, include toll-free access; hours of operation
    - Computer online support
    - Error Corrections
    - Frequency and delivery method of future upgrades and product enhancements
    - Documentation updates
    - Continuing education - online and classroom and cost of it
b. Please detail how your company informs their partner institutions about planned system downtime, service availability, and maintenance windows? Also, please provide a historical representation since 2017 of planned system maintenance, upgrades and downtime.

Third-Party Integration Capability

a. Proposed solution must provide integration with all current systems connected to on premise system.
b. What types of integration with ID card systems is the proposed solution compatible with and what, if any, integration is provided?
c. What type of integration is provided with capital projects software, if any?
d. Itemize which LMS solutions have delivered bi-directional, real time integration to the proposed solution.
e. Does the proposed solution provide an interface with bookstore systems, such Follett, Barnes and Noble, etc.? If yes, please list which systems, describe the interface, and document any additional costs or customizations to accommodate this software.

Tools

a. Does the proposed solution have the capability to schedule reports and deliver those reports via email, shared drive, holding file, or some other means? If yes, can users create and schedule those reports or would a member of the administrative systems team be required to create and schedule? Can reports be created off an underlying template or are they scheduled as individual jobs?
b. Does the proposed solution have tools for creating interactive forms to allow users to queue data (into staging tables for review) as well as direct transactions into the system?
c. Does the proposed solution have the capability to conduct system audits at the record and table level that can be selectively turned on (e.g., enrollment, grade changes, who placed and removed holds on students, all financial aid data, assignment changes affecting salary, changes to the vendor files, etc.)? Who sets up or removes the data table?
d. How does the proposed solution support discovery subpoenas? The college wants to provide only the data requested, and not everything. How much of the data is available, and what can be accessed?
e. How does the proposed solution support faculty, staff or students asking to have their personal information not shown in public directories (directory holds)?
f. Does the proposed solution provide user-defined fields for all modules within the system and easily integrate those fields into all user experiences and reporting? Can the user-defined fields be updated in batch mode? How many user-defined fields are available?
g. Explain how data is archived, recovered, and accessed. Provide recommendations for data archiving that will maintain proposed system availability, performance, and scalability requirements. What tools are used to recover data?

Informed Decision-Making Scenarios and Questions

A major goal of the university is to improve the effectiveness, efficiency, and availability of information required to manage operations, reporting to accrediting and regulatory agencies, and institutional research (IR) support.

Reporting, dashboards and business analytics

a. Please detail the proposed solution's various "canned" reports that are available to users. Also, please describe if those reports are openly accessible or how access to those reports is handled. Are users able to modify canned reports and save them for their own future use, and share them with others? If yes, please explain.

b. What types of security and access set-ups exist in the proposed solution (e.g., role-based security, field-level security, application level security)?
c. Describe the proposed solution's reporting structure and what level of knowledge or experience users should have in order to produce reports.
d. Does the proposed solution report off live data or in a data warehouse type environment? If a data warehouse is utilized, does data have to be mapped for users to understand the data elements and be able to produce reports?
e. What is the frequency of refresh for the data warehouse in the proposed solution? Does this overwrite any data during the refresh? If the colleges move into a shared environment, can each have an individual option for managing the data warehouse?

Informed Decision Making Scenarios

a. There is a need to track and present a group of key performance indicators (KPIs) each month. These indicators cover a wide range of functional areas, including application and enrollment measures, degree and non-degree programs, financial aid received/disbursed as well as related discount rates, budget and financial performance, staffing and benefits activities, and more. There is a desire to simplify the process by using "drill down" dashboards where we could see the overall performance at a glance but also drill deeper into the areas of particular interest. Describe how the proposed solution might improve this process and provide an interactive, integrated solution.

b. A dean is very concerned about the financial cost of the various programs of study across his 3 academic departments. He would like to be able to pull enrollment information with degree outcomes, faculty load, and faculty costs into a single report/model that can be used to track current activities and predict future performance. This information might need to include data across fiscal years and must also access data from outside the student system, including HR, Budget, Recruiting, etc. Describe how the proposed solution would be able to integrate the various data flows and provide the decision support information required by the Dean.

c. One area of significant concern for each of the institutions is the ability to be able to plan accordingly for the future needs of its' students. The university wants to effectively be able to tie student academic plans to the future academic needs of the institutions, in terms of necessary courses and sections by term and/or academic year. Please detail the proposed solution's ability to take data from the students' academic plans and extrapolate it forward to assist the Academic Affairs divisions in planning their course offerings moving forward.

