Request for Proposal

ERP System for the
Green Mountain Higher Education Consortium

RFP #: 2016002

Date: August 10, 2016

Contents

1: Key Information Summary

Title of RFP:	ERP System for the Green Mountain Higher Education Consortium, RFP #: 2016002
RFP Issue Date:	August 10, 2016
Purpose:	Green Mountain Higher Education Consortium (GMHEC), which consists of Champlain College, Middlebury College and Saint Michael's College, wishes to acquire and implement an integrated enterprise resource planning (ERP) system encompassing all the necessary functionality of an integrated Student Information System (SIS), Financial Information System (FIS) and Human Resources & Human Capital Management System (HRIS).
Procurement Method:	Invited competitive sealed proposals.
Contract Term:	The Consortium anticipates awarding the contract in the first quarter of 2017 and engaging in a 24- to 30-month implementation schedule, with staggered go-live dates, and an ongoing relationship with the selected vendor for maintenance and support.
Issuing Office:	Green Mountain Higher Education Consortium
Issuing Office Point of Contact:	Natalya Boock CampusWorks Inc. Nboock@campusworksinc.com
Deadline for Receipt of Proposals:	September 28, 2016 at 5:00 p.m. Eastern Time
Proposal Received at:	Green Mountain Higher Education Consortium Attn: Corinna Noelke 84 S. Service Road, Room 202B Middlebury, VT 05753 AND 1 Electronic copy to: Natalya Boock CampusWorks Inc. 8445 Chesapeake Ave. North Port, FL 34291

This RFP and all of the material contained herein are confidential and the intellectual property of the Green Mountain Higher Education Consortium.

2: About Green Mountain Higher Education Consortium and its Expectations

2.1: Background Information

The Green Mountain Higher Education Consortium (Consortium) is a newly formed collaborative endeavor of three Vermont Colleges: Champlain College, Middlebury College and Saint Michael's College. The goal of the Consortium is to create and foster collaborative endeavors among member institutions by serving as an agent for economic and educational initiatives that bring value to all. This partnership is determined to find ways to reduce administrative costs while improving services common to all three institutions.

Our vision is to provide excellent resources and services to support all collaborative opportunities with innovative and highly functional systems and management tools that will reduce cost and improve quality by creating better planning and implementation processes.

Champlain College

Founded in 1878, Champlain College is a small, not-for-profit, private college overlooking Lake Champlain in Burlington, Vermont with additional campuses in Montreal, Canada, and Dublin, Ireland. Champlain College offers 29 undergraduate degrees to approximately 2,500 residential students; an additional 3,000+ students are in one of 55 fully online associate, bachelor's, certificate or master's degree programs marketed nationally through direct to consumer advertising and its signature truED® employer partnership program, and recruited via an offsite vendor; and an additional 256 students are in 1 residential graduate program and 5 hybrid (i.e., online and face to face) graduate programs. Its career-driven approach to higher education prepares students for their professional life from their very first semester.

U.S. News & World Report named Champlain College the #1 "Most Innovative School" in the North in their "America's Best Colleges" 2016 rankings. *The Princeton Review* included Champlain in its "Best 380 Colleges: 2016 Edition" and it was also featured in the *Fiske Guide to Colleges 2016* as one of the "best and most interesting schools" in the United States, Canada, and Great Britain.

Employee Statistics for 2015: 350 Benefit Eligible Employees; 1896 W-2s were issued.

Middlebury College

Middlebury College has emerged as one of a handful of the most highly regarded liberal arts colleges in the nation. Middlebury is unique among these schools in that it's a classic liberal arts college that also offers graduate and specialized programs operating around the world.

Middlebury is committed to educating students in the tradition of liberal arts, which embodies a method of discourse as well as a group of disciplines; in scientifically and mathematically-oriented majors, just as in the humanities, the social sciences, the arts, and the languages, Middlebury emphasizes reflection, discussion, and intensive interactions between students and faculty members. Middlebury's vibrant residential community, remarkable facilities, and the diversity of the co-curricular activities and support services all exist primarily to serve these educational purposes.

As a residential college, Middlebury recognizes that education takes place both within and beyond the classroom. Since its founding in 1800, Middlebury has sought to create and sustain an environment on campus that is conducive to learning and that fosters engaged discourse. Middlebury is centrally committed to the value of a diverse and respectful community. Its natural setting in Vermont's Champlain Valley, with the Green Mountains to the east and the Adirondacks to the west, is also crucial to its identity, providing refreshment and inspiration as well as a natural laboratory for research. The beauty of Middlebury's well-maintained campus provides a sense of permanence, stability, tradition, and stewardship. Middlebury has established itself as a leader in campus environmental initiatives with an accompanying educational focus on environmental issues around the globe. Middlebury Colleges offers undergraduate degrees to more than 2,500 students.

Middlebury's borders extend far beyond Vermont's Addison County. The Middlebury Language Schools (1,500 students), Middlebury C.V. Starr Schools Abroad (280 students), Middlebury Bread Loaf School of English (400 students), Middlebury Bread Loaf Writers' Conference, Middlebury School of the Environment (12 students), and the Middlebury Institute of International Studies at Monterey (750 students) provide top-quality specialized education, including graduate education, in selected areas of critical importance to a rapidly changing world community. These areas include an unusually wide array of languages, literatures, and culture—including programs in English and writing at Bread Loaf. The first of Middlebury's internationally acclaimed language programs began in 1915, and the Bread Loaf programs were inaugurated in 1920.

Middlebury expects graduates to be thoughtful and ethical leaders able to meet the challenges of informed citizenship both in their communities and as world citizens. They should be independent thinkers, committed to service, with the courage to follow their convictions and to accept responsibility for their actions. They should be skilled in the use of language, and in the analysis of evidence, in whatever context it may present itself. They should be physically active, mentally disciplined, and motivated to continue learning. Most important, they should be both grounded in an understanding of the Western intellectual tradition that has shaped the College, and educated so as to comprehend and appreciate cultures, ideas, societies, traditions and values that may be less immediately familiar to them.

Employee Statistics for 2015: 1530 Benefit Eligible Employees; 5465 W-2s were issued.

Saint Michael's College

Saint Michael's is a Catholic college founded by the Society of Saint Edmund in 1904. Its guiding principles of education, justice and service to the poor are at the heart of the Saint Michael's experience. Saint Michael's mission is to contribute through higher education to the enhancement of the human person and to the advancement of human culture in the light of the Catholic faith.

Saint Michael’s College has earned a number of accolades. It was ranked the 105th best national liberal arts college by *U.S. News and World Report* in 2015, was called one of the “best and most interesting 322 colleges” by the *Fiske Guide to Colleges*, was featured in *The Princeton Review*’s “Best 380 Colleges” and was included in 2015 *Kiplinger’s* “Best College Values in Private Colleges”.

The student body at Saint Michael’s is comprised of 2,000 undergraduate students, 370 graduate students and 137 international students. Of those students, 55% are women and 45% are male. Saint Michael’s students hail from 29 states and 36 countries. The faculty is comprised of 148 full-time faculty members; 91% have a Ph.D. or the highest attainable degree in their field. The average class size is 19 students.

Saint Michael’s offers 36 majors, an honors program, independent research, and internship opportunities. The campus is comprised of 440 acres; minutes from Burlington, VT, and 98% of the students live on campus. Saint Michael’s has 21 varsity athletic teams competing in NCAA Division II.

Employee Statistics for 2015: 450 Benefit Eligible Employees; 2100 W-2s were issued.

2.2: Purpose of Proposal

The Consortium is seeking a shared “next generation” enterprise resource planning (ERP) solution to serve the colleges’ business operations, manage academic programs, and provide a world-class student experience. The Consortium is seeking a total solution approach that provides a state-of-the-art integrated approach to the core administrative Student Information System (SIS), Financial Information System (FIS) and Human Resource Information System (HRIS). The Consortium recognizes that its requirements may not be best met by a single ERP, but by an “ecosystem” of applications that meet specific functional needs (recruiting, registration, payment, housing, residence life, health and public safety, etc.) and share common data elements through bi-directional, real-time data flows.

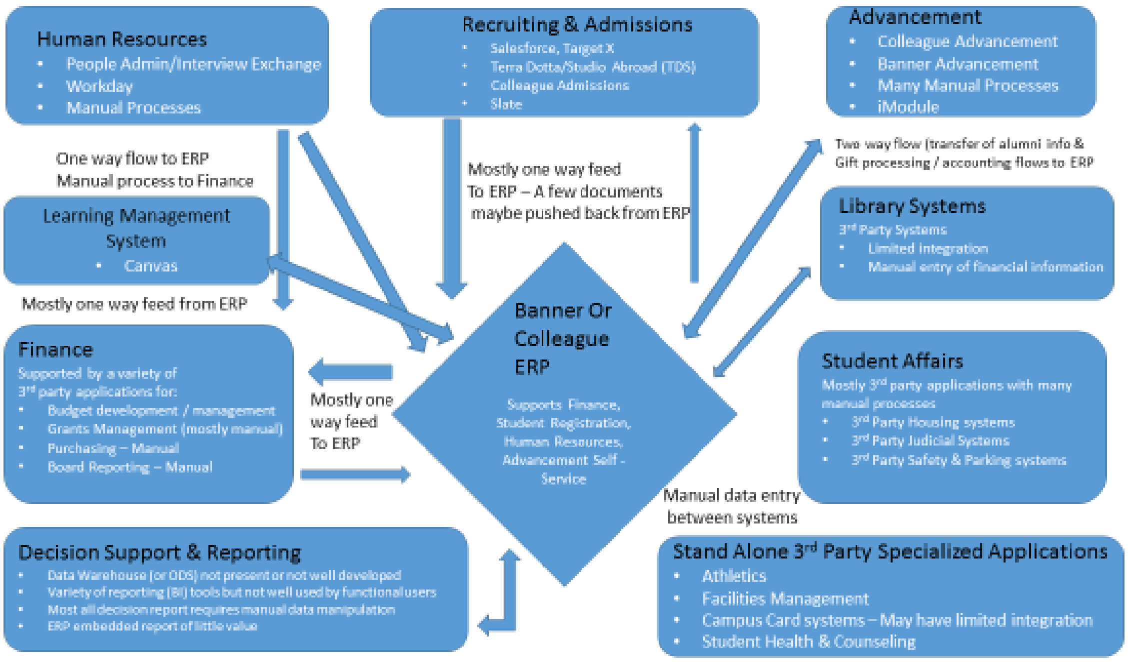
The Consortium is seeking an intuitive, modern user interface that provides the ease of use and browser and device agnostic access that the Consortium community would expect from a major commercial website (e.g., Google or Amazon). The desired solution will have reporting and analytics leading to informed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

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. An established vendor operating within the higher education community must lead the proposed software solution. The implementation of the chosen software systems must also fit within budget limits established by the Consortium.

2.3: Current Systems Configurations

The Consortiums' colleges' current administrative environments are based on a single-vendor ERP with surrounding third-party applications. A chart of the specific applications is provided in Appendix B. The commercial applications are supported by a variety of non-integrated manual "shadow" systems based mostly on MS Excel and MS Access/Filemaker Pro, although there are also a few in-house developed applications. The colleges' ERPs are lightly to moderately customized. The diagram below provides a general overview of the current administrative systems environment.

GMHEC Administrative Systems Overview



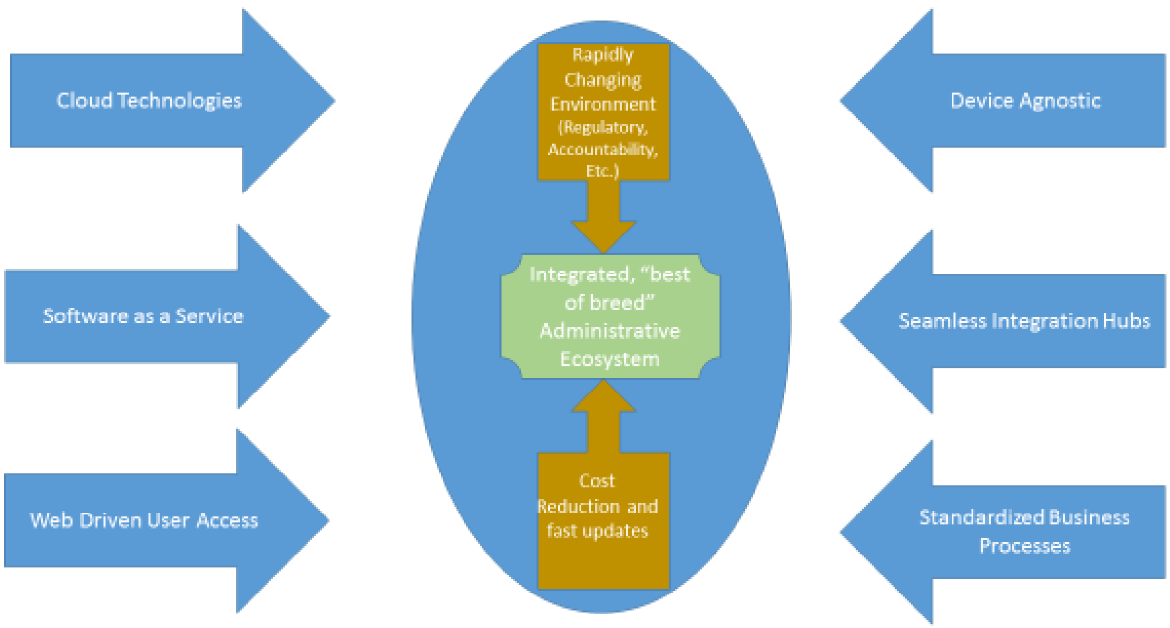
2.4: Administrative Systems (ERP) Strategic Approach

Given the Consortium's mission and vision, all three colleges conducted an assessment of their current independent administrative systems to create a strategy for shared administrative systems and assess the landscape for solutions that will meet their needs now and in the future. The strategy focuses on economies of scale; identifying consolidations, where effective, and over a planned and orchestrated timeline; moving the Consortium institutions to a shared technology environment; and aligning each institution's overall business processes in order to gain the greatest increase in efficiency and effectiveness.

The administrative systems project is the Consortium's second foray into shared operational needs (it is currently implementing a centralized purchasing office)—going well beyond the Consortium's buying power, which has been leveraged successfully to-date. As the shared administrative systems environment evolves, it will be essential for vendors to understand each institution's individual needs and timelines as well as the Consortium's overall goals and objectives and be able to collaborate to drive the expected value from investments in financial and human capital resources.

