



Administered by University of Maine System
Office of Strategic Procurement
Request for Proposal (RFP)

ERP IMPLEMENTATION PARTNER

RFP #2022-030

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Response Contact Information:

Strategic Sourcing Manager (SSM): Robin Cyr
Email: UMSResponses@maine.edu and robin.cyr@maine.edu
Phone: (207) 649-0111

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1.0 INTRODUCTION

1.1 Definitions, Background, Purpose and Specifications

1.1.1 Definitions

The University of Maine System will hereinafter be referred to as the "University." Respondents to the document shall be referred to as "Respondent(s)" or "Respondent".

The Respondent to whom the Agreement is awarded shall be referred to as the "Contractor."

The University of Maine System and other components of the University shall be referred to as "Multi-Institution".

1.1.2 Background

Overview

Established in 1968, the University of Maine System (UMS) unites six distinctive public universities, comprising 10 campuses and numerous centers, in the common purpose of providing quality higher education while delivering on its traditional tripartite mission of teaching, research, and public service.

A comprehensive public institution of higher education, UMS serves more than 30,000 students annually and is supported by the efforts of more than 2,000 full-time and part-time faculty, more than 3,000 regular full-time and part-time staff, and a complement of part-time temporary (adjunct) faculty.

Reaching more than 500,000 people annually through educational and cultural offerings, the University of Maine System also benefits from more than two-thirds of its alumni population residing within the state; more than 123,000 individuals.

The System consists of six universities: The University of Maine (UMaine), including its regional campus the University of Maine at Machias (UMM); the University of Maine at Augusta (UMA); the University of Maine at Farmington (UMF); the University of Maine at Fort Kent (UMFK), the University of Maine at Presque Isle (UMPI); and the University of Southern Maine (USM). The System also includes the University of Maine School of Law and the University of Maine Graduate and Professional Center.

Campus thumbnails

University of Maine at Augusta

Founded in 1965, the University of Maine at Augusta transforms the lives of students of every age and background across the State of Maine and beyond through access to high-quality distance and on-site education, excellence in student support, civic engagement, and professional and liberal arts programs. UMA is the third largest public university in Maine. A leader in distance education, UMA has a statewide presence with two campuses in Augusta and Bangor, eight UMA Centers from Saco to Houlton, and 32 course receive sites across Maine. Flexible modalities, with classes onsite, online, through video conference, Interactive Television, and at UMA Centers allow its students to take classes, while keeping work and family commitments. While UMA has a traditional-aged cohort, two-thirds of its students are over 25 years old. Over 50% of UMA's students are

first generation and 72% are Pell Grant eligible. These students are motivated to make a positive change in their lives by pursuing a college degree. With its multiple locations and long-term expertise in online and distance learning, UMA is generally considered the university of choice for Mainers of all ages who want to attend college without uprooting their lives.

University of Maine at Farmington

The University of Maine at Farmington is the birthplace of public higher education in Maine and has earned a national reputation for excellence. Established in 1864, it is a small, selective public liberal arts college, serving primarily full-time, traditional-age undergraduates in a residential setting. UMF offers quality programs in teacher education, human services, arts and sciences and professional studies. At Farmington, students feel connected, deeply woven in the roots of the community. Through hands-on learning, the sharing of ideas, debating of issues and pursuit of research, our professors become an active part of their student's lives helping them engage and succeed in a place where they are valued, inspired and empowered. Located in the foothills of the mountains of western Maine, UMF offers the perfect mix of the active outdoor lifestyle with the quintessential New England college town. With enrollment at around 1,800 full-time students, UMF is about the same size as many of New England's most selective private colleges and offers many of the same advantages, yet at a very affordable price—providing a tremendous college value in a spectacular natural setting.

University of Maine at Fort Kent

Founded in 1878, the University of Maine at Fort Kent is a unique learning institution perfect for people seeking a rural scholastic atmosphere of modern academic standards combined with an eclectic mix of rugged outdoor vistas and access to cosmopolitan epicenters across two countries. The learning opportunities at UMFK have become a model of a "destination university" that other New England campuses attempt to emulate. Strong academic programs include associate and bachelor's degrees in disciplines such as nursing, business, biology, forestry and cybersecurity among others. The student body at UMFK numbering 1,500, has a higher percentage of international students than any other university in New England, allowing immersion in a cultural opportunity that is unique in the world. UMFK enjoys national recognition for quality and value as well as championships in men's and women's soccer.