d. The director of campus safety and members of the on-duty Student Services staff need to have an accurate, up-to-date listing of students along with their contact information in an easy-to-access, online query/report with photos. Currently the director must rely on printed reports or access to screens in the native ERP that his on-duty staff cannot usually access. How would the proposed solution address this need? And how would the information be shared yet protected from unauthorized access?

e. Many staff members track areas that influence student success, including enrollment numbers. This includes knowing how many students have applied or registered for classes on a weekly basis. This information is then compared to data from the same week a year ago, or perhaps two years ago. Forecast data is also included so that the administration understands what the future might look like. Please detail how the proposed solution would assist in creating this report on a weekly basis.

f. Many staff members from the colleges report that they often need to perform ad hoc reporting in order to meet specific data requests. Most of these requests require multiple reports and often additional IT support. The information is typically loaded into Excel spreadsheets or Access databases to provide the final report, thus, there is a request for a simple "drop and drag" reporting tool to support this type of ad hoc reporting. Please describe how the proposed solution could simplify ad hoc reporting, the tools and interfaces the proposed solution employs, and, in general, how the proposed solution supports ad hoc reporting.

g. The colleges would like to run reports that might indicate fraud on campus. Examples would include full-time employees enrolled for a class during their working hours, or employees who have changed their home address to the college (might be running a business using college resources). Please describe the types of reports that could provide early warnings on these types of issues.

h. The university applies for and receive grants for a variety of purposes. Currently, the application process, grants tracking, and grant management is predominately a manual process across several different functional offices and applications. We are seeking an integrated grant tracking and management process in which information flows from the point of application development through grant awarding and management of grant funds. Please describe how the proposed solution would address this need. Please detail how the information would flow from each step in the grant lifecycle and the type of reporting and analytical capabilities the solution would provide.

Implementation Scenarios and Questions

The university reserves the right to issue a separate solicitation for system integration services or negotiate integration services with the awarded proposer(s). Please identify all implementation service providers for the proposed solution (i.e. applications/modules) and indicate if they are certified to provide services in the state of Delaware.

a. Please describe how the company will be a partner with the System and the university throughout the implementation process (from planning through go live)?

b. Outline the timeline for implementation and the related assumptions.

c. Please describe, in detail, the implementation approach you recommend for the university, including the required resources.

Implementation Scenarios

a. Today, our institution uses Banner as our system of record and the application is maintained on premise.

    a. Is data conversion and migration included with the implementation? Does your company provide a data conversion and migration tool? If not, what conversion/migration services does your company provide or recommend? If there is a separate cost for data conversion/migration and data cleaning, please provide these costs.

    b. Please describe your recommended approach for converting data from the existing ERP system into the proposed solution.

    c. Is converting data from the third-party systems that have been used included in your proposal? If not, please identify the cost, based on the institutions' current ERP environment.

    d. Specify the number of programmers, database administrators (DBAs), web programmers, and other support personnel that will be needed to maintain and properly support and maintain the system

during and after implementation. Please detail what level of access the on-premise university staff will have to the system.

e. Provide an estimated implementation schedule graphically showing the general tasks and major milestones, including realistic dates for each of the modules/systems proposed.

f. Describe the communications and transition management strategy.

g. Identify integration concerns and detail the risk mitigation strategies to be employed for handling mid-deployment and temporary interfaces back to the university's current ERP systems.

h. Describe how the company will work with our institution to facilitate them through the change management process. Will the company work in partnership with the institutions to review and update current business processes to determine what the best practice should be? Describe how the company has worked with other institutions throughout this process.

Infrastructure/Security/Compliance Requirements

Technology Platform(s)

The university desires a cloud-centric approach to application hosting and delivery. It is expected that delivery of the solution above *may* require a mix of cloud services, infrastructure hosting, and application service providers (ASP). The overarching goal is a total solution that is seamless and operates as a secure, single solution with the ability to configure the software appropriately to meet each of the university's specific needs and shared services goals. The technology platforms proposed must:

- Be secure, stable and scalable with robust features and functionality.
- Provide intuitive and efficient user experiences for all constituent groups.
- Be web accessible via any device and any browser and preferably responsively designed.
- Include powerful, flexible, web-accessible reporting, dashboards and decision support capabilities.
- Be user-friendly, easy to use, maintain and administer and capable of providing quality training and user documentation for software maintenance and administration.
- Provide bi-lateral integration capabilities with other third-party software, flexibility, data integrity, audit trails and controls.
- Provide support for best practices and self-service features for all constituents.
- Provide users with a real-time, device-agnostic experience from anywhere.
- Be configurable.
- Have the ability to use effective dating and active/inactive type flags.
- Have user definable workflow capability.
- Have the flexibility to extract and import data into/from 3rd party systems.
- Provide at a minimum a Live, Develpment and Test environment. Live, Test (multiple test), sandbox and Development environments would be preferred.