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.

The changing higher education landscape along with new and emerging technologies may dictate an approach and solution that is different than the single-vendor ERP. The market may be moving from a single-vendor "ERP suite" to an administrative system environment "ecosystem" in which the solution is comprised of many vendors, products, and outsourced business processes.

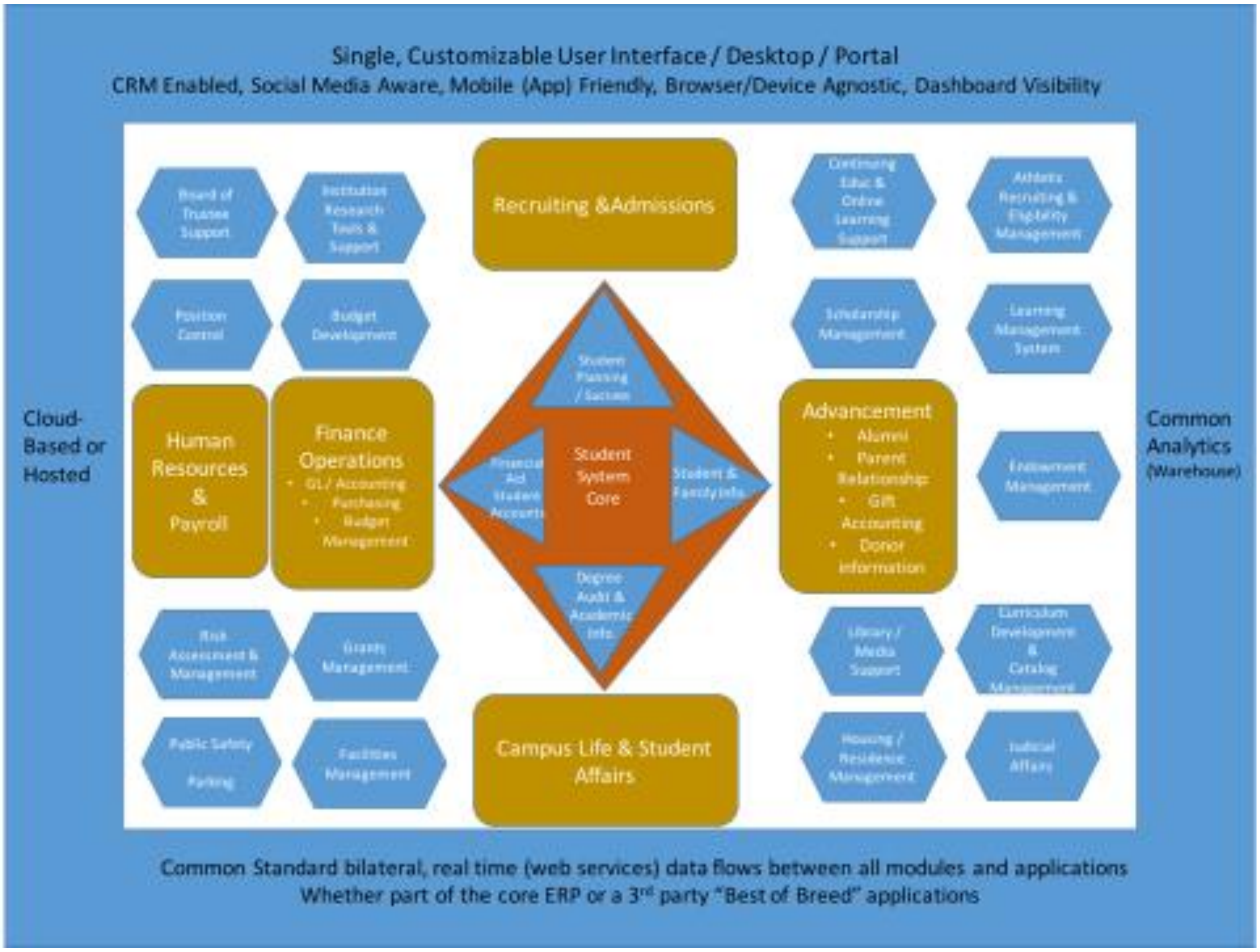


While GMHEC understands that a total solution might not be fully developed at this time, vendors should consider what they can provide today and how this model would be fully developed in the near future, specifically addressing the following:

- What is acceptable and preferred relating to on-premises, cloud, mobile and analytical applications?
- What integration capabilities and level of integration does your solution provide?

2.5: Desired Administrative Systems

These Administrative Systems goals are overviewed in the diagram below.



2.6: Expected Concurrent Users

The Consortium expects as many as 3,000 concurrent users of the system across its member institutions. This number represents employees assuming they all submit their time at the same time or a portion of the roughly 10,000 students registering for classes at the same time.

2.2: Steering Committee

A Steering Committee of executives, administrators, staff, and technologists will recommend an ERP solution to the Consortium.

2.5: Technology Platform(s)

The Consortium desires (as much as possible) 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 college's specific needs. 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 to each institution's individual needs.
- 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 and Test environment. Live, Test and Development environments would be preferred.
- Has the ability to generate log files that can be disseminated (may not be applicable in a cloud based system).

3: Terms of RFP

3.1: Project Timetable

The key milestones associated with this RFP are as follows:

Project Milestone	Date
Request for Proposal issued	8/10/2016
Intent to bid (not binding) • Notify Natalya Boock at nboock@campusworksinc.com by Noon Eastern Time	8/16/16
Vendor briefing via phone **required** • Proposals will not be accepted from vendors who do not participate in the vendor briefing. • Conference call information will be provided when vendor's intent to bid email is received.	8/17/2016
Vendors may submit preferred demonstration dates	8/10-9/16
RFP responses due	9/28/2016
Vendors notified if selected for demonstrations	10/4/2016
Discovery visits with vendor - Each vendor given 1 day - Scheduled in advance on select dates in the range	10/10-10/14/2016
Vendor demonstrations (2 days each)	10/24-11/4/2016
Best & final pricing from finalist vendors	11/23/2016
Final review of vendor offerings & vendor selection	11/30/2016
Contract awarded	3/31/2017

3.2: Onsite Product Demonstrations

Semi-finalists will be invited to demonstrate their solutions to the Consortium community. Vendors will be provided with the demonstration requirements by October 6, 2016.

Vendors are welcome to submit their discovery and demonstration date preferences by completing the table below and emailing it to Natalya Boock at nboock@campusworksinc.com. **Vendors may submit this form immediately and separately from the RFP response.** Each vendor that submits date preferences will be assigned discovery and demonstration dates so you may plan for the possibility of being invited to demonstrate your product to the Consortium community. See above for date when all vendors will be notified if they have been selected to demonstrate and what date they have been assigned. Demonstrations will occur on the Vermont campus of one of the member institutions. Different vendors will present at different locations. Date preferences are being gathered as input, but vendors cannot presume their preferred demonstration date will be available.

Discovery & Demonstration Date Preferences Form

Vendor Name:	
Demonstration Dates	**Please rank the dates to the left as to your preference below** 1=Preferred, 2=Second Choice, 3= Third Choice, 4=Least Preferred
October 24 & 25	
October 26 & 27	
October 31 & November 1	
November 2 & 3	
Discovery Dates Vendors selected to demonstrate their products are given an *optional* one-day onsite discovery with consortium members.	**Please rank the dates to the left as to your preference below** 1=Preferred, 2=Second Choice, 3= Third Choice, 4=Least Preferred
October 10	
October 11	
October 12	
October 13	

3.3: Revisions to the RFP

The Consortium reserves the right to add, change or delete any part of this document during the RFP process. Any such additions, deletions or modifications to the original RFP will result in an addendum, which will become an integral part of the RFP. Any clarifications or interpretations will be given to all vendors in addendum form, and such addenda will be included as part of the proposal documents. Vendors shall acknowledge receipt of addenda in writing. Only written interpretations or corrections by means of an addendum shall be binding. The vendor shall not rely upon information given by any other method.

3.4: Good Faith

Each vendor is required to deal with the Consortium in good faith with respect to the submission of their proposal and the performance of any contract awarded upon acceptance of that proposal.

The materials contained in this RFP are confidential and the intellectual property of the Consortium. Vendors shall not discuss or communicate, directly or indirectly, with any other vendor or their agents or representatives about the preparation of the proposals. Each vendor attests that its participation in the RFP process is conducted without any collusion or fraud. If a breach of this requirement is discovered at any time, the Consortium and its member institutions reserve the right to disqualify the vendor or terminate any ensuing contract. Any and all vendors participating in such discussions or communications, in breach of its obligations herein, shall be responsible for all costs and damages whatsoever that the Consortium and its member institutions may incur as a result, and the Consortium and its member institutions may ban such vendors from competing for contracts where such breach has resulted in an impairment of the relationship between the Consortium, its member institutions and such vendors.

3.5: Conflict of Interest

Each vendor shall be considered to have warranted that it has not employed or retained any person, other than a bona fide employee, to solicit or secure the proposed contract; and that it has not paid or agreed to pay any person, other than a bona fide employee, any fee, commission, percentage, gift or other consideration contingent upon or resulting from the award of that proposed contract, or as an inducement to be awarded that contract. Without prejudice to any of its other rights, the Consortium and its member institutions reserve the right to annul any contract or other arrangement entered into with a vendor where there is a breach of this warranty.

In order to protect the integrity of the procurement process, the Consortium may reject a bid if the vendor or its employees had access to information related to the RFP solicitation that was not available to other vendors and that would, in the Consortium's opinion, give the vendor an unfair advantage.

3.6: Confidentiality

During the RFP process, the vendor may have access to private or confidential data maintained by the Consortium or its members. No private or confidential data collected, maintained or used in the course of this RFP process shall be disseminated by the vendor except as authorized by the Consortium either during the period of the RFP process or thereafter. The vendor must agree to return any or all data furnished by the Consortium and its member institutions promptly at the request of the Consortium. Upon the end of the RFP process, the vendor will not use any of such data or any material derived from the data for any purpose and, where so instructed by the Consortium, will destroy or render it unreadable.

All information shall be handled by the vendor in accordance with the Family Educational Rights and Privacy Act (FERPA) of 1974, Federal Health Care Financial Administration as defined in the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and any other federal and state privacy laws applicable to the handling of faculty, staff, and student information.

Vendors should clearly identify those portions of their proposals that they deem to be confidential, proprietary information or trade secrets and provide any justification why the Consortium should not disclose such materials, upon request. Vendors must clearly identify each and every section that is deemed to be confidential, proprietary or a trade secret—it is **not** sufficient to preface the proposal with a proprietary statement or to use a page header or footer that arbitrarily marks all pages as confidential. Any individual section of the proposal that is not labeled as confidential with an accompanying statement concerning the rationale for its claimed confidentiality shall be considered public information.

3.7: Staffing

The vendor shall warrant that all persons assigned by it to the performance of any contract resulting from this proposal shall be employees of the vendor, fully qualified to perform the work required. The vendor shall include a similar provision in any contract with any subcontractor selected to perform work under that contract. Failure of the vendor to provide qualified staffing as required by the RFP specifications may result in termination of that contract and/or damages.

3.8: Subcontractors

The Consortium will accept proposals that include third-party involvement only if the vendor submitting the proposal agrees to take complete responsibility for all actions of such subcontractors. Vendors must state whether subcontractors are or are not being used, and if they are being used, must list them. The Consortium reserves the right to approve or reject any and all subcontractors that the vendor proposes. Any subcontractors engaged after award of the contract must be pre-approved, in writing, by the Consortium.

3.9: Expenses

The Consortium will not be responsible for any costs incurred by the vendor in preparing and submitting a proposal or in performing other activities related to this RFP.

3.10: Bonds

The vendor will furnish performance and payment bonds as security for the faithful performance and payment of all of the vendor’s obligations of any contract resulting from this proposal. These bonds shall be in amounts at least equal to the contract price and in such form and with such sureties as are acceptable to the Consortium. Prior to the execution of any contract documents, the Consortium may require a contractor to furnish other bonds, in such forms and with such sureties as the Consortium may require. If such bonds are required by written instructions given prior to contract signing, the premiums shall be paid by vendor; if subsequent to contract signing, the premiums shall be paid by the Consortium.

3.11: Insurance

The successful vendor will be required to procure and maintain, at the vendor's expense, during the period of agreement, the insurance described in the following subparagraphs. Insurance must be with a company or companies qualified to do business in Vermont, D.C. and California, acceptable to the Consortium and written on the standard approved comprehensive General Liability Policy form. The vendor must furnish a certificate showing that such insurance is in effect prior to the signing of the contract award. The vendor must provide insurance coverage and furnish certificates of insurance to the Consortium and its member institutions, on the following risks and in the following minimum limits prior to execution of an agreement:

- Commercial general liability insurance with limits not less than $2 million per occurrence involving bodily injury and property damage.

- Comprehensive automobile liability insurance in an amount not less than $1 million per occurrence for bodily injury and property damage combined, to cover all owned, non-owned, and hired vehicles.
- Worker's compensation insurance as required by Vermont and California law.
- Blanket employee dishonesty bonds, with limits not less than $1 million per loss.
- Commercial cyber liability insurance with limits not less than $2 million per occurrence.
- Errors and Omissions insurance with limits not less than $2 million per occurrence.
- Umbrella liability coverage must be in place and acknowledged within the contract language.

All liability insurance policies will name the Green Mountain Higher Education Consortium and its member institutions as additional insured with respect to claims, demands, suits, judgments, costs, charges and expenses arising out of, or in connection with, any loss, damage or injury resulting from the negligence or other fault of the vendor, its agent, representatives or employees. Certificates of such insurance to be provided by vendor shall be in terms acceptable to the Consortium, and shall contain a provision that coverage afforded under the policies will not be cancelled or materially changed until no less than 30 days' prior written notice has been given to the Consortium. The Consortium will not accept a limitation of liability.

The vendor shall indemnify the Green Mountain Higher Education Consortium against any and all claims for injury to, or death of, any person; for loss or damage to any property; and for infringement of any copyright or patent occurring in connection with, or in any way incidental to, or arising out of the occupancy, use, service, operations, or performance of work under this contract.

The Consortium shall not be precluded from receiving the benefits of any insurance the vendor may carry which provides for indemnification for any loss or damage to property in the vendor's custody and control, where such loss or destruction is to the Consortium or its member institutions' property. The vendor shall do nothing to prejudice the Consortium's and its member institution's right to recover against third parties for any loss, destruction, or damage to the Consortium and its member institutions' property.