University of Maine

The University of Maine, founded in Orono in 1865, is the state's land grant and sea grant university. As the state's only public research university, UMaine has a statewide mission of teaching, research and economic development, and community service. UMaine is among the most comprehensive higher education institutions in the Northeast with nearly 100 majors and academic programs. It attracts students from Maine and 49 other states, and more than 60 countries. It currently enrolls more than 11,400 undergraduate and graduate students who can directly participate in research, working with world-class scholars. UMaine offers more than 100 degree programs through which students can earn graduate certificates, master's, doctoral or professional science master's degrees. The university promotes environmental stewardship, with substantial efforts campuswide aimed at conserving energy, recycling and adhering to green building standards in new construction.

The University of Maine at Machias is a regional campus of the University of Maine. With its environmental liberal arts core, distinctive baccalaureate programs and

student-centered community, UMM creates enriching educational opportunities that prepare graduates for professional success and lifelong engagement. It offers 15 undergraduate degree programs that serve approximately 800 students. Small class sizes and hands-on learning define the academic experience at Maine's coastal university, where there is a shared commitment to exploration, leadership, collaboration and interdisciplinary problem solving. UMM's applied research and community outreach contribute to the quality of life and economic development in Down East Maine and beyond.

University of Maine at Presque Isle

For more than a century, the University of Maine at Presque Isle has been helping students find their path to great professional careers, providing its 1,100 traditional and non-traditional students from all areas of the state, country, and world with life-changing opportunities in a caring, small-university environment. UMPI combines liberal arts and selected professional programs and serves as a cultural and educational resource for the entire region. The campus sits on 150 acres surrounded by the rolling hills and potato fields of northern Maine and strives to be the region's premier learning institution while helping to stimulate cultural and economic development in Aroostook County and the State of Maine. The University serves as an educational and cultural center for the area and its facilities are utilized for lectures, programs, concerts, dance performances, exhibits, and plays that benefit the entire region.

University of Southern Maine

Known for its academic excellence and student focus, the University of Southern Maine (USM) is a community-engaged university taking advantage of its three-campus location in the economic and cultural heart of Maine to provide unmatched, authentic, hands-on learning experiences. This gives our graduates a leg up in launching their careers while at the same time meeting the workplace needs of our region and state.

Our significant financial and academic support provides our students access to a high quality education, helps ensure their success once they are here and enables them to pursue and realize their dreams upon graduation.

Reflecting the community it serves, USM has become known as “the University of Everyone,” welcoming a diverse mix of ages, backgrounds and income levels to our 8,000 plus student body. Ranging from traditional high school graduates to adults completing their degree, from high achievers to those who may not have seen a college education in their future, from new Mainers to veterans who have served our nation, the University of Southern Maine supports their academic pursuits and encourages their advancement.

University of Maine School of Law

The University of Maine School of Law is the state's public and only law school, a vital resource serving our local, regional, national, and global community. Maine Law is an institutional public servant committed to providing an accessible and affordable student-focused program of legal education and achieving the highest standards of ethical behavior. Our rigorous doctrinal and experiential curriculum, influential scholarship, and signature programming prepare students to practice law, promote respect for the rule of law, and advance justice for all members of society.

University of Maine Graduate and Professional Center

Located in Portland but serving students and employers statewide, the University of Maine Graduate and Professional Center (the Maine Center) brings together academic programs in law, business, and public policy to train the workforce of the future and grow Maine's economy. The Maine Center is an academic consortium composed of the University of Maine School of Law, the University of Maine Graduate School of Business, the graduate programs of the Muskie School of Public Service, and the Cutler Institute of Health and Social Policy. This consortium develops cross-disciplinary, experiential, and market-driven programming for graduate students in the Maine Center's three focus areas. The Maine Center also delivers programming for members of Maine's civic, business, and legal communities, including executive education, certificates, workshops, externship placements, and a startup incubator/accelerator. The Maine Center is supported by a challenge grant from the Harold Alfond Foundation.

1.1.3 Purpose

The University of Maine System (UMS) is requesting proposals for Implementation Partner Services during its implementations of HCM and Finance cloud ERP implementations, and a reimplementation of its on-premise Oracle PeopleSoft Campus Solutions environment. The Cloud HCM and Financials implementations will replace the current on-premise enterprise PeopleSoft Financials and HCM systems. The end goal is to provide the UMS with an optimal ERP system that supports integrated and connected enterprise systems in alignment with its strategic goal of unified accreditation.