Ethical Considerations of Cloud/Hosting Environments

The use of cloud computing and hosting services requires a trust relationship with the provider, so it is imperative that due diligence and risk assessment are accomplished. Universities are the steward of information about students and their parent's financial, personal, and medical data. Vendors are restricted from data mining.

a. Please describe the confidentiality provisions that are provided in the proposed agreement. Do these provisions meet the required needs of the guidelines listed below. Please provide information that shows how that compliance is achieved.
    - HIPAA
    - Health Information Technology for Economic and Clinical Health Act (HITECH Act)
    - Gramm-Leach-Bliley Act
    - USA PATRIOT Act
    - Electronic Communications Privacy Act
    - Who carries the liability in the case of a security breach, and who bears responsibility for corrective actions? Are there proactive tools or alerts available?
    - Describe who has access to the System data.

Service Level Agreement (SLA)

Cloud/Hosting Service Level Agreements should clearly describe the services provided, guarantees, warranties, limitations, liabilities, and responsibilities and rights of each party. It should also clearly outline who is contacted at the client in the event of a breach.

System Security and Encryption

The system must comply with federal and/or state guidelines regarding the access and encryption of data, including personally identifiable information (PII), HIPPA, FERPA and more.

a. Describe the proposed solution's security strategy and encryption methods. Also indicate how security is ensured in both the on-campus and mobile environments, and where data is encrypted (at rest, in transit).
b. Describe the functionality available in the proposed solution to assign and manage user access. Describe the proposed solution's ability to distinguish between roles and groups, and delineate the capabilities/usage of each. Describe the proxy functionality – describe how proxy waivers are captured and access is granted to others, for instance for parents of students under age 18.
c. Detail the proposed solutions capabilities to log user administration requests. Are all user administration requests logged, and what form are they logged in (XML documents, DB, log files)? Is action history viewable for the affected user?
d. Describe the logging capabilities of the proposed solution, indicating the level of end-user interactions that are logged (i.e. logins, access attempts, etc.).
e. Describe how the proposed solution complies with federal and/or state regulations regarding data privacy and security of records. Can the system enforce stricter authentication requirements for sensitive transactions? Does the system limit views of specific fields, including PII?
f. Please detail the proposed solution's ability to provide 2-factor authentication.
g. Describe how confidential information is kept secure in a cloud/hosting environment.
h. Provide more information on how the proposed solution handles the following security needs:
    - Who has access to the university data and what are their backgrounds?
    - Where the data center is physically located? What safeguards exist to prevent the data center from unauthorized access?
    - What provisions are available to ensure that no data is lost or falls into the wrong hands?
    - How are applicable regulatory rules enforced in the proposed solution?
    - Is illegal or inappropriate activity investigated? How does this occur?
    - How are new vulnerabilities that may affect the confidentiality of customer data, or the integrity and availability of their services shared with the customer?
i. Describe the company policies on data handling/management and access control?
j. What happens to data when it is deleted? What happens to hardware when it is replaced?

Performance

The continued availability of cloud services and hosting environments is of critical importance, and the lack of access can cause significant business interruption.

a. Describe how the following needs are met:
   - Multiple power feeds from separate sources
   - Multiple communication links from diverse suppliers

b. Have any service-level credits been paid in the past six months? Why?
c. Have other customers experienced an interruption in service? If so, for how long?
d. Is service continuously available, even around scheduled service downtimes?
e. In the event of data loss, how quickly are data restores performed?
f. What are the contingency plans in the event of a natural disaster?
g. Are uptime warranties included in the SLA?
h. Are there any restrictions or performance limitation in usage during significant processing times, year-end close process, payroll runs, Financial Aid batch awarding – does it affect user access and usability?

Limitations of Service

a. What limitations of service will the SLAs include? Describe how the following items handled:
   - Unilateral right to limit, suspend, or terminate the service
   - Disclaimer of liability for third-party action
   - Remedy limitations, including total damages capped
   - Exclusionary clauses

Data Segregation

a. What procedures are in place to ensure that other organizations do not have access to customer data, even if both organizations are hosted on the same server?
b. How frequently is the server monitored to confirm that data is properly segregated?

Third-Party Litigation

a. How are legal requests for information handled?
b. Is the customer notified if a subpoena, or search warrant is issued?
c. Will the provider seek a protective order to prevent and/or limit disclosure of college data?
d. How are litigation holds enforced? Will data be segregated and retained?
e. How are e-discovery requests handled?
f. Which party bears the costs associated with processing data for discovery purposes?