3.12: Indemnification

The vendor agrees to defend, indemnify, and hold harmless the Green Mountain Higher Education Consortium, its members, its respective affiliates, contractors, officers, directors, trustee, employees and agents from and against all claims, liabilities, damages, and expenses, including attorney's and other professional's fees, arising out of or related to the intentional or negligent acts or omissions of Vendor, its affiliates, contractors, officers, directors, trustees, employees or agents.

3.13: Data Ownership

All records or data input into the proposed systems remain the property of the Consortium and its member institutions, without any transfer or reservation of ownership or other rights to the vendor.

3.14: PCI Compliance

The Consortium requires that the successful vendor shall at all times maintain compliance with the most current Payment Card Industry Data Security Standards (PCI DSS). As evidence of compliance, the vendor will provide when requested, a current Attestation of Compliance. The vendor acknowledges responsibility for the security of cardholder data, to the extent that they could impact the security of the customer's cardholder data, as defined within PCI DSS. The vendor acknowledges and agrees that cardholder data may only be used for completing the contracted services as described in the full text of this document, or as required by the PCI DSS, or as required by applicable law.

In the event of a breach or intrusion or otherwise unauthorized access to cardholder data stored at or for the vendor, the vendor shall immediately notify the Consortium's Executive Director to allow the proper PCI DSS compliant breach notification process to commence. The vendor shall provide appropriate payment card companies, acquiring financial institutions and their respective designees access to the vendor's facilities and all pertinent records to conduct a review of the vendor's compliance with the PCI DSS requirements.

In the event of a breach or intrusion the vendor acknowledges any/all costs related to breach or intrusion or unauthorized access to cardholder data entrusted to the vendor deemed to be the fault of the vendor shall be the liability of the vendor. The successful vendor agrees to assume responsibility for informing all such individuals in accordance with applicable law and to indemnify and hold harmless the Green Mountain Higher Education Consortium, its member colleges, and its officers and employees from and against any claims, damages or other harm related to such breach.

Please attest to these PCI requirements.

3.15: Licensing Expectations

The Consortium has the following expectations related to the licensing of the system software:

- The Consortium expects to be billed only for those modules successfully installed, tested and operational, and for the respective pro-rated portion of the annual maintenance contract.
- There will be no increase in license fees or maintenance charges, regardless of the number or extent of hardware upgrades or increases in utilization, for the first five years.
- The Consortium will have a perpetual, non-exclusive license to the software, which will survive any sale or transfer of the vendor's ownership rights.

- Should the contract with the selected vendor cease, the Consortium owns its data and will not be subject to further payment to copy, download, or access its data and/or move it to another system.

3.16: Proposal Acceptance

All prices, costs, terms and conditions in the proposal shall remain fixed for 180 days after the closing date for receipt of the proposal or the best and final offers are submitted. This period may be extended by written mutual agreement between the vendor and the Consortium.

3.17: RFP Included in Contract

This RFP, its attachments, and any addenda, the vendor response and any amendments or exhibits, and the letter of award for the successful vendor shall be incorporated into the written contract, which shall compose the complete understanding of the parties. Each vendor responding to this RFP will be held to have read, thoroughly examined and understood this document and its attachments. Failure of the vendor to read, thoroughly examine and understand the RFP will not excuse any failure to comply with the requirements of the RFP or any resulting contract, nor shall such failure be a basis for claiming additional compensation.

3.18: Scoring of Responses

Please note that in addition to the primary RFP document, there are two appendices: Appendix A is a list of technical and/or functional questions that are a supplement to the scenarios and questions listed in the RFP document. Appendix B is a list of current third party software systems in use at one or more of the Consortium's schools. Vendors should note that during the scoring of responses, the Steering Committee will give the responses to the scenario questions greater weight than the questions in Appendix A. These scenarios have been developed to illustrate the proposed solution's ability to break down data and inherent processing silos often experienced in traditional ERP systems. They are written to describe the cross functionality of the lifecycle of faculty, staff and students throughout their entire experience with any of our institutions. As such, these scenarios provide the vendor an opportunity to illustrate forward thinking and the ways in which the proposed solution can assist the consortium in operating in an efficient manner using best practices that may help the institutions significantly reduce the amount of manual processing that occurs today throughout the consortium.

4: Technical and Functional Requirements

4.1: Provision of a Comprehensive ERP Solution

Explain how the proposed application/solution is able to support the processes/functional areas listed below. (If your 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 your company's solution, your proposal **is required** to include <u>most or all</u> 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, grading/transcripts, housing 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)
- Payroll

The Consortium prefers proposals for comprehensive solution that also include facilities and room scheduling functionalities, as defined in this RFP.

4.2: 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 Consortium'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.

4.3: Business Continuity Plan

Please describe in detail how the Consortium 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 Consortium in the event that the vendor ceases to conduct business and/or sunsets the ERP? If so, please detail that guarantee.

4.4: Business Exit Strategy

Please describe in detail the process by which an institution would notify the vendor of their desire to cease using the software. What guarantees are made to the institution? How will the Consortium be serviced? Are tools provided to the institution to extract data needed in a new conversion?

4.5: System Security and Encryption

Please describe your solution's security strategy and encryption methods. Also indicate how security is ensured in both the on-campus and mobile environments. In addition, what options are available to assign and manage user access?

4.6: Document Management Strategy and Integration

Please describe your solution's document management strategy in detail. If document management is not an inherent tool within your solution, please list the preferred vendors that your solution integrates directly with. If there are additional costs for this inherent tool, please provide those costs in Attachment A under third party licenses (as described in section 5).

4.7: Integration Strategy

Please describe your company's integration strategy.

Does your solution provide APIs to access underlying data?

Does your solution provide ETL tools to access underlying data?

4.8: Cloud-Based Scenario

The Consortium 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.

Please describe the cloud-based options your firm offers. Please provide:

- Brief, high-level description
- Key services that are included
- Proposed service levels and metrics (including measurement calculations)
- Location(s) from where services are provided
- Specifications of where college 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 and capabilities
- Schedules for backups, upgrades, etc. for options that include regularly scheduled services
- 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, etc.)
- In the SaaS model, please detail guarantees offered in good faith and in place in the event that either party decides to terminate the relationship.

Provide full costs in Attachment A (as described in section 5).

4.9: Hosting Services Scenario

The Consortium is looking for a system that has minimal, if any, onsite hosting requirements. The proposed system should be hosted externally, be cloud-based or be a “software as a service” (SaaS) solution for the production and non-production (i.e., development, testing, training etc.) environments.

Please describe the hosting options your firm is offering (e.g., co-location, application hosting, managed hosting, SaaS, etc.). For each hosting option, provide:

- Brief, high-level description
- Key services that are included
- Proposed service levels and metrics (including measurement calculations)
- Location(s) from where services are provided
- Specifications of where college 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 and capabilities
- Schedules for backups, upgrades, etc. for options that include regularly scheduled services
- 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, etc.)

Provide full costs in Attachment A (as described in section 5).

4.10: Product Service, Maintenance and Support Capabilities

Provide an overview of your organizations’ resources, skills, organization structure, processes, and experience for application support services. Distinguish between general capabilities and those that apply specifically to the products/modules included in your proposed solution.

Describe how you provide support to, and interact with, your own hosting organization and/or with third-party subcontract hosting services.

Include onsite response and problem resolution times. You may provide a business model that is utilized in providing support services; this may include documentation that provides steps in quality control and assurance methods.

4.11: Product Support Service Plans

Describe your proposed maintenance and support plan coverage and the various service level commitments and options available to the Consortium. Detail how services are provided in a hosted solution scenario (i.e., application hosted by a third party) and a cloud-based scenario. What services would be provided to the Consortium and what services by the hosting provider? Who is eligible to initiate support calls? Confirm your ability to respond to all service calls within 2 hours. State the location of all support service center(s) in the United States and in Vermont and California. Indicate the numbers and types of trained application software personnel to be utilized to support the Consortium.

4.12: After Hours/Emergency Service Requirements

Departments need to operate beyond regular business hours (8 a.m. EST – 8 p.m. EST). Describe how your solution will provide continuous service that will be available to the Consortium and its colleges, 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.

Provide full costs in Attachment A (as described in section 5).

4.13: Continuing Support, Upgrades and Training Programs

Specify the nature of the proposed post-purchase support to be provided. 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

Would your firm provide the source code for the proposed solution using any of the following methods?

- No cost with system purchase
- Escrow arrangement
- Purchase agreement
- Other (specify)

Please detail how your company informs their partner institutions about planned system downtime, service availability, and maintenance windows? Also please provide a historical representation from 2015 of planned system maintenance, upgrades and downtime.

4.14: Proposer’s Location and Service Center/Technical Support

Provide your firm’s office locations and the number of managers, supervisors, seniors, and other professional staff employed at these offices. Explain the technical support available and the escalation process when issues arise.

4.15: Implementation Partners

The Consortium reserves the right to issue a separate solicitation for system integration (SI) services or negotiate SI services with the awarded proposer(s). Please identify all implementation service providers for your proposed solution (i.e. applications/modules) and indicate if they are certified to provide services in the state of Vermont and California. For each service provider, please include:

- A general description of your relationship to the service provider and its history.
- Any formal certifications you have provided to the service provider.
- Contact information.
- Service provider's formal qualifications.
- Summary of the service provider's capabilities.
- Descriptions of the SI service provider's recent higher education engagements.

4.16: Technical and Functional Scenarios and Questions

The functionality requirements identify the key functionality that GMHEC is looking for in its ERP administrative application.

- It is understood that no solution will provide all of the described functionality. The Consortium 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.

The technical and functional scenarios and questions are designed to provide the Consortium's Steering Committee with the most realistic, scenario-based answers your firm can provide. The Consortium is looking for a technological system that is intuitive and user-friendly; therefore, it is imperative for the Steering Committee to understand if your system has the requested capabilities and more importantly, how users will be able to access the data, achieve the level of efficiency capable in your system and the amount of effort required to operate the system. Please note, you must respond to the scenarios provided in addition to the specific functional questions listed below the scenarios. Respond only with functionality that is currently available. You may indicate that functionality currently not available to be demonstrated will be available in a future release of the product. If future release, include timing of that release and probability of timing to be accurate.

Additional specific functional and technical questions are located in Appendix A and must also be answered. Please see Section 3.18: Scoring - for information on how the scenarios and specific departmental questions will be weighted.

If any of the following requirements are not provided in your company's solution, your proposal **is required** to include <u>most or all</u> 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 recruiting, admissions, advising, course catalog, class schedule, student records, enrollment, grading/transcripts, housing and bursar)
- Financial Aid

- Financial Management (including budgeting, general accounting, procurement, grants, gifts, endowment management, accounts payable, accounts receivable, and cash management)
- Human Capital Management (including recruiting, employee records, position and workforce management, benefits administration, succession planning, performance & learning management, salary administration and modeling, and staff, faculty and student worker onboarding)
- Payroll
- Reporting

The Consortium prefers proposals for comprehensive solution that also include facilities/room scheduling functionalities, as defined in this RFP.

Your proposed solution is **required** to be a fully integrated comprehensive system that addresses most or all of these process areas. The Consortium reserves the right to consider selecting portions of one proposal that address most of these process areas and augmenting it with portions of other proposals (i.e., from other firm's proposals) that the Consortium determines optimally address the functional gaps in the primary proposal.

4.16.1 General System Questions

1. Please identify the current and/or planned features that distinguish the proposed solution from its competitors.
2. What is the average size of the higher education institutions that have deployed the proposed solution in the last three (3) years?
3. 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 your recommendations for how user access is established?

4.16.2 Self-Service Functionality Questions

1. Describe the self-service experience for students throughout their lifecycles with the institution.
2. Describe the self-service experience for employees throughout their lifecycles with the institution.

4.16.3 Financial System Scenarios and Questions

Green Mountain Higher Education Consortium and each of its three colleges are separate entities that require separate financial reporting, analyses, and records; however, as a consortium, financial management is an area where great economies 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 Consortium considers 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.

Financial Management Scenarios

1. **<u>General overview</u>**. The Consortium currently consists of the 3 independent institutions with multiple legal entities and the combined consortium. In considering this independent and combined organization, describe how the proposed solution will assist the independent institutions and combined consortium 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 FASB and GAAP along with the reporting guidelines established by NACUBO.

2. **<u>Purchasing</u>** 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 supporting material (such as quotes, bids, receipts, etc.), and leverage workflow to easily process requests would be ideal. Describe how the proposed solution will enable the Consortium to leverage its 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. Please detail how the proposed solution would assist the consortium 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. 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, based on defined criteria including automated notifications for approval by those areas. Please indicate how the staff member can mark the receipt of their goods in the system.

3. **<u>Receiving through payment processing:</u>** Describe how the proposed solution supports the Consortium organizations with combined receiving, payment approval and payment processing. 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 organization may have varying rules. Include in your response how the solution may be setup to automate payment terms, discount options, withholding rules and other criteria used to process payments. Incorporate 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. Describe the payment process including how invoices are identified for payment, automatically and manually, and the ability to cancel or void/reverse a vendor payment and the impact on the related vendor payment history. Identify the types of payment methods supported by the proposed solution (check, direct deposit, electronic funds transfer, etc.)

4. **Purchasing cards** are a highly leveraged mechanism for purchasing goods and services today. *(All three GMHEC institutions utilize the JP Morgan Purchase Card platform and plan to remain on it so the proposed solution must support it.)* However, the reconciliation and tracking of available funds becomes somewhat challenging with purchasing cards. Describe how the proposed solution will support the JP Morgan purchasing card program while allowing the organizations to remain current on the committed funds of any authorized card user. Please detail the business process that you would propose to integrate the PCard with the proposed solution. Then please walk us through how requisitions through invoicing through approvals are handled. Does the system provide the capability to upload supporting document? How would users be notified of errors? How are transactions posted to the General Ledger? Indicate what level of purchase detail users will be able to see directly in the proposed solution. Please detail the proposed solution's reconciliation tools that would assist the Finance Office staff to efficiently work through this process.

5. **Financial management,** from budget managers to entire institutions to the Consortium as a whole, needs to be supported by the proposed solution. As stated earlier in this section, the Consortium has an opportunity to share resources and reduce costs by sharing 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 college 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. The security of each college's financial information must remain restricted to appropriate individuals within the respective organization, while also enabling decentralized budget and financial management across all organizations within the Consortium. Identify the specific processes that administrators will be able to automate such as importing, approvals, attaching documentation, etc. throughout the Finance system. Identify the financial reports and tools provided to budget managers and finance as part of the proposed solution.