To successfully execute an implementation project of this scale and complexity, it is the intention of the UMS to execute a contract with a vendor who will work with the UMS during all implementation phases including planning, business process review, design, build, validation, transition, and initial post-go-live support. Additionally, the vendor will collaborate with the UMS to determine the appropriate resource allocation level required to complete the implementations within the UMS's target time frame and partner with the UMS to provide personnel who will work collectively as a team to make the project a success.

Respondents should review **1.1.4 Specifications / Scope of Work** of this document to see the full Scope of Services/Products required.

This document provides instructions for submitting responses, the procedure and criteria by which the Respondent(s) will be selected, and the contractual terms which will govern the relationship between the University and the awarded Respondent(s).

Background

Established in 1968, the University of Maine System (UMS) unites six distinctive public universities, comprising 10 campuses and numerous centers, with the common purpose of providing quality higher education while delivering on its traditional tripartite mission of teaching, research, and public service. A comprehensive public institution of higher education, UMS serves more than 30,000 students annually and is supported by the efforts of more than 2,000 full-time and part-time faculty, more than 3,000 regular full-time and part-time staff, and a complement of part-time temporary (adjunct) faculty. Reaching more than 500,000 people annually through educational and cultural offerings, the UMS also benefits from more than two-thirds of its alumni population residing within the state;

more than 123,000 individuals. The System consists of six universities: The University of Maine (UMaine) including its regional campus the University of Maine at Machias (UMM); the University of Maine at Augusta (UMA); the University of Maine at Farmington (UMF); the University of Maine at Fort Kent (UMFK), the University of Maine at Presque Isle (UMPI); and the UMS of Southern Maine (USM). The System also includes the University of Maine School of Law and the UMS of Maine Graduate and Professional Center.

In response to the changing demographics, economic realities, and most importantly, educational needs of our students, the University of Maine System has received approval from the New England Commission of Higher Education (NECHE) to adopt a Unified Accreditation model. The outcome of unified accreditation will see all six universities accredited under the umbrella of the University of Maine System. Doing so will allow UMS to develop collaborative programs across multiple institutions and will provide students a high degree of flexibility in attaining their educational goals. In Spring 2020, UMS submitted a Substantive Change Request to NECHE and continues to work closely with the accrediting body following approval. While other systems and higher education consortia have pursued similar models, UMS is the first in the nation to achieve actual unified accreditation approval. This initiative provides a unique set of opportunities around business process improvement and ERP configuration.

In preparation for this project and in partnership with a consulting agency, the University of Maine System conducted an assessment of its current state business processes, identified opportunities for improvement, and developed a plan to optimize processes and technology to support the UMS' strategic objectives, particularly the requirements driven by unified accreditation. The outcomes for the engagement were:

- Evaluation of the current state of the shared ERP PeopleSoft (MaineStreet) environment.
- Identification of deficiencies created by the current platform configuration, business processes, and underlying data architecture.
- Summary of functionality required for a unified, future-state ERP environment fully supporting the strategic priorities of the UMS, including unified accreditation and Collaborative Degree Programs.
- Identification of efficiencies that may be attained through technological improvements or innovations including leveraging cloud-native solutions when feasible and realistic.
- Evaluation of opportunities for improvements within the current ERP platform to deliver future-state functionality and support current and emerging business needs, including a shared, unified course catalog.
- A recommended plan to achieve UMS strategic outcomes through the realignment of technological tools, processes, and policies.

The assessment's final report detailed the scope and sequencing of the recommended roadmap that will improve the MaineStreet systems and informed initial planning for this project.

Current State

The UMS currently utilizes the on-premise Oracle/Peoplesoft ERP for its core administrative functions including its Student Information System (Campus Solutions v9.2), Human Resources (Human Capital Management v9.2), and Financials (Financial Management v9.2). The current ERP is structured employing a singular database design serving all (6) UMS campuses for each module. Segregation and isolation of campus-specific data are handled through a combination of business units and custom coding conventions. As a result, the ERP system is unable to fully normalize the data within the ERP system as required to seamlessly support the aspirations of Unified Accreditation.