Business Exit Strategy

An exit strategy defines each party's obligations in the event of a termination of services.

a. Please describe in detail the process by which an institution would notify the vendor of their desire to cease using the proposed solution. What guarantees are made to the institution? What support timeframes are guaranteed?

b. How long after termination of service will data be returned, and in what form?
c. Can data be seamlessly transferred to an alternate supplier, if needed? How the data is extracted, what form is it stored in?
d. Will the provider provide assistance in transferring data to a new provider or back to a self-managed platform and in what format? Are tools provided to the institution to extract data needed in a new conversion?
e. Is a backup copy of university data maintained post-termination in perpetuity, or is all data destroyed? What is the time frame for destruction?
f. How is data disposed of at the end of the relationship?
g. What happens to data if the provider goes out of business?
h. For encrypted data, how is data decrypted when it is returned?
i. Please confirm that the company has conducted an adequate due diligence of all related service providers. Is a copy of that agreement available for review? What is the support strategy/guarantee if any of the vendor partners exits its business?

Cloud-Based Scenario

The university is interested in a cloud-based and/or software as a service (SaaS) ERP solution. The production, testing, development, and other available environments should also exist in the cloud. The university is looking for a system that has minimal, if any, onsite hosting requirements

Please describe the cloud options your company is offering (e.g., SaaS, co-location, application hosting, managed hosting, etc.), and provide the following information:

- Overall solution technical approach and strategy for the proposed solution to support deployment goals.
- Brief, high-level description, including overall system architecture, underlying database information, data relationship map, and data dictionary.
- Key services that are included
- Proposed service levels and metrics (including measurement calculations). Is this a Tier 3 or Tier 4 data center?
- Location(s) from where services are provided, and the opportunity to for the university representatives to visit the facility on an annual basis, as desired
- Specifications of where data will reside (i.e., which state), how that will be guaranteed, and who will have access to the data
- Disaster recovery/business continuity plans, testing and capabilities
- Mechanisms for separating client data and access in shared service environments (shared infrastructure, shared application (i.e., SaaS), etc.)
- Management/synchronization process for multiple sites (e.g., production, testing, training, staging, sandbox, etc.)
- Schedules for backups, upgrades, etc. for options that include regularly scheduled services
    - How often is the data backed up?
    - What data is backed up and how?

  - Where is the backup system located?
  - How long are backups kept?
  - How long to restore data if requested?
  - Can the provider provide a single piece of data or will it require a complete restore?
  - Does the provider conduct regular backup and recovery tests?
  - Can the colleges receive a regular or periodic backup copy of data? What format? Are there additional costs?
- Most recent independent third-party security audit and findings, with a printed report provided on an annual basis.
- Description of the data encryption services offered
- Please detail guarantees offered in good faith and in place in the event that either party decides to terminate the relationship.
- Commitment to updates for federal and state requirements.
- What tools or utilities are available to run background or batch jobs overnight/weekends.
- Hosting provider, as appropriate
  - How long has the provider been in business?
  - How many customers?
  - How many employees?
  - Is the provider profitable?
  - Is the provider privately owned or held by a venture group?
- Hosting facility staff, as appropriate – are confidentiality agreements and background checks completed on company employees?

Appendix B

CONTRACT NO. 20-03-15-07
CONTRACT TITLE: Enterprise Resource Planning - ERP

Cyber Responsibilities, Liability and Insurance

A. Vendor Protection of Customer Data

1. The awarded vendor shall, at a minimum, comply with all Delaware Department of Technology and Information (DTI) security standards identified in this Request for Proposals and any resultant contract(s).

B. Definitions

Data Breach

1. In general the term "data breach" means a compromise of the security, confidentiality, or integrity of, or the loss of, computerized data for the State of Delaware that results in, or there is a reasonable basis to conclude has resulted in :

    1. 1 The unauthorized acquisition of personally identifiable information (PII); or

    1. 2 Access to PII that is for an unauthorized purpose, or in excess of authorization,

2. Exclusion

    2.1 The term "data breach" does not include any investigative, protective, or intelligence activity of a law enforcement agency of the United States, a State, or a political subdivision of a State, or of an intelligence agency of the United States.

Personally Identifiable Information (PII)

1. Information or data, alone or in combination that identifies or authenticates a particular individual.

    1. 1 Such information or data may include, without limitation, Name, Date of birth, Full address (e.g. house number, city, state, and/or zip code), Phone Number, Passwords, PINs, Federal

or state tax information, Biometric data, Unique identification numbers (e.g. driver's license number, social security number, credit or debit account numbers, medical records numbers), Criminal history, Citizenship status, Medical information, Financial Information, Usernames, Answers to security questions or other personal identifiers.