6. **Monthly and year-end financial operations** can take significant resources and require journal entries and adjustments to align the financial impact of the individual organizations and the overall consortium including shared services and resources across the Consortium community. Describe how the proposed solution would support the month- and year-end closing including journal entries across institutions and the consortium and bank reconciliations for both deposits and payments. Identify how the proposed solution supports period-end adjustments and any related reversing entries required in future fiscal periods. Describe how the year-end processing would occur for the individual institutions and the consortium creating the most streamlined approach and how adjustments to the current year that impact future fiscal periods are processed. Describe the reporting capabilities provided with the proposed solution to meet the financial operational and reporting needs of the individual colleges and consortium and the related analysis by department, division or another segment.

7. **Budget development and management** is an iterative process informed by the strategic plan of the institution, leadership initiatives, departmental initiatives, and the overall needs of the organization. In a combined financial management system for the Consortium, describe how the proposed solution will support an iterative budget development process, from departments to leadership, for each individual organization within the Consortium, as well as the Consortium as a whole, where appropriate. Describe the budget methods supported (line-item, zero-based, performance-based, etc.), how many different budgets are supported and the reporting capabilities delivered. Include information on budget modeling and if-then scenarios. Describe how specific funding resources are segregated/identified including federal and state funding, grants, special project funds and other funds sources as desired. 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.

8. **Position budgeting and control** are capabilities that cross human resources and financial functional areas to effectively plan the organization's employment needs and manage to that plan throughout the year. Describe how your proposed solution supports position budgeting and position control, including positions, which may be shared across the Consortium by some or all of the member organizations. 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. Address 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. Describe how the proposed solution enables supervisor, departments and all areas across the Consortium to plan compensation increases and decreases with and without minimum and maximum levels established. Incorporate in your description how the following needs are addressed:
    - 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
    - Vacancy projections based on position and actual dates of vacancy or anticipated vacancy based on effective date of an action
    - Reconciliation of position budget to actual personnel costs including benefits
    - Calculating employee and FTE count for departments, VP areas, the institution
    - Calculating estimate cost of pending or potential retirements (early retirement options for instance)
    - 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

9. **Capital assets and projects** are an ongoing activity for all the organizations within the Consortium and, as they look to leverage buying power and other economies of scale, may become an area where more collaboration can provide greater benefit to all. This could include capital purchases and construction projects (e.g., multi-efforts and road and building maintenance). Describe how the proposed solution would support combined

capital procurement as well as combined capital projects, ensuring that each organization is aligned with FASB requirement and can remain financially independent and individually report their financial positions, including capital investments and in-progress capital efforts. Describe how capital assets are procured and tracked over the life of the asset including the related depreciation/amortization of the asset, which might be different across the institutions.

Chart of accounts that allow for shared services such as purchasing and accounts payable, are key considerations as the Consortium considers integrating back office operations to share a common financial system. The complexity of allowing the shared pooling of resources from across the organizations while also ensuring financial and organizational autonomy is a concern. Describe how the proposed solution will provide institutional depth and flexibility within their chart of accounts while allowing cross-institution sharing and leveraging of resources. Include in the response whether the system supports drop-down and search capability within each account number segment and describe account number length, segmentations options, and limitations along with the delivered reporting, including the use of wildcards along with roll-up and drill-down capabilities.

10. **Financial reporting** is critical for the individual organizations and the consortium. In 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. Include in the response the following:
    - Ability to generate trial balances and financial statements at the college, campus, department, and cost center levels.
    - Ability to support a college-wide consolidation set of books with drill-down capability to individual cost centers, departments, transactions and people.
    - Ability to support the configuration of account hierarchies, parent-child relationships, summary and roll-up processing, and other flexible account management and reporting functions.
    - Ability to distribute and report labor costs with full integration and reconciliation of data between the payroll and student systems.
    - Ability to track projects and grants across multiple fiscal years easily over the life of the project and grant.
    - Ability to upload reports directly to MS Excel and PDF.
    - Ability to perform reporting based on projects and grants over the life of the project or grant.
    - Ability to aggregate and report on all sources of funding awarded to students, on a student-by-student basis, including undergraduate research funding, internship grants, travel awards to conferences, internal grants, competition funding, etc.
    - Ability to meet Schedule of Expenditures of Federal Awards (SEFA) reporting requirements.

- Ability to integrate payroll information for time and effort reporting requirements.
- Ability to report on prior year actuals, current year budget and actuals in addition to next year's budget all within the same report.
- Ability to see person level detail for both budget and actual spending.
- Ability to produce ad hoc reporting outside of an existing hierarchy.

11. **Endowment management** is an area of critical need for the Consortium institutions including tracking the individual funds and the annual and lifetime activity of each fund. Considering an endowment 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:
    - 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.
    - Ability to classify gifts into categories in order to accurately report them in the institution's financial statements and for general reporting purposes.
    - Calculate different endowment spending formulas.
    - Allow individual institutions to maintain their own endowment spending calculation.
    - Create monthly entries, whether posted manually or able to dump a file and load into the general ledger.
    - Produce sub-ledgers for tracking detail fund activity with a specific endowed fund.
    - 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.
    - Track assets purchased by the fund.
    - Ability to establish distribution amount for donor funds that will go back into the endowment for reinvestment without requiring a journal entry be made.
    - Restrict spending of endowed funds based on the endowed funds restrictions. Describe the approach used in the delivered functionality.
    - Appropriately identifying endowed funds from other funds and maintaining the appropriate information needed to post entries in accordance with Uniform Prudent Management of Institutional Funds Act (UPMIFA)

12. **Self-service for all users.** 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. Does the proposed solution:

- Provide the ability to access budget and actual financial reports and comparisons via web-based self-service?
- Provide the 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?
- Provide the 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?
- Provide 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?

4.16.4 Auxiliary Services

Each Consortium college has an auxiliary services area with a variety of services delivered internally as well as by service providers. Over time, this is an area where, similar to finance, the organizations can align resources and leverage joint facilities and services to increase efficiencies and reduce costs.

1. **Rental, leasing, events, and related third-party billing** takes on a variety of needs—from student sponsorships to highly complex leasing arrangements to event coordination and related billing. In a scenario in which one Consortium organization, or a combination of Consortium organizations, hosts an event with catering, leased space, technology support services, facilities setup, and legal needs (such as insurance to cover the alcohol that will be served), describe how the proposed solution can support the college, including when multiple organizations are involved in providing these services. Incorporate 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. Also, answer whether the proposed solution:

    a. Provides the ability to image and link all related receivables documentation?
    b. Provides the ability to identify and flag user accounts and balances for write-off processing and provide the write-off processing functionality?
    c. Supports the automated transmission of past due accounts and data to collections agencies?

2. **Conference center events and camps** sponsored by the Consortium and/or its member institutions will be hosted by the organizations, including marketing, registration and payment, event logistics and coordination, catering, public safety, technology, and media services. The event will require participants to register/buy tickets for the event/camp/housing and also select the key activities they plan to participate in. The organizations will leverage the registration information to coordinate the activities throughout the event/camp, including tracking participants' intended and actual participation. Describe how the proposed solution will address these needs, including the entire event/camp life cycle, from marketing to evaluating the outcomes using data derived from the event/camp information. Address whether the proposed solution supports gathering all required approvals and information from parents for their children

to attend camps and other activities, including medical information, emergency contact information, release forms and other information as required.

3. **<u>Room scheduling and facility utilization</u>** impact 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 SIS is also a common challenge in higher education. 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. Incorporate in your description whether the proposed solution:
   a. Has the 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?)
   b. Has the capability to schedule courses 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.)
   c. Has the capability to track non-building spaces, including parking lots, and the number of parking spaces, including handicap spaces.
   d. Has the capability to track the last date inspected, including imaging any inspection documentation received or submitted.
   e. Includes 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 3rd party software is the preferred provider of this functionality and if additional cost, what would be the cost.
   f. Integrates with energy management systems, such as Johnson Controls, to allow tracking of hot/cold calls based on facilities inventory.
   g. Has the capability to track room preferences by faculty member, course and/or any other criteria and can automatically assign rooms for classes as scheduled in the student module.

4. **<u>Auxiliary service contracts,</u>** from food and vending services to public safety to custodial services to campus ID cards, are critical to the success of most higher education organizations. The information used to manage various auxiliary services and integrate them into the student, faculty, and staff experience requires information from the ERP, facility, management, point of sale, card, and other systems. Describe how the proposed solution will align and integrate with auxiliary services delivered by the organizations as well as service providers. Consider the list of systems and services deployed by the organizations today as listed in Appendix B.

4.16.5 Human Resources and Payroll

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 organization within the Consortium, as well as the consortium itself, remain independent employers with their own policies and employee guidelines. 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. As you respond to this section, please articulate how the collective employers across the Consortium can effectively leverage the proposed solution for streamlined human resource and payroll operations, providing employees with high-quality self-service features while ensuring that each independent employer can operate autonomously—operationally and legally.

1. **Position** There will be many individuals who have multiple roles within an organization and across the Consortium. 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. Describe how the proposed solution can be leveraged by all the organizations for human resources and overall operations. Include 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. Identify the workflow capabilities related to requesting positions to hiring an individual including the integration with finance to ensure the position has the required funds are budgeted and available. Identify the supervisor and manager functionality provided in the proposed solution to assist the supervisor and managers in managing their employee populations effectively.

2. **Compensation**
   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. Describe how the proposed solution will support the Consortium and its institutions in managing the compensation and modeling compensation scenarios for planning and budgeting purposes.

3. **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. Describe how the proposed solution will assist in managing these vast varieties of employees and individuals involved in the overall operations of the organization. Address how individuals who have had various employments with the organization are handled including multiple service dates, such as

hire date, date in position, tenure date, faculty status and related date, and seniority date. Include how foreign citizens and the related credentials are supported; how volunteers and the activities they are involved in can be tracked; how union contracts are incorporated; how third party agency employees can be effectively tracked and integrated with Accounts Payable for payment to the vendor; how employee and faculty degree attainment and the granting institution, degree date and transcription received can be tracked including certificates as well as degrees. Identify how the proposed solution will support identifying the essential employees who must work during suspended operations such as severe weather closing. Describe the manager and supervisor self-service features provided.

5. Recruiting and hiring is a function in which the organizations can benefit by sharing services but may also compete for resources, such as key roles and work experience. It may be professionally advantageous for individuals to progress across the Consortium versus any single organization. Joint recruiting for consortium-wide roles may also be a need as the Consortium is further developed.

5.1 Describe how the proposed solution will enable shared recruiting and hiring across the Consortium. Also include how your solution will allow each institution to configure or customize your product to reflect each institution's brand. In particular address 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. We seek a seamless experience that carries our prospective employees throughout the process of the hiring, onboarding and new employee transition. In your response, please address how the proposed solution will support various 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.

5.2 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. 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 in your description how visa status and employment authorization is incorporated in the process.

5.3 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. Describe how a qualified candidate may apply to more than one job using your 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.

5.4 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. Identify how required information and steps such as background checks can be effectively managed including integration with third party providers for background checks. 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. Describe how the hiring committee can schedule and track the interviews for applicants. 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. Lastly, as the hiring committees 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. Describe how the solution will assist in identifying former applicants or employees who should not be considered for hiring in the future.

6. **Onboarding** is an area where 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 including the self-service features to allow new employees to submit and upload required information, including emergency contacts, required documentation such as passports, set up their tax withholdings and select benefits (if eligible) and access any orientation training or information required. Include in the response how uploaded documentation is accessible by HR and other departments including images, photos, driver's licenses and other employee documents including how they are secured to only appropriate individual for access.

7. **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. Describe how your 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. Your response should detail the complete process, including all communications and any self-service features that can be leveraged. Include how the solution will support defining and track category and contract type; durations, statuses, rank and tenure status and date; conditions for each appointment and the appointment date. Include the effect of union contracts on the process. 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. Describe how the solution will accommodate

individuals with more than one contracted position, for example positions funded partially by a grant.

For faculty contracts, 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. Describe the automation provided from the SIS to the HR and Payroll system as well as the checks and balances to ensure compensation calculated by the information in the SIS is approved prior to authorizing the payments.

All organizations hire individuals on a short-term basis as either an employee or a contractor. As an example one institution hires and terminates hundreds of employees in the summer within a timeframe of 9 weeks. The short-term hire might also fulfill a short-term immediate need within a department. 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. Identify any features and functionality provided in the solution to assist in interactively assessing and determining contractor versus employee contractual agreements.

8. **Benefit management** is an area that the Consortium is considering combining across all the organizations by creating a defined contribution private exchange. The individual colleges and the Consortium would remain independent organizations; however, they would have many shared benefits and potentially a centralized benefit administration department to service employees across the Consortium. Describe how your proposed solution will assist in effectively combining benefit management across the Consortium's institutions supporting institution-specific needs, such as leave time, union requirements, retirement plans, and voluntary deductions while retaining an individual institution-branded employee experience. Describe the various benefit functionality provided (health, life, prescription, long and short-term disability, leave, flexible spending, etc.) and the ability to multiple plans by benefit to choose from which are funded using a defined contribution model which is different at each institution. Describe how the system tracks and calculates benefit rates, premium limits and coverage provided, how it 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. Include in the response the functionality provided to support multi-state and international benefit requirements. 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.

   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 in Vermont.
- Support worker's compensation, including notification generation compliant with requirements for all states and supporting self-insured worker's comp monthly and annual reporting in Vermont.
- 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.
- Enter future dates for the effective date of benefits and allow reporting on past, current and future dates.
- Provide the ability to manage 401(k), 403(b), and 457 savings plans, limits, and age catch-up rules and allowances.
- Manage sick/vacation pool and tracking of contributions and uses of the pool.
- Support rolling forward remaining and allowable leave at year-end.
- Track post-retirement benefit eligibility for active employees.
- Define criteria to generate reports on benefits costs at the Consortium level, institutional level, and individual department levels
- Track ongoing benefits for retired employees including method of payment.
- Store employee dependents and beneficiary's information and supporting documentation.

9. **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. Describe how your 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.

   Describe 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. Describe the manager self-service features that allow managers to manage employees' compensation, review history, update job descriptions and request compensation and title changes.

In the area of performance management 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.
- Provide a learning management module that will allow end users to assign, complete and track courses (mandatory and voluntary) and enter external continuing education activities (conference attendance, seminars, certifications).
- Allow end users to access their performance history and documents through their employee portal.