The environment is supported by a centralized Information Technology unit (University Services: Information Technology or US:IT) with close collaboration with campus functional stakeholders. To better accommodate the unique legacy campus-focused business needs and processes over the years, UMS has relied on and deployed numerous code-based modifications and customizations within the Peoplesoft environment. At the last tally, we estimate approximately 2000 customizations and over 100 modified self-service pages that are currently supporting production functionality. As a result, US:IT has accrued significant technical debt that does not align well with UMS Strategic needs.

Key challenges with the current design and data architecture of the UMS Peoplesoft environment include:

- Ongoing maintenance of a large number of customizations used in production to support unique campus needs with little effort to validate the ongoing necessity of these customizations.
- The customizations limit our ability to fully leverage delivered functionality.
- Less-than-optimal process standardization across the UMS to take full advantage of a shared ERP environment.
- Lack of data and coding consistency to promote system-wide functionality, real-time business intelligence, and data standards which would improve reporting capabilities.
- Code-based barriers to promoting greater academic collaboration across institutions in support of unified accreditation (e.g. shared catalog, native/portable credit opportunities, course and program cross-listing, collaborative degree programs).

The PeopleSoft HCM System provides personnel, payroll, and benefits processing to all UMS institutions and employees. The system was first implemented in 2003 and an upgrade to version 9.2 was completed in 2018. Peoplesoft modules currently licensed are listed below with a Y/N designation to indicate if they are in use:

Product Name	In Use (Y/N)
P Benefits Interface	N
10107 - eBenefits	Y
10102 - eCompensation	N
10103 - eCompensation Manager Desktop	N

10106 - eDevelopment	N
20309 - Performance Management Warehouse	N
10108 - ePay	N
10104 - eProfile	N
10105 - eProfile Manager Desktop	N
10100 - Candidate Gateway	N
10101 - Talent Acquisition Manager	N
10000 - Human Resources	Y
PeopleSoft Enterprise Interaction Hub	N
10050 - Payroll for North America	Y
20309 - Performance Management Warehouse	N
10004 - Time and Labor	Y

PeopleSoft Financials was first implemented in 2005 and an upgrade to version 9.2 was completed in 2016. Peoplesoft modules currently licensed are listed below with a Y/N designation to indicate if they are in use:

Product Name	Used (Y/N)
20006 - Accounts Payable	Y
20003 - Accounts Receivable	Y
30010 - Billing	Y
20201 - Contracts	N
30223 - eProcurement	y
20203 - Expenses	Y
20000 - General Ledger	Y
20202 - Grants	N
30210 - Inventory	N
20020 - Payables	Y

50000 - PeopleTools Enterprise Star	N
20309 - Performance Management Warehouse	N
20200 - Project Costing	N
30200 - Purchasing	Y
20010 - Receivables	Y

PeopleSoft Campus Solutions was first implemented in 2006 with a staged approach that started with the Campus Community and Admissions modules, followed by the Student Records, Student Financials, and Financial Aid implementations. An upgrade to version 9.2 was completed in 2019. Peoplesoft modules currently licensed are listed below with a Y/N designation to indicate if they are in use:

Product Name	Used (Y/N)
10209 - Contributor Relations	N
10201 - Community Access	Y
10202 - Community Directory	N
10207 - Gradebook	Y
10204 - Learner Services	N
10206 - Outreach	N
10203 - Personal Portfolio	Y
10200 - Student Administration	Y
10299 - Student Administration Suite	Y
PeopleSoft Higher Education Faculty Management	N

The UMS has a number of ancillary and bolt-on information systems across the UMS. Most ancillary and bolt-on systems are symptomatic of gaps in the functionality of the current Student, Financial, and Human Resources Systems, business process inefficiencies and/or differences between campuses, challenges with data and reporting, gaps in training, and inconsistent policy interpretation. There are also many enterprise-level integrations, real-time synchronization of data, and configuration elements between these systems. Examples of key bolt-on products and integrations include Jaggaer (for eProcurement), HireTouch (for applicant tracking and hiring), and Concur (travel and expense).

1.1.4 Specifications / Scope of Work

Service Objectives

- **Partnership and collaboration:** The UMS desires to engage with an experienced vendor that will work in partnership with its personnel on professional and technical services to provide project management, system configuration, reporting, integration development, and support to implement a complete solution. The UMS and vendor will each provide personnel who will work collectively as a team to make the project a success. The vendor and the UMS will collaborate to determine the appropriate resource allocation level required to complete the implementations within the UMS's target timeframe.