2. Information or data that meets the definition ascribed to the term “Personal Information” under §6809(4) of the Gramm-Leach-Bliley Act or other applicable law of the State of Delaware.

Customer Data

1. All data including all text, sound, software, or image files provided to Vendor by, or on behalf of, Delaware which is occasioned by or arises out of the operations, obligations, and responsibilities set forth in this contract.

Security Incident

1. Any unauthorized access to any Customer Data maintained, stored, or transmitted by Delaware or a third party on behalf of Delaware.

C. Responsibilities of Vendor in the Event of a Data Breach

1. Vendor shall notify State of Delaware, Department of Technology and Information (DTI) and Government Support Services (UNIVERSITY) without unreasonable delay when the vendor confirms a data breach. Such notification is to include the nature of the breach, the number of records potentially affected, and the specific data potentially affected.

1. 1 Should the State of Delaware or the awarded vendor determine that a data breach has actually occurred; the awarded vendor will immediately take all reasonable and necessary means to mitigate any injury or damage which may arise out of the data breach and shall implement corrective action as determined appropriate by VENDOR, DTI, and UNIVERSITY.

1. 2 Should any corrective action resultant from Section B.1.1. above include restricted, altered, or severed access to electronic data; final approval of the corrective action shall reside with DTI.

1. 3 In the event of an emergency the awarded vendor may take reasonable corrective action to address the emergency. In such instances the corrective action will not be considered final until approved by DTI.

1. 4 For any record confirmed to have been breached whether such breach was discovered by the awarded vendor, the State, or any other entity and notwithstanding the definition of personally identifiable information as set forth at 6 *Del. C.* § 12B-101 the awarded vendor shall:

1.4.1. Notify in a form acceptable to the State, any affected individual as may be required by 6 *Del. C*. § 12B-101 of the Delaware Code.

1.4.2. Provide a preliminary written report detailing the nature, extent, and root cause of any such data breach no later than two (2) business days following notice of such a breach.

1.4.3. Meet and confer with representatives of DTI and UNIVERSITY regarding required remedial action in relation to any such data breach without unreasonable delay.

1.4.4. Bear all costs associated with the investigation, response and recovery from the breach, such as 3-year credit monitoring services, mailing costs, website, and toll free telephone call center services.

D. No Limitation of Liability for Certain Data Breaches

1. Covered Data Loss

   1. 1 The loss of Customer Data that is not (1) Attributable to the instructions, acts or omissions of Delaware or its users or (2) Within the published recovery point objective for the Services

2. Covered Disclosure

   2.1 The disclosure of Customer Data as a result of a successful Security Incident.

3. Notwithstanding any other provision of this contract, there shall be no monetary limitation of vendor's liability for the vendor's breach of its obligations under this contract which proximately causes a (1) Covered Data Loss or (2) Covered Disclosure, where such Covered Data Loss or Covered Disclosure results in any unauthorized public dissemination of PII.

E. Cyber Liability Insurance

1. An awarded vendor unable to meet the DTI Cloud and Offsite Hosting Policy requirement of encrypting PII at rest shall, ***prior to execution of a contract***, present a valid certificate of cyber liability insurance at the levels indicated below. Further, the awarded vendor shall ensure the insurance remains valid for the entire term of the contract, inclusive of any term extension(s).

2. Levels of cyber liability insurance required are based on the number of PII records anticipated to be housed within the solution at any given point in the term of the contract. The level applicable to this contract must comply with the Laws of the State of Delaware, Federal Government. Should the actual number of PII records exceed the anticipated number, it is the vendor's responsibility to ensure that sufficient coverage is obtained. In the event that vendor fails to obtain sufficient coverage, vendor shall be liable to cover damages up to the required coverage amount of State of Delaware and Federal Laws.

F. Compliance

1. The awarded vendor(s) is required to comply with applicable security-related Federal, State, and Local laws.

G. Media Notice

1. No media notice may be issued without the approval of the University/ State.

H. Points of Contact – Data Breach

1. Delaware State University

Delaware State University
Attention Ms. LaKresha Moultrie - lmoultrie@desu.edu
General Counsel & Chief Enterprise Risk Officer
Dr. Claiborne D. Smith Administration Building, 3rd Floor,
1200 North DuPont Highway, Dover, DE 19901-2277

2. State of Delaware

Department of Technology and Information
Solomon Adote, Chief Security Officer
Solomon.adote@state.de.us ; 302.739.9631