For the Human Resource area, describe how the proposed solution will assist with:

- The ability to define criteria to generate reports for service awards.
- Managing grievances, corrective action plans, subject matters, and schedules electronically and support corrective action through an interactive tool.

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. Describe how managers and supervisors can initiate a separation process, including separation checklists, notification, and communication with their employees and HR. Describe the off-boarding functionality of the proposed solution including the employee self-service features with any checklists, notifications, electronic documents (COBRA notices). Describe how other offices are notified such as IT and Facilities to take appropriate action at the appropriate time of the separation. Describe the functionality provided to support early retirement actions including identifying eligibility based on criteria and tracking retirement package offers and acceptance by employees.

10. <u>Self-Service for all employees</u> 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. Describe how your proposed solution supports employee self-service and detail what functionality employees can expect. Please provide any employee feedback you have received regarding the proposed solution’s ease of use and intuitiveness.

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
- Manage employee information including:
    - Dependent and beneficiary information.
    - Race and ethnicity, veteran’s status, voluntary self-disclosure of disability in compliance with federal 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.
    - Reporting life events and submitting required documents.
    - Preferred name and pronoun (in additional to legal name).
- View what-if scenarios to understand the impact of changing their benefits or withholding information prior to confirming the changes.

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 prior to the employee taking.
- 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.

11. **Reporting and analysis.** 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. Describe how the proposed solution will support the ability to:
    - Access real-time drillable data analysis of human capital data from a mobile device.

- 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.
- Define criteria to generate benefits reports that include data merged from outside sources.
- Support automated integrated IPEDS and ACA Affirmation Action reporting. Please detail how the required interdepartmental data that must be provided for IPEDS is collected.
- Create and display organizational charts with drill-down and zoom-out capabilities.
- Budget and plan salary increases and decreases, with and without minimum and maximum levels.
- Calculate eligibility and proration for compensation, benefits, seniority, awards, etc.
- Store and maintain current and historical personal data
- Generate full-time teaching equivalent staff counts.
- Workforce analytics capabilities assisting the organizations identify and analyze the following:
  - Predictable activities that could influence workforce performance and improvement. As examples please provide sample copy and detail how reports would be produced for the following scenarios:
    - To predict when 70% of the workforce will be over the age of 62.
    - To project areas of staffing shortage and identify the skills needed in the projected workforce needs.
  - Correlating HR data to key institutional performance indicators.
  - Information and analysis for multi-year workforce planning.
  - Longitudinal compensation of total and average gross wages by department, division and institution per fiscal quarter.
  - Individual compensation and the full time equivalencies for all employees.

Payroll Scenarios

1. **Payroll** is conducted in-house by each member institution and must support multiple states and international employees as well as student employees. Pay types consist of salary, hourly (where time is tracked and approved for payroll processing and shift differentials), overtime, and on-call activities. Describe how the proposed solution will streamline payroll operations for all employee pay types while providing easy online access for employees to monitor their payroll information and for supervisors to review and approve payroll transaction for their direct reports. Describe how employees with multiple concurrent jobs and appointments across campuses, departments and cost centers are processed with all associated compensation and benefit costs being distributed to the various cost centers appropriately and how potential overtime can be attributed to the 'right' job. The response should detail the self-service features available to employees and supervisors as well as any communications and automated notifications that assist in ensuring payroll transactions are reviewed and approved in a timely manner.

   In considering non-exempt employees, describe how the proposed solution will support flex time and calculating overtime based on 40 hours per week (e.g., a person works four 10-hour days with no overtime applied) as well as clock-in and clock-out functionality for shift workers and calculate total hourly pay including shift differentials allowing for state-specific rules, e.g., a worker working in Vermont and the next week in California.

Describe how the proposed solution assist the organization in remaining compliant including the following:

- Federal and state regulations and updates regarding compliance requirements.
- Any monitoring tools that concern defined contribution plans.
- Fair Labor Standards Act (FLSA) rules and rates.
- Calculating and reporting disposable income including adjusting disposable income based on garnishments.
- Calculating and appropriately reporting imputed income for life insurance.
- The ability to process and report accurately payroll taxes for employees living in all of the 50 states plus U.S. territories for residents and non-resident aliens alike taking into account possible treaties to be applied to foreign national's payroll deductions.

Describe the actual payroll process front to back.

2. **Adjunct and overload payments** are key operational activities for any higher education organization. Describe how your 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, 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. Describe how the proposed solution handles faculty course substitutions and appropriately adjust adjunct or related overload pay. Describe how the proposed solution provides the ability to calculate pay based on instructional rates by credit hours, contract hours, assigned workload, enrollment, and flat rates.

3. **Student payroll** 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. 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.

4. **Affordable Healthcare Act (ACA)** has created enormous work in higher education to track numerous part-time roles—from student employees to adjunct faculty to continuing education instructors and everyone in between—and ensure compliance. Describe how

your 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?

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

6. **Reporting and analysis**. 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. Describe how the proposed solution will support the ability to:
   1. Distribute and report labor costs with full integration and reconciliation of data between the general ledger and student systems.
   2. Separately allocate employee salaries and benefits to the appropriate chart of accounts.
   3. Distribute benefits charges to multiple accounts on the basis of user-specified rules.
   4. Create annual, quarterly, and periodic payroll reports for Vermont, other states, and federal payroll requirements.
   5. Perform year-end processing, including the issuing of W-2 forms in paper and electronically via self-service.
   6. Generate time and effort reports for federal grant reporting and tracking compliance with Office of Management and Budget (OMB) requirements.
   7. Define criteria to generate and electronically transmit required reports.
   8. Accommodate international names, addresses and characters for payroll (i.e., checks, W-2s, 1042s, and 1099s).
   9. Employee cost reporting by course and program.
   10. Monthly payroll reports with year-to-date totals included.

4.16.6 Student Information System

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 other Consortium institutions. To provide the best student experience, the ideal solution will enable students to see and engage in opportunities across the Consortium while ensuring that all activities are appropriately transferred and recognized in each institution's record of student information.

Student Information System Scenarios and Questions

1. **Recruiting through admittance**. The three colleges recruit and admit a variety of students into their academic programs, including:
   - Traditional residential and local commuting undergraduate students
   - Traditional residential and local commuting graduate students
   - Hybrid online and on-campus undergraduate students
   - Hybrid online and on-campus graduate and professional students
   - Fully online undergraduate and graduate students
   - Non-degree seeking/continuing education learners

   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. Describe how your proposed solution would support recruiting through program admission. Include how your proposed solution would support the customer relationship and communication flow, both internally and externally. Please describe how your system accepts external recruiting lists and supports pre-qualification of potential students. Include how the proposed solution will support the application process and adapt to the dynamic environment of multiple student types and program requirements. Also please detail how test scores (such as ACT, SAT, AP, IB) are imported. Please detail how recruiters can send messages and direct mail pieces to students including how communication tracks can be established and managed moving forward. In addition, a huge part of the admissions' staff's time is spent reading, marking up, and tracking the status of applications through the point of decision making using complex workflow designs. Please include how the various system components (financial aid, student accounts, housing, etc.) integrate across the functional departments and follow students as they progress through the lifecycle—from prospect to enrolled student. Indicate how documents (such as application, transcripts, letters of recommendation, professional credentialing, etc.) can be uploaded and integrated into the workflow. Explain how students receive their acceptance letters. Can they pay their admissions and/or housing deposits directly through the acceptance communication or do they have to visit a different website? Also, consider how your proposed system could be configured to support process variations between schools without software customization.

2. **Travel Management for Recruiters**
   a. Recruiting staff conduct numerous types of in-person visits (including high school fairs, study abroad fairs at colleges and universities, guidance counselor events, school visits) throughout the recruiting cycle. There may also be events that take place virtually – through webinars or other online events.

   b. When planning for onsite visits, the recruiters will 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 and will then use their College Purchasing Card (PCard) for their expenses. 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. The staff member’s manager will also need to be informed about the costs incurred and approve the PCard transactions for further processing by Finance. 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 3rd 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. Throughout the enrollment process there are multiple types of reports that executives and administrators need to have at their fingertips. The staff must have access to the enrollment pipeline (inquiries, prospects, applicants, accepts, deposited, etc.) including the ability to forecast what their final numbers will be, preferably in dashboard form. They also must be able to easily cross-reference applicants in the pipeline with those whose completed applications are recorded in a separate database (e.g., Terra Dotta Software). 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 MBA 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. In addition to working with prospective students throughout the Admissions funnel, it is critically important that the staff effectively manage the communication flow with their students from the point of inquiry through the point in time where a student pays their enrollment deposit. Please detail the proposed solution’s ability to provide administrators with the capability to set up communication tracks. Please detail how communication tracks can be set up and managed to notify students about missing documents. What types of communications can students receive through your proposed solution (e.g., email, paper letter, text message, etc.)? Can these communications be automated based on dates or prompted by another action? Does the proposed solution have the capability 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? Is there an applicant portal available for applicants to view their current application status?

3. **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. Please describe how your proposed solution would support both the student and the college throughout this process. Consider 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 pay their enrollment and housing deposits through a PCI compliant e-commerce tool that will post to their student account in real-time. 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. During their initial onboarding process, the student will also 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 also detail how online and self-service functionality are supported.

a. Please detail how the proposed solution would work with students who wish to enroll in a non-credit, non-degree seeking type program. These students typically apply, register and pay for their courses all at the same time. These courses may also need to be created immediately and have rooms scheduled to hold the class(es). Students will also 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.
b. For the previous two scenarios, 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?

4. **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 your system. For example, a student receives an email inviting them to a 3rd party hosted webinar that sparks their interest. After attending that webinar, the student decides to visit campus. After both of these events are attended, please detail how the recruiting staff would be able to send a correspondence thanking them for attending and inviting them to complete the admissions application with an application fee waiver code. This correspondence would need to include the waiver code as well as the name and contact information of the assigned recruiter. Please also detail which 3rd party webinar vendors your 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 and any comments that the staff would like to add to the student's record. Also, if a student was invited to an event and did not attend, please indicate how the administrators would be notified of that and how they would be able to generate an automatic communication to them.

5. **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 the Housing Department. Explain if the student is required to have portal or website credentials in order to complete this process. If so, please describe how those credentials are created and communicated to the student, and how password changes and resets are handled. If your proposed solution is not currently able to manage the housing selection process but is able to integrate with third-party housing software and provide bi-lateral data flow, please indicate the preferred software and any additional integration costs.

   During the student's time on campus, they will have to go through the housing selection process several times; in addition they may incur dorm damages and/or other related fees that must be posted as charges to their student account. The student may also need to submit a work order to the facilities department. The student will also be required to purchase and obtain a parking permit. Please detail how your solution would support both the student and the various staff who would be involved throughout these processes.

   As part of their lifetime at the institution, the student will need to receive a student ID card that permits them to not only have identification but also provides building and room access, vending machine access, printing, laundry, etc. How does your solution interact with 3rd party campus card vendors? Please list any of your preferred 3rd party campus card partners.

   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, whether or not they are a commuter or residential student and if they are a residential student, which building and room they live in. 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 your solution support their effort to identify this person as a college student, employee, vendor or outsider.

6. **First class attendance through end of term/course.** The colleges award a variety of grades that flow from the learning management system (Canvas) through faculty grade entry. The colleges must also track attendance (for varying lengths of time) for both federal regulatory compliance and institutional requirements. Please describe how your proposed solution would support and manage these academic operations throughout an academic term and/or course. Discuss the possible integration with Canvas and the linkage to the registration system. Detail how flexibility of course grades and attendance rules could be supported within the non-customized system. Describe how information is communicated to students and staff.

7. **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, alternative credentials (institutional honors and departmental/major honors, badges, certificates, etc.), and new curriculum structures (such as meta-majors). The Consortium schools need a solution that can support the colleges' current needs and adapt for the future. Please describe how your 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. Explain your proposed solution's ability to issue early alert warnings to faculty and staff based on pre-defined criteria. Also consider how faculty and staff can follow students' progress and provide assistance. Finally, how does your solution support student persistence and completion? Please consider these actions from a student lifecycle/student experience perspective (i.e., how do students interact with your solution and how do the various system components integrate to support continuous data/information flow to support the student throughout his or her academic pursuit). Describe how the student academic planning information can be used to drive the strategic academic planning process for the institution (demand for courses/projections, scheduling of courses).
   - Please detail how within the proposed solution, a student's relationship with their academic advisor is established, enhanced and maintained.

8. **Program and curriculum development/maintenance.** Each college will continue to develop their own academic program offerings, majors, minors, course delivery methods, etc. Please describe how your proposed solution supports the course development process from initial proposal, through the approval/recommended changes process, to course adoption. 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. Address how the solution handles the potential for cross-listing sections, scheduling the course (including requests for classrooms with specific attributes and available seat counts), wait listing, and notifying registered students about required textbooks and course materials.

9. **Non-standard terms and courses of varying length.** Each college has courses and terms of varying length. Some courses will require application, course creation, room scheduling, payment, and registration to occur simultaneously. Please detail how your solution will facilitate this type of situation.
   a. How does the proposed solution accommodate terms of varying length that fall within a longer academic term (e.g., 6-week or 8-week courses that run at the same time as a traditional 16-week semester)? How does the proposed solution work with these types of courses when it comes to creation, registration, payment, and financial aid awarding and disbursement? Please detail how the institutions will be able to report on these "mini-terms" specifically and in combination with a longer, traditional term.

10. **Financial aid awarding and disbursement.** Each college awards financial aid according to its own methodologies and priorities. Please detail how ISIR data is loaded into the proposed solution, how corrections are made, and how response files get processed. Explain how the proposed solution supports efficient processing and verification of documents that are requested from students. 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. What process 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? How does the proposed solution determine 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?

11. **Financial aid awarding 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, etc.) must also be communicated. 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) with an estimated cost of attendance for a fall/spring academic year of $50,000.

12. **Financial aid disbursements, withdrawals, and Return of Title IV calculations.** Detail the process by which financial aid is disbursed onto the students' accounts. How are 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. Explain how financial aid staff are notified about a student's official or unofficial withdrawal from the institution? 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.

13. **Student Accounts.** Please 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. Additional charges such as parking fines, decals, dorm damage, library feeds, specific course fees, etc. must also be added to the student's account in an efficient manner that does not require staff members to manually input charges onto

the student's account. 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.). Also detail how students and parents are able to access the student's bill and make payments. If the institutions allow students, whether they be current or former, to establish a payment plan arrangement with the college, is the proposed solution able to support the creation and management of such a plan including the addition of interest on past due accounts?