It is expected that the following services will be provided in partnership with UMS Personnel:

- Project Management - The UMS will assign a dedicated Project Manager to collaborate with the implementation partners to identify and manage resources, convene project meetings, facilitate timely decision making, manage scope, resolve issues, coordinate project communications and status reporting, review all work products/deliverables, and manage the project budget.
 - Technical Services - The UMS will assign technical resources to collaborate with the implementation partners including but not limited to database administrators, system integrations/interface specialists, and software developers.
 - Business Analysis - The UMS will assign Solution Analysts who will collaborate with the implementation partners to assess business needs and goals.
- **Access to subject matter expertise:** UMS is seeking a vendor with proven abilities in managing large-scale cloud-based ERP projects for higher education institutions; deep knowledge of higher education best practices across Finance, Human Resources, and Student administration; extensive experience reengineering business processes and workflows; strong capabilities in data cleansing and conversion from legacy systems to modern environments; demonstrated success in testing, validation, quality assurance, and user acceptance; high degree of success in developing management approaches of cloud software release cycles; expertise in integration and interface development; and experience developing units that provide shared support services at scale.
 - **Timeliness of project delivery:** UMS is seeking a vendor that can collaboratively drive the project forward effectively, complete project activities within agreed-upon time frames, and implement the solution in a timely manner to optimize organizational benefits.
 - **Quality, depth, and completeness of services:** UMS is seeking a trusted and capable vendor partner that will skillfully manage and deliver a broad range of top-tier services that appropriately consider and address the needs of the UMS's complex environment.

- **Change strategy support:** UMS is seeking a partner with skills and experience in planning and delivering successful change management programs, including but not limited to stakeholder engagement and communications, development and delivery of training materials and courses, and change impact analysis and recommendations.
- **Realization of organizational benefits across the UMS system:** UMS is seeking a vendor that understands the UMS’s strategic goals for administrative transformation, can identify specific ways that ERP modernization will drive those outcomes, and will implement a solution that delivers desired benefits across all campuses and organizational units.
- **Key Integration Points and Coordination with Other Initiatives**
The scope for implementation activities and deliverables will also consider integrations with key legacy applications and third-party systems, which will involve coordination with other planned or in-process initiatives.

Services Overview

- **Planning Services Overview**
Planning Services are intended to collaboratively ensure alignment on project scope, governance, roles and responsibilities, plans, resources, dependencies, and other standard program components required for collaboration and alignment between UMS and the implementation partner. In addition, Planning Services will produce specific Deliverables that are prerequisites for an effective and efficient Design phase.

At a minimum, the UMS expects that Planning Services will include the following activities and deliverables. Proposers may also recommend additional activities and deliverables that are in alignment with their proposed approaches and best practices.

Planning Activities:

Business process review, design, and configuration (critical need)

Scope planning

Schedule planning

Resource planning

Budget planning

Project planning

Project-related team formation

Project governance planning

Review of ancillary technology environment (e.g., third-party systems, bolt-on systems)

Integration and interface planning

Data conversion planning

Reporting and analytics planning
Operational model planning (e.g., future-state departmental structures, roles)
Future state support model
Security planning
Benefits realization planning
Learning and development planning
Deployment and rollout planning
Change management planning
Communication planning
Quality management plan
Stakeholder management plan

- **Design Services Overview**

Design Activities are intended to produce Design Deliverables that define and specify in detail the optimal solution for the UMS. In collaboration with the UMS project team, the UMS expects the selected vendor to design a solution that delivers high value across all domain areas and campus locations while maintaining manageable levels of cost and complexity.

At a minimum, Design Services will include the following activities and deliverables. Proposers may also recommend additional activities and deliverables in their RFP responses that are in alignment with their proposed approaches and best practices.

Design Activities:

Develop guiding principles for solution design
Design analysis and requirements development
Process and workflow design (i.e., business process reengineering)
Reporting and analytics design
Further analysis of ancillary technology
Data conversion design
Integration and interface design, including system dependencies
Learning and development design
Training
Security design
Current-state policy analysis and future-state policy design
Organizational change management design (business and IT)

Testing planning and design

Analysis of change impacts

Benefits realization analysis

- **Build Services Overview**

Build Services include configuration of the software solution based on the specifications set forth in the Design phase. Data conversion preparation activities and the development of integrations and interfaces to other systems are part of Build Services. Developing and documenting the details of the development approach will also occur during the Build phase.