14. **Student Life.** Throughout the student lifecycle, students must interact with various departments within Student Life and with departments outside of Student Life, including, but not limited to: Housing, Judicial Affairs, Advising, Counseling, Library Services, Health and Wellness, Athletics, Public Safety, Dining Services, and Facilities. It is imperative that pertinent student information can be shared between departments while maintaining FERPA-required confidentiality and protecting non-directory information. Please detail the proposed solution's ability to assist the departments within Student Life 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.

4.16.7 Informed Decision Making

A major goal of the GMHEC colleges 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. Currently, the colleges all struggle with obtaining information from the many non-integrated applications and systems and spend a great deal of time manually combining data across systems in order to generate reports and compile decision support information. To determine how the proposed solution would address these needs, please describe how your proposed solution would address the scenarios and questions listed below.

Functionality Questions

1. **Reporting, dashboards and business analytics**
   a. Does the proposed solution have the capability to provide delivered reports to support regulatory reporting (e.g., IPEDS, FISAP, financial statements, and accreditation)?
   b. Does the proposed solution provide reporting tools to produce needed reports for state reporting, departmental reporting, and institutional effectiveness?
   c. Does the proposed solution have query tools that can be used by end users for ad hoc reports?
   d. 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? If yes, please explain.
   e. What types of security and access set-ups exist in the proposed solution (e.g., role-based security, field-level security, application level security)?
   f. Please describe the proposed solution's reporting structure and what level of knowledge/experience users should have in order to produce reports.

g. Does the proposed solution report off of live data or in a data warehouse type environment? If a data warehouse is utilized, does data have to be mapped in order for users to be able to produce reports? If yes, please describe that process and provide any additional costs related to data mapping. Please explain the options offered for converting Informer, CROA, Workday HR, Hyperion, and Argos reports currently used by the Consortium. Please explain the options here and document the costs in Attachment A.

2. **<u>Tools</u>**
   a. Does the proposed solution have tools for uploading and downloading data, such as spreadsheets and PDFs?
   b. 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 of an underlying template or are they scheduled as individual jobs?
   c. 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?
   d. 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.)?

   Note: It may be possible that your solution has native support (not requiring a business intelligence tool) for some of the information needs listed in the scenarios, if so please note how this enhanced functionality would support the need.

Informed Decision Making Scenarios

1. A GMHEC college needs to track and present a group of 38 key performance indicators (KPIs) to the board of trustees 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. The current process for producing this report is very time-consuming—it requires information to be collected from a large number of reports from different systems and compiling them into an Excel spreadsheet where various charts and graphs are then produced. The result is a multi-page document that is burdensome for the board to read and glean information for specific areas of interest. There is a desire to simplify the process by using “drill down” dashboards where the trustee could see the college’s overall performance at a glance but also drill deeper into the areas of particular interest. Describe how your proposed solution might improve this process and provide an interactive, integrated solution.

2. A GMHEC college dean is very concerned about the financial cost of the various programs of study across his 11 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. Keep in mind that 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 your proposed solution would be able to integrate the various data flows and provide the decision support information required by the Dean.

3. One area of significant concern for each of the institutions belonging to GMHEC is the ability to be able to plan accordingly for the future needs of its' students. In order 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.

4. Faculty leadership and administrators must have the ability to report and analyze current and historical curricular information. For example, questions like "What proportion of current students are taking an extra College Writing course" and "Given that students are required to fulfill 7 out of 8 Liberal Arts requirements, which ones are they most and least likely to skip?" "What's the profile of all courses in a given semester in terms of the 'distribution tags' they carry?" and other similar questions. Please detail how these types of questions can be answered by using the tools available in the proposed solution.

5. The director of campus safety and members of the on-duty Student Life 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 your proposed solution address this need? And how would the information be shared yet protected from unauthorized access?

6. Many staff members from GMHEC 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/FileMakerPro 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 your proposed solution could simplify ad hoc reporting, the tools and interfaces your solution employs, and, in general, how your proposed solution supports ad hoc reporting.

7. GMHEC colleges apply 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. GMHEC is 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 your 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.

8. The Institutional Research Department at one GMHEC college is interested in studying why academically talented female students may choose to leave the college before completing their programs of study. To conduct this research, information from across the entire college environment must be considered, including Academic Affairs, Student Affairs, Resident and College Life, Finance, and Admissions. Currently, much of this information resides in independent, non-integrated applications. Thus, IR is limited to the data that can be requested from the functional departments within the time that these departments can allocate to collecting said data, which significantly hinders the ability to conduct effective research. Please describe how your proposed solution would enhance the ability to conduct institutional research. Describe the tools and integrations that would be available to compile the types of data needed to support ongoing institutional research.

4.16.8 Implementation

Implementation partners

Please describe how your company will be a partner with the consortium throughout the implementation process (from planning through go live)?

How will you work with GMHEC and its' member institutions to derive the most efficient and effective business processes and not just move current business processes into a new system?

Please describe the typical implementation process.

1. **Implementation services.** Please describe in detail the implementation services your company provides. Explicitly address whether or not you propose to provide the following and you plan to do so:
   a. Hardware design and deployment
   b. Project management
   c. Subject matter expert (SME) and technical training
   d. Business process analysis and redesign
   e. Software design and configuration
   f. Data cleansing, conversion, and migration
   g. Testing and quality assurance
   h. End user training
   i. Implementation
   j. Post-implementation support

   Provide an overview of your methodologies, tools, templates, resources, and organization as they apply to the above services. In describing your organization's services, explicitly explain how you ensure the quality of your services and how you maintain competitive pricing.

   GMHEC reserves the right to negotiate a mutually agreeable contract with the top-ranked proposer for either performing SI services or subcontracting with the SI partner the Consortium evaluates and selects.

Implementation Scenarios

1. Today, GMHEC institutions have separately managed ERP environments. Considering the GMHEC organization as a whole, how does your company propose that GMHEC plan and orchestrate the implementation and transition of each organization to one shared ERP environment?

2. 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 in Attachment A-Projected Five-Year Cost of Ownership.

3. Please describe your recommended approach for converting data from GMHEC's existing ERP systems into the proposed solution.

4. 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, in Attachment A.

5. Is converting data from document storage (ImageNow, Softdocs, Nolij/Content 7, etc.) with key (ID and Name) to the provided imaging solution included? If not, please identify the cost in Attachment A.

6. Specify the number of programmers, database administrators (DBAs), web programmers, and other GMHEC 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 college staff will have.

7. Describe your proposed project planning activities and timeline(s).

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

9. How would your company work with GMHEC to develop a realistic implementation schedule based on GMHEC's priorities and success criteria? What project management techniques would be employed to guarantee the timely delivery of these efforts?

10. Describe your communications and change management strategy.

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

12. What tools will GMHEC receive to assist them during implementation? Please explain.

13. Describe the activities required to assist users in defining business rules, operational parameters, application system code tables, and any other decisions necessary to implement the proposed solution in the most efficient way possible according to the Consortium's requirements.

14. Describe your recommended user and system testing methods for the initial system implementation.

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

16. 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?

17. Please list and describe the tools available to support batch processing job streams, including notifications of failures or interruptions and provisions for job rollback and restart.

18. Please describe operations and monitoring tools incorporated in the proposed solution. Specify both proprietary tools and recommended third-party tools that could be incorporated in the production environment.

5: Requirements for Proposal Response

This section delineates requirements for engaging with the Green Mountain Higher Education Consortium personnel and preparing and submitting a proposal response.

5.1: General Instructions

Vendor personnel may not make contact with or visitation to any Green Mountain Higher Education Consortium or college personnel unless specifically invited by the Consortium or CampusWorks. Effective August 10, 2016, contact and questions about this RFP or the Consortium must be channeled through CampusWorks. Please direct queries to:

Natalya Boock
CampusWorks Inc.
Nboock@campusworksinc.com

Any oral information received from any Green Mountain Higher Education Consortium or College staff member or member of the Steering Committee will not alter or change this RFP.

By responding to this RFP the proposer acknowledges that he/she has read and understands the information contained in this RFP and its attachments and has taken the contents into account in the preparation of the proposal costs as well as alternate proposal prices.

The cost for developing the proposals shall be absorbed by the vendor. Green Mountain Higher Education Consortium considers all terms and conditions to be accepted unconditionally by the vendor unless written exceptions are made to specific clauses. Such exceptions may; however, be used as a basis for rejection of the proposal. Failure of a vendor to follow the instructions of the RFP may result in rejection of the vendor's proposal.

5.2: Submission Instructions

Vendors must provide

- One (1) hard copy of the proposal
    - Sent to Green Mountain Higher Education Consortium
- Two (2) USB drives with electronic copies of the proposal
    - 1 sent to Green Mountain Higher Education Consortium
    - 1 sent to CampusWorks

Please send completed proposal (1 paper and 1 electronic) to:

Corinna Noelke, Executive Director

Green Mountain Higher Education Consortium
84 South Service Road, Room 202B

Middlebury, VT 05753
802-443-2304

Please send proposal on 1 USB drive to CampusWorks to:

Natalya Boock
CampusWorks Inc.
8445 Chesapeake Ave
North Port, FL 34291
941-735-7130

Green Mountain Higher Education Consortium and CampusWorks must receive both electronic media and paper copies, as described above, by 5 p.m. EST on September 28, 2016.

Withdrawal of bid proposals will be accepted until the bid proposal submission time and date stated above. No bid proposals may be withdrawn after the deadline. Proposals shall be irrevocable for 180 days following the proposal due date. Proposals will be assumed to be competitive, subject to due diligence and negotiations.

Omissions, evasions, alterations, additions, or irregularities of any kind may constitute sufficient cause for rejection of a proposal without further consideration. Green Mountain Higher Education Consortium is not liable for interpretations and misinterpretations or other errors or omissions made by the vendor in responding to this RFP.

5.3: Questions About the RFP

Vendors should review the proposal prior to the vendor briefing on August 17, 2016. Vendor questions will be captured and addressed, as much as possible, during that session. Questions that cannot be addressed in that session will be answered in writing to all vendors by August 25, 2016.

5.4: Vendor Presentation and Demo

The Consortium will require a demonstration of the proposed solution's capabilities via in-person oral and visual presentations for all semi-finalists. Demonstrations may be recorded for evaluation purposes only.

5.5: Required Format

The proposal should be submitted electronically in either Microsoft Word or Adobe PDF format, arranged in the following prescribed order. The proposal **should not reference costs** except in Attachment A.

Section 1 – Cover Letter: Briefly explain why your solution and company are the best fit to meet the Consortium's needs as specified in this RFP. The letter shall also acknowledge any addenda to the RFP that were received and communicate any exceptions to the RFP. The letter shall contain the title of the solicitation, include the vendor's name, federal tax identification, and address and shall be signed by an individual who is authorized to bind the firm to all statements, including the services and prices contained in the proposal.

Section 2 – Executive Summary: Please provide an executive summary that is three pages or less.

Section 3 – Company Information: Please provide an overview and history of your company, including at least the following information:

a. **Name:** Provide the company legal name, address, and telephone number.
b. **Legal structure:** Describe the legal structure of your company.
c. **Leadership:** Provide details about your company's leadership in all key areas. Include an organizational chart showing the line of authority, including individual names and titles.
d. **Staffing:** Provide details about your company's staffing, including employee retention rates by job category.
e. **History:** Explain your corporate history, length of time in higher education, and the number and type of higher education clients you serve.
f. **Mission:** Describe your corporate mission, vision and long-term strategic initiatives.
g. **Strategy:** Explain your product strategy and roadmap for the next release
h. **Plans:** List and describe any major development plans and initiatives for the next three years related to the scope of this RFP, including strategy for the next two releases.
i. **Other products:** List and describe other products, beyond those listed in this proposal that may benefit the Consortium and its member colleges.
j. **Lawsuits:** List and describe all current and/or pending lawsuits.
k. **Awards:** List and describe recent awards or acknowledgements your company has received.
l. **Comparables:** Describe your company's history of working with organizations similar in size and complexity to the Consortium and its member institutions.
m. **Fit:** Explain what makes your company uniquely qualified to fulfill the Consortium's needs.

Section 4 – Client References: Provide at least five (5) client references that match the Consortium's profile as closely as possible (see the Section 2: About Green Mountain Higher Education Consortium) and have licensed the proposed solution in a comparable environment. For each client reference provide, at a minimum, the client name, a contact name, title, address, e-mail address, phone number, institutional enrollment, list of software licensed, implementation status and hardware and database environments. Also, provide information on clients who have either cancelled or discontinued use of any part of the vendor's system or maintenance agreement within the past five years. Finally, if bidding a SaaS/IaaS option, please provide contact information for comparable clients using your hosted solution.

Section 5 – Proposed Staffing: Describe the staff who will be assigned to work with the Consortium throughout the implementation process and beyond. Include information about the corporate organization, experience, and skills related to your track record, reputation, and past client performance that indicates your capability to successfully implement the proposed systems services. Provide examples of similar major projects that demonstrate experience, qualifications, innovative solutions and skill sets that enabled you to perform the necessary tasks.

Provide an organizational chart to facilitate the identification of key individuals that will be assigned to the application solution and any proposed subcontractors for the consortium. Include professional resumes for proposed staff and subcontractors identified in the organization chart. Identify the proposed project manager, hosting service manager, primary support personnel, and other key resources that the consortium will be relying upon.

Section 6 – Proposed Project Plan and Schedule: Provide a detailed discussion of the recommended plan for implementation of the software systems being proposed, fully explaining how you plan to implement the proposed system within the context of other systems currently in use and considering the need to integrate and/or interface with these systems so as not to disrupt the colleges' day-to-day operations. The preliminary written project plan should clearly articulate project management methodology and contain clearly marked milestones and deliverables for all phases of the project. The plan shall describe how and when each implementation stage will be accomplished, timeframes for training and meetings, data conversion techniques and expectations, testing and live cutover, and status reports and issue resolution.

Section 7 – License Conditions: Specify the terms and conditions for using the licensed software proposed in response to this RFP. Include the license documents for all software, installation, and maintenance services.

Section 8 – Statement of Work/ Technical Details: As requested in Section 4: Technical and Functional Requirements, please respond to each scenario and delineate the scope and detailed descriptions of all work the vendor will perform to fulfill the contract.

Section 9 – Implementation and Training Services: Provide a detailed description of all implementation and training services included with the system. Include example training materials and user manuals.

Section 10 – Customer Service and Support: Provide a detailed description of the ongoing customer service and support services that will be provided to the Consortium and its member colleges as part of its ongoing maintenance agreement.

Section 11 – Service Level Agreement: Provide a detailed description of the proposed Service Level Agreement that the consortium would enter into.

Section 12 –Vendor Viability and Vision: Provide an overview of your organization, your partner organizations (if you are using subcontractor partners to provide any of the requested functionality) and proposed applications that include the following information:

a. Your organization's financial viability.
b. If you are a finalist for this procurement, will your company's audited financial statements be available for review by the Consortium?
c. Your current rating by Moody's and S&P.
d. Understanding of the higher education industry and ability and commitment to meet its evolving needs. Please provide corporate profile details about your company's experience in this market niche, such as year founded, how many years providing technological systems for higher education, total number and type of employees, etc.?
e. Describe your company's involvement in, and commitment to, the higher education industry in Vermont, the United States, and globally.
f. Does your company implement new strategies and technologies without making current application software obsolete? Please explain.
g. Are your research and development activities focused on meeting emerging client requirements? If so, what is the process used to determine priorities for new developments and system enhancements?
h. What is the number of your new clients who purchased a full system or major portion of a full system in 2016? 2015? 2014? How many clients are fully operational on the version of the system you are proposing? How many are still in some phase of the implementation process?
i. Stability and viability of the proposed applications/products/services.
j. Provide the following information regarding the ownership of your firm to eliminate any potential conflict of interest:
    1) If sole proprietorship – owner's name
    2) If partnership – owners' or partners' names
    3) If corporation – president and chief executive officer, senior officers, and major shareholders
    4) Provide confirmation that no consortium Steering Committee member, board member, or employee is also an employee of the proposing organization.
k. Provide documentation of your organization's structure, describing the various business units, subsidiaries, etc.
l. Provide an overview of your product portfolio.
    1) Describe the functional and technical evolution of your proposed current release version/solution over the past 3-5 years. Include the initial roadmap plans and identify the outcomes, including general availability dates in comparison to the initial plan. Also, identify additional improvements implemented that were beyond the roadmap.
    2) Provide a roadmap of your proposed solution's planned evolution for the next 2-3 years. Describe your processes for developing/evolving your product roadmap.
    3) Are there active user groups dedicated to your solutions? Please provide information regarding user groups, indicating their meeting locations, size of the group(s), and frequency of their meetings and communications. Are user

groups affiliated with your company or do they operate independently? Does your company sponsor user group meetings? Do they allow outside, third-party vendors to participate in the meetings even if at a cost, or are outside vendors, who may not have partnership deals with your company, prohibited from participating?

4) How do you evaluate and adjust your services based on client input and needs?
5) Are you continually developing new implementation methodologies to meet client demands? Please provide examples.
6) How do you use advances in technology to improve the efficiency and effectiveness of your service and support staff? Please provide examples.
7) How do you make sure your service and support staff are dedicated to developing long-term relationships with each client?
8) What, if any, Consortium-type private institutions are supported by your proposed solution?

Section 13 – Pricing:

Complete Attachment A—Estimated Five-Year Cost of Ownership

- Complete and submit as an Excel spreadsheet and accompanying Word document (labeled "Attachment A – Costs") for text responses. Additional rows may be added to the Excel sheet.
- GMHEC is requesting pricing for the consortium as a whole not by individual consortium member.

6: Evaluation and Selection Process

6.1: Proposal Evaluation

Proposals should address all sections of this RFP with sufficient detail to allow the Steering Committee to evaluate the proposal. Evaluation criteria will focus on the following factors, among others:

- **Functionality** as documented in the RFP response and observed via demonstration and experience.
- **Technology** as documented in in the RFP response and observed via demonstration and experience.
- **Total cost of ownership** over a five-year period, including anticipated internal costs.
- The quality and quantity of **professional services** and support offered by the vendor during implementation and beyond.
- The vendor's long-term **financial viability** and stability.
- The vendor's **corporate strategy**, including mission, vision, growth, and product roadmap.
- **References** from other higher education institutions for which the vendor has provided similar products and services.

The Consortium reserves the right to verify the information received in any proposal submitted in response to this RFP. If the information cannot be verified, the Consortium reserves the right to downgrade its evaluation of the proposal. If a vendor knowingly and willfully submits false performance or other data, the Consortium reserves the right to reject that proposal. If it is determined that a contract was awarded as a result of false statements or other data submitted in response to this RFP, the Consortium reserves the right to terminate that contract immediately and seek damages.

6.2: Proposal Selection

The Consortium reserves the right to:

- Reject any and all proposals with impunity.
- Withdraw or reissue this RFP prior to the awarding of a contract or extend the time for proposal submittal by the issuance of an addendum.
- Remedy any technical errors in this RFP.
- Revise this RFP (see "Revisions to the RFP" under "General Information").
- Waive all technicalities, irregularities and deviations from this RFP.
- Request any additional information and clarification from the bidding vendors.
- Disseminate information received from the vendor to others whom the committee deems, in its sole discretion, to have an interest in the proposal, but in no event shall the Steering Committee be liable for any breach of confidentiality.
- Decide whether a proposal does or does not substantially comply with the requirements of this RFP.
- Act as sole and final judge as to which proposal, if any, is the best overall.
- Negotiate with all potentially qualified vendors in an effort to serve its best interests.

- Award a contract to the bidder whose proposal is considered to be in the best interest of the Consortium.
- Award a contract without discussion or negotiation if it determines that such an award will result in fair and reasonable pricing and would be the most advantageous to the Consortium and its member colleges.
- Reject the proposal of any bidder who refuses to enter into a contract after it has been awarded.

This RFP does not obligate the Consortium to accept any proposal, negotiate with any vendor or award a contract in response to this RFP.

6.3: Best and Final Offers

If it is deemed in the best interest of the Consortium, qualified vendors may be permitted to revise their initial proposal by submitting a best and final offer. The Consortium shall notify each qualified vendor of the scope of the requested best and final offer and shall establish a date and time for their submission. Green Mountain Higher Education Consortium may require more than one series of best and final offers and discussions if it is determined that it is in the Consortium's best interest to do so. If more than one best and final offer is requested, a vendor's immediate previous offer shall be construed as its best and final unless the vendor submits a timely notice of withdrawal or another best and final offer.

APPENDIX A: TECHNICAL AND FUNCTIONAL QUESTIONS

Please respond to all questions in this Appendix and submit with your proposal.

Admissions

1. Does the proposed solution integrate (bilateral data flow) with the following software? If there are additional costs associated with providing this integration, please detail those costs. Does your company provide this integration or would it be the responsibility of the individual colleges?
    a. Common App
    b. Slate CRM
    c. Salesforce CRM
    d. TargetX and EnrollmentX
    e. Terra Dotta Software
    f. Ruffalo Cody/Noel Levitz
2. What other 3rd party admissions applications do you currently integrate with?
3. Does the proposed solution provide any inherent tools that would allow an institution to create their own integrated admissions application? Would there be additional costs for this application creation and/or integration? If there are additional costs associated with this, please detail those in Attachment A.
4. Please explain the proposed solution's process for identifying, preventing, merging, and purging duplicate records.
5. Does the proposed solution provide the same information for prospects, students, and administrative staff so staff can see the same information as students and prospects?
6. Does your system have the ability to add FERPA warnings and/or waivers to a student's record?
7. Does the proposed solution include integrated communication for all proposed?
8. Does the solution have the capability to show email open, read, click through rates for emails that were sent through the proposed solution?
9. Does the proposed solution have the ability to utilize predictive modeling based on predefined criteria?
10. Please detail how an application evaluation rubric can be created and maintained.
11. Please detail how the proposed solution illustrates the student's entire lifecycle with the institution. For example, a current student may also be an applicant for another program and may also have received a degree previously so they are also an alumnus.

Financial Aid

12. Does the proposed solution require vendor support to set up rules for auto-packaging and/or establishing communication tracks and documents?
13. How does the proposed solution recognize that a student was awarded an outside scholarship that was received by the Student Accounts Office and deposited onto the student's account? Are there alerts (or other mechanisms) that are created to notify the Financial Aid Office that the Student Accounts Office received scholarships and/or other third-party payments? And how is this outside scholarship incorporated into the student's 1098T?

14. Is the proposed solution capable of receiving data electronically and integrating with the College Scholarship Service (CSS) Profile?
15. Can the proposed solution award financial aid to students based on federal and/or institutional methodologies?
16. How does the proposed solution notify staff of COD origination and disbursement file errors?
17. How does the proposed solution handle changes in award periods, disbursement dates, and enrollment periods during an academic year?
18. Does the proposed solution have the ability to award students both in Borrower Based Academic Year (BBAY) and Standard Academic Year (SAY) formats?
19. 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.).
20. Does the proposed solution provide satisfactory academic progress tools that can be configured to monitor students' academic progress against financial aid eligibility?
21. Explain the new year set up process including when and how any federal regulatory updates are provided. Please provide the date that the 2016-2017 ISIR information could first be loaded into your system. Please also list the anticipated date for the 2017-2018 ISIR data.
22. Does the proposed solution feature built-in tools to enable students to view what-if scenarios when they are considering withdrawing (e.g. how with withdrawing today, tomorrow, or next week would affect their aid)? Are these scenarios available to the student in self-service or to financial aid staff when counseling students?
23. Are students able to receive financial aid disbursements via ACH/direct deposit, paper check, or on a campus card?

Registration and Student Academic Records

24. Does the proposed solution enable students to adjust their educational plan with workflow for an advisor's approval via self-service?
25. Does the proposed solution enable students to identify available time slots for tutoring or other services and allow them to sign up via self-service?
26. Does the proposed solution have the capability to allow a student to identify themselves with having unique personal needs, for example being transgender, single parents or needing a service animal, and request specific accommodations throughout their lifecycle at the institution?
27. How does the proposed solution treat anticipated program completion dates as a student's course load changes?
28. 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?
29. Does the proposed solution notify students that other section(s) may be available at a different date/time?
30. Does the proposed solution suggest similar courses to students based on their major, minor, or other previously taken courses?
31. Does the proposed solution enable students to complete an electronic FERPA waiver or other process whereby they can authorize another individual to have electronic access to their academic and/or financial data?

32. Does the proposed solution have ability for students to create various versions of their schedules, prior to registration, that checks their selections against prerequisites and other active restrictions that exist on their student record?
33. Please detail how an academic program gets created in the proposed solution. For example, how the program flows from the curriculum committee's approval through the creation of the program in the system. Then how changes to a program occur and how the previous information on that program would be maintained.
34. Does the proposed solution require load balancing to handle the volume of transactions during registration? Does the proposed solution support real time and batch registration? If so, please detail these processes.
35. Can the proposed solution accommodate priority registration? If so, describe this functionality.
36. Can the proposed solution accommodate the use of PIN numbers or other methods that signify an advisor's approval for the student to register?
37. Can the proposed solution accommodate the substitution or waiver of a course within a student's academic program? Please detail how this occurs.
38. Does the proposed solution enable student records to be marked to indicate honors within majors as well as within the overall institutional criteria?
39. Does the proposed solution include a feature that notifies faculty, staff, and students about events?
40. Does the proposed solution notify students on the roster (by email or text) if the class is cancelled for the day, and/or if the course is cancelled for the entire semester, or if the course time/room has changed?
41. Does the proposed solution allow staff to easily enter older paper or microfiche transcripts/records so they can be stored electronically within the new system? For example, can course numbers and titles be entered to create a transcript without setting up an old course?
42. How does the proposed solution enable students to change their academic plans? Can the ability to change academic plans be only applied to a certain cohort of students? If a change is made, how does that change get reflected throughout the student's entire plan? Does the anticipated completion date get recalculated based on the change(s) to the academic plan automatically or does it have to be manually adjusted?
43. 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?
44. Please detail the proposed solution's 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.
45. 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.
46. 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? Does your system integrate with

WEAMS (Web Enabled Approval Management System) and VA Once? If yes, please indicate if there are additional costs associated with these integrations in Attachment A. Does the proposed solution provide tools for the institutions to complete the Yellow Ribbon required reports?

47. Does the proposed solution have the capability to automatically load grades from Canvas into the ERP? Is there a hold file that grades can be put into for faculty member approval before they load it into the ERP?
48. Does the proposed solution have the capability to alert the Registrar's Office as well as individual faculty of missing/incomplete course grades?
49. Explain the reporting tools and types of reports that can be generated around course capacity, attendance, faculty load, and program cost.
50. Does the proposed solution provide the ability to compute faculty-teaching loads using custom formulas?
51. Does the proposed solution provide the Registrar's Office with an automated process or other tool(s) to report the required information to the National Student Loan Clearinghouse?

Student Accounts

52. 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?
53. Does the proposed solution enable parents or approved third parties to make payments on a student's behalf? If so, please describe this process.
54. 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?
55. Does the proposed solution have the capability to establish and manage payment plans, including recurring payments? If yes, is this functionality available to students in self-service?
56. Please explain the proposed solutions capabilities surrounding non-student accounts receivable type payments.
57. Does the proposed solution have a "super screen" that enables administrators (users based on various designated security levels) to view all of the information pertaining to a student's account in one place (e.g. financial aid awards, current amount due, number of registered credits, payment plans, past due balances, any recent comments, etc.)?
58. Please detail the proposed solution's delivered monthly reconciliation tools.
59. Does the proposed solution have the capability to provide a student with a true balance statement (i.e., a statement that includes all disbursed and pending financial aid and credited and pending payment plan payments)?
60. Does the proposed solution have the ability to create user-defined criteria that will prevent incorrect disbursement of financial aid to student accounts in cases of enrollment and/or eligibility changes?
61. Does the proposed solution have the capability to bulk manage 3rd party invoicing and payments?

62. Does the proposed solution have inherent reporting tools for administrators to view current student balances, financial aid that has not posted, outstanding payment plans, and credit balances?

Student Life

63. Does the proposed solution integrate (bi-lateral data flow) with Symplicity and its various modules? If there are additional costs associated with providing this integration, please detail those costs. Does your company provide this integration or would it be the responsibility of the individual colleges?
64. Does the proposed solution make it possible for students and their family members to find, register, pay for, and receive an email and/or text confirmation for an event they wish to attend? Would the proposed solution be able to create a calendar event that could be loaded into the student and/or parent's calendar that is available through their email service?
65. Does the proposed solution enable students to request housing accommodations via self-service?
66. Does the proposed solution enable students to request roommates and specify living preferences for use in roommate assignments via self-service?
67. Does the proposed solution enable students to accept or reject roommate requests from other students via self-service?
68. Does the proposed solution enable students to view their room and roommate assignments via self-service?
69. Does the proposed solution enable multiple meal plans and the ability for students to be automatically assigned specific meal plans based on user-defined criteria or review and select meal plans via self-service?
70. Does the proposed solution have a "super screen" that enables all of the student's information to be viewed in one place (e.g. current registered credits, probation or academic status, housing, judicial affairs flags, academic holds, etc.)?
71. Does the proposed solution enable students to schedule appointments with their advisor, counselor, and/or health and wellness staff via the portal, mobile device, or another method?
72. Does the proposed solution have the capability to maintain confidential health and wellness files and notes?
73. If a student's advisor changes during the student's lifecycle, can notes about that student be transferred from one advisor to the next within the system?
74. Do administrators have the ability to refer a student through a workflow process designed to alert other administrators about a potential issue with a student
75. Is the proposed solution able to produce / keep track of emergency contact information for students and parents that may need to be accessed during non-working hours by duty staff that do not regularly use the system."

Information Technology/General Systems Questions

76. Does the proposed solution lock an individual's record when more than one person is reviewing that student's record?

77. Does the proposed solution have character limits on any fields throughout the application?
78. Does the proposed solution allow the user to select a preferred method of communication, including text message as an option?
79. Please detail the proposed solution’s ability to schedule batch processing and scripting of tasks.
80. Please detail the proposed solution’s ability to schedule the export and transfer of data.
81. Is the proposed solution compliant with the American with Disabilities Act (ADA) standards for students, faculty, and staff? Please provide a detailed response regarding which pieces, if not the entire system, are ADA compliant and what type of accommodations exist?
82. Does the proposed solution support data validation at time of entry regardless of the means of entering the information (administrator, self-service, etc.)?
83. Identify which modules and functions of the proposed solution currently support access via mobile device. List which mobile device platforms (e.g., iPad, iPhone, Android, etc.) and versions are currently supported.
84. Please detail how the portal is able to interact with the institution’s external website?
85. Please detail the institution’s ability to customize the look and feel of the portal through CSS.
86. Is the proposed solution fully FERPA compliant?
87. Is the proposed solution fully HIPPA compliant?
88. Does your solution have the capability to be translated into foreign languages based on the user’s preference? If yes, please list the languages available.
89. Is the proposed solution fully accessible via a web browser? Is the proposed solution device- and browser-agnostic?
90. Please detail the proposed solution’s search functionality. Is it case sensitive?
91. 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?
92. Does the proposed solution provide the ability to accept, record, and store electronic signatures for all proposed applications/modules?
93. Does the proposed solution support context sensitive help and informative error messages to direct users to resolutions? Are the Consortium colleges able to add and tag content, allowing users to find it via key word searches?
94. Does the proposed solution support real-time experiences (i.e., when a user makes a change the ERP is instantly updated) for all constituents regardless of how they access the information (e.g. through the application modules, portal, mobile device, etc.)?
95. Can users access multiples applications simultaneously in individual windows or on a full screen?
96. 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 your system integrates.

97. Does the proposed solution provide the ability to override, modify, stop, and restart reports and batch processes at any time during the process? If yes, please describe this process in detail.
98. Does the proposed solution provide a college-wide appointment and scheduling system that is adjustable and restricted by each service area (e.g., testing centers or tutoring appointments with time slots and parameters)?
99. Does the proposed solution allow users to reset their passwords via self-service?
100. Does the proposed solution provide the ability to manage an integrated events calendar based on criteria set by users at the college, campus, and departmental levels?
101. 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.
102. 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?

Finance

103. Does the proposed solution support all United States state auditing and reporting requirements? Does your system provide the capability to process other states' auditing and reporting requirements since GMHEC has employees throughout the United States?
104. Does the proposed solution provide the ability to post transactions to the general ledger in real time, including posting charges, invoices, cash receipts, purchase requisitions, purchase orders, and payments?
105. Does the proposed solution provide the ability to reconcile and verify general ledger accounts across applications, including the student information system (Financial Aid, Pell, and Direct Loans), human resources, and payroll with validation reports and exception reports?
106. Does the proposed solution provide the ability to link all documents that comprise a complete procurement-to-payment transaction and enable users to review the progress of the transaction?
107. Does the proposed solution support rental and lease contracts and requirements such as the notification of upcoming lease expirations?
108. Does the proposed solution provide the ability for multiple requisitions to be merged into a single purchase order with multiple account codes for a single line item?
109. Does the proposed solution provide the ability to issue multi-year purchase orders and encumber the funds appropriately across the related years?
110. Does the proposed solution provide the ability to create and maintain solicitation documents such as Request for Proposal, Request for Quotation, Request for Information, and Intent to Negotiate as well as allow vendors to submit electronic responses and manage the overall bid process?
111. Does the proposed solution enable new vendors to complete a vendor application and submit required documents online?
112. Does the proposed solution provide the ability to support foreign and domestic vendors with the accounts payable recorded in both the currency of the vendor and the exchange rate? For example, does it report cost in the invoiced currency amount as well as the

extended US dollar using the exchange rate in effect at the time of the transaction? How does the proposed solution interact with the institution's banking provider in order to streamline this process?

113. Does the proposed solution enable seamless integration with receivable processes to collect funds from vendors and recover overpayments?
114. Does the proposed solution support interrelated applications, such as labor distribution from payroll to general ledger, student finance to the general ledger, accounts payable to fixed assets and the general ledger, and accounts receivable to the general ledger?
115. Are online electronic payments via credit card, debit card, and e-checks provided for all commerce features supported by the proposed solution?
116. Does the proposed solution provide a comprehensive online commerce solution, including an online shopping cart, payment options, and a consumer-oriented experience?
117. Does the proposed solution provide the ability to define and maintain categories and sub-categories to classify journal entries?
118. Does the proposed solution provide the ability to attach supporting documentation to journal entries?
119. Does the proposed solution provide the ability to enable the entry of inter-fund and inter-organization journals across a set of books with automatic generation of balancing entries?
120. Does the proposed solution provide the ability to define and maintain journal approval processes, approvers, thresholds, limits, and workflow?
121. Does the proposed solution provide the ability to display estimated current year expenditures, reserves, receipts, transfers, accruals, adjustments, liquidations, and encumbrances?
122. Does the proposed solution provide the ability to include and exclude accounts or budget items from the rollover process and to specify amounts to roll over?
123. Does the proposed solution provide the ability to enter and approve budget transfers by budget managers and departments?
124. Does the proposed solution support budgeting for pooled or shared resources across departments? For GMHEC across the organizations?
125. Does the proposed solution provide the ability to make allocations and changes across budget categories?
126. Does the proposed solution provide the ability to mass update allocations and changes across budget categories?
127. Does the fund creation date override the date a gift was made to the institution? Does effective dating exist in the proposed solution?

Payroll

128. Does the proposed solution allow different address hierarchies when printing checks and direct deposit advices (e.g., mail to school address during the school year and home address during breaks)?
129. Does the proposed solution provide the ability to define banks and bank accounts for ACH transactions?
130. Does the proposed solution provide the ability to set up pay forms for checks, advances, and electronic pay mechanisms?

131. Does the proposed solution provide the ability to establish alternate work schedules?
132. Does the proposed solution provide the ability to define pay processing and error handling options?
133. Does the proposed solution produce vouchers for posting to accounts payable based on withholdings to be paid to a third party?
134. Is the payroll module fully integrated into the human resources and benefits modules and information for payroll processing, including the integration of any online time entry and approval features and functionality in the proposed solution?
135. When are the annual federal and state tax tables available to the institutions? Please list the dates that those tables were available to institutions for 2016 and 2015. What is the anticipated date of delivery for 2017? Please describe the process to get those tables uploaded into the institution's instance.
136. Does the proposed solution provide online time entry and approval that is fully integrated into the payroll process, eliminating re-keying?
137. Does it provide reporting and automated notifications for time submission and supervisor approval?
138. How does the proposed solution ensure that remote employees are actually entering their own time?
139. Does the proposed solution have biometric recognition capability?
140. Does the proposed solution provide clock-in and clock-out features for shift workers with clock hours used for payroll calculations?
141. Does the proposed solution provide the ability to override system calculations for overtime, vacation payouts, and leave buyouts?
142. Does the proposed solution support suspended operations, stand by, shift differentials, callbacks, overtime, and double-time calculations?
143. Does the proposed solution provide the ability to pay employee expense reimbursements with the payroll process?
144. Can the proposed solution perform date-based adjustments without the need for manual calculations?
145. Does the proposed solution enable community employers to approve timesheets for a student worker who is funded by federal work-study funds?
146. Is the payroll module fully integrated into the human resources and benefits modules and information for payroll processing, including the integration of any online time entry and approval features and functionality in the proposed solution?
147. Does the proposed solution provide the ability to perform salary and benefit compensation projections on positions based on the effective date of any action, fund source, grant, job classification, position status, pay differentials and position location?
148. Does the proposed solution facilitate benefit and associated expense calculations related to position attributes, incumbent employee attributes, and vacancy projections?
149. Does the proposed solution have the ability to populate information from position control/budget to the employee record once assigned one or more positions?
150. Does the proposed solution provide the ability to reconcile position control with personnel records from the HR system, including budget versus actual expenditures?
151. Does the proposed solution provide the ability to project budgeted and adjusted salary and benefits from year-to-date actuals or known pending adjustments?

152. Does the proposed solution provide the ability to calculate position counts, full-time equivalents, and employee counts and automatically adjust the counts when position and employee changes occur?
153. Can the proposed solution calculate the lump sum payment due to staff upon retirement or end of employment?
154. Can the proposed solution automate the splitting of benefits across multiple funds?
155. Does the proposed solution provide the ability to allocate and track salary and benefits for adjunct faculty across disciplines?

Human Resources

156. Does the proposed solution provide the ability to assign salary plans, grades, and steps to jobs and positions?
157. Does the proposed solution provide the ability to establish multiple workflow roles for employees with multiple concurrent jobs and appointments?
158. Can the proposed system transfer applicant information into an employee record when an offer is made for a student worker? For example, if a student is awarded work-study or intuitional funds and they are assigned a working position can the system transfer the "applicant" or "student worker" into an "employee record."
159. Please detail the various management tools available in the proposed solution that would assist the manager in supporting their employee throughout the employee's lifecycle.
160. Does the proposed solution provide the ability to flag essential personnel who must work during suspended operations, such as severe weather closings?
161. Does the proposed solution provide the ability to update records and process hires, transfers, terminations, and retirements with minimal data entry and duplication via manager self-service and online approvals?
162. Does the proposed solution allow Human Resources and Payroll personnel to continue to use the system even when payroll or other processes are being run? Please identify any processes that would require Payroll and/or Human Resources personnel to exit out of the system in the open-ended questions below.
163. Please describe the proposed solution's ability to provide a comprehensive system of staffing management that provides a framework for individual, departmental, divisional staffing plans including role FTE, compensation expenses?

Third-Party Integration Capability

In your answers to the questions below, please detail if integration with any of the third-party systems is provided by the vendor and provide the estimated cost in Attachment A. If the Consortium decides on their own (i.e., the Consortium would create the integration path) that they want to pursue integration with any or all third-party software, please indicate which tools your solution provides to achieve that integration and what level of skill will be required by college staff to create and maintain such an integration. Also, please explain if the ability to integrate the particular software can only be provided by the vendor and if it would be proprietary to the vendor's specific API tool. If there are additional costs associated with integrating any of the items below with the proposed solution, please detail those costs in Attachment A. Also indicate if the integration is not able to be provided by the vendor and would be the responsibility of GMHEC's member institutions.

See the list of software in Appendix B and provide an overview whether the proposed solution integrates (bilateral data flow) with the listed? If there are additional costs associated with providing this integration, please detail those costs in Attachment A. Is this integration provided by your company or would it be the responsibility of the individual colleges?

1. How are new student credentials created and disseminated to the student (e.g. LDAP, Active Directory)?
2. Please describe how the integration with Active Directory is created and maintained.
3. Please describe any single sign-on capabilities and detail how they are established and managed and how they integrate with Active Directory.
4. What identity management solutions does your solution integrate with? Do you have preferred partners for identity management solutions?
5. Please detail the proposed solution's ability to provide 2-factor authentication.
6. Does the proposed solution provide integration with library systems such as Innovative and Voyager? Would this integration allow for the automatic assignment of library fees and fines to post directly to the student's account without manual intervention?
7. What types of integration ID card systems is the proposed solution compatible with and what, if any, integration is provided?
8. What type of integration is provided with capital projects software, if any?
9. Does the proposed solution provide an interface with bookstore systems, such as Missouri Books, 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 in Attachment A. Please pay particular attention to the interface with the financial aid and student accounts modules.
10. Is there an interface provided for financial aid book vouchers (i.e. ability for students to purchase books on financial aid credit)?

APPENDIX B: APPLICATIONS USED BY CONSORTIUM COLLEGES

Ellucian Banner (INB & Web)
Ellucian Colleague
WebAdvisor
Ellucian Portal
Ellucian Mobile
Ellucian Self Service
Ellucian Degreeworks
QAS (Experian)
ScripSafe
Royall
SalesForce
Target X
Slate
CommonApp
Mobile Commons
Informatica
Windstar
Essbase
Evisions Forms/Fusion
Oracle Strategic Finance
Touchnet
Hyperion Budget and Planning
Evisions Intellicheck
EMS
CollegeNet R25 & S25
ImageNow
Nolij
Softdocs
Lexmark Conent
DocAve
Papervision
Follett Discover View
Book Now
Interview Exchange
PeopleAdmin
Sage Abra
Workday
Interfolio
ImageSpace
Drupal 7
Ingeniux
MyEmma
WordPress
MediaWiki

Lyris
Unbounce
Omeka
Nelnet Enterprise
Nelnet Quikpay
Canvas
ODS
Argos
Quill Engage
Informer
iData Cookbook
Maxient
Symplicity
Zocalo
Pyramed
Titanium
StarRez
iModules
Millenium
Acalog
MongoDB
CourseHub
UDOIT
Accutrack
Smartthinking
Tutortrack
Innovative
Voyager Library System
Millenium
Terradota
Turnitin
Ezproxy
Lynda
Boardbook
Qualtrics
Pie Matrix
Workamajig
REACT
Clearspace
Dropout Detective
Pinnacle Door
EMS (Heat)
IParq
School Dude
Famis
Blueprint print management

CS Gold One Card
Rave
Facility Commander
Cosmos
Curriculog - Single Sign on
Fresh Desk
Bitek