High-level guidance related to these services is provided below. Proposers may also recommend additional activities and deliverables that are in alignment with their proposed approaches and best practices.

Configuration Services will enable UMS to leverage the software solution's built-in functionality and to implement best practices. Configuration Services will include the configuration of in-scope business processes, forms, workflow, organizational structures, alerts/notifications, reporting and analytics, role-based security, and other business rules and system logic. It is critical that configurations are implemented in collaboration with UMS leads and SMEs, so knowledge transfer occurs naturally throughout the process.

Data Conversion preparation services will provide the foundation for subsequent implementation activities that will enable UMS to access and leverage business-critical data that originated in legacy systems and/or third-party systems retained by UMS.

Integration/Interface Development Services will also provide the foundation for UMS to share business-critical data from the selected software solution with third-party systems retained by UMS.

Testing Services will provide the build of the testing environment, implementation of any automated testing tools, and build of test scripts.

Training Development Services will focus on both business and IT stakeholders. These services will include supporting the creation and refinement of a detailed training curriculum, which will incorporate end-to-end process training and software usage training. Services will also include the development of reference materials and support documentation like user manuals, FAQs, process maps, and policy guides.

- **Validate Services Overview**

Validate Services will focus on testing and refining the solution that was configured and developed during the Build phase.

High-level guidance related to these services is provided below. Proposers may also recommend additional activities and deliverables that are in alignment with their proposed approaches and best practices.

Validate Services are expected to include multiple business process test cycles, integration testing, parallel testing, mock migration testing, performance testing, security testing, and user acceptance testing (UAT). Based on the results of these tests, the selected vendor will make recommendations to the UMS regarding adjustments to the system configurations, integrations, and data conversions that were previously developed. The Services will also include activities to validate that the solution meets or exceeds Benefits Realization expectations and to implement a continuous improvement program.

- **Transition Services Overview**

Transition Services encompass the delivery of training to all UMS users and the final deployment of the solution as tested and refined during the Validation phase, including final conversions and final cutover for all campus locations.

High-level guidance related to these services is provided below. Proposers may also recommend additional activities and deliverables that are in alignment with their proposed approaches and best practices.

Training Delivery Services include supporting the UMS's Change Strategy team in the delivery of end-user training to both business and IT stakeholders. End-user training courses may include end-to-end process training and software usage training in an integrated fashion and will be delivered prior to rollout/cutover for all required sites. Training Delivery Services will also include finalizing and distributing reference materials and support documentation such as user manuals, FAQs, process maps, and policy guides.

Deployment Services focus on final preparation and rollout at each campus location and within the support organization, from pre-cutover through cutover. These services include enabling operational readiness at each rollout site (e.g., ensuring that all policy, process, and organizational changes and impacts are understood); implementing the future-state support model and enabling IT/ERP support team readiness; ensuring site data readiness; completing final data conversions; ensuring Vendor's, customer, and third-party partner readiness; and deploying final integrations/interfaces.

- **Post-Go-Live Production Support Services Overview**

Post-Go-Live Production Support Services refer to the range of post-cutover support services that the selected vendor will provide to the UMS throughout an agreed-upon warranty period. Immediately after the Transition phase and deployment, Post Go-Live Production Support Services may include activities like documenting, tracking, and resolving issues related to the implemented solution; measuring end-user satisfaction and recommending solution improvements or additional change management activities required; measuring and optimizing system performance, and facilitating a seamless transition of support to the longer-term UMS support team and/or any third-party partners who will provide longer-term support on behalf of UMS. Alternatively, vendors may propose optional longer-term Post-Go-Live Production Support Services such as ongoing help desk management, release management impact analysis, and configuration/enhancement management.

- **Change Strategy Design**

Change strategy is a workstream that begins during the Planning and Design phases and continues through Build, Validation, Transition, and Post-Go-Live Production Support phases. The information provided in this section deals only with the up-front Change Strategy activities for the Design phase.

The UMS expects that the selected vendor will, in collaboration with UMS personnel, utilize a proven methodology and associated tools to deliver Change Strategy services aligned with UMS’s project scope, key strategic themes/organizational drivers, and priorities. UMS also expects the selected vendor to apply its industry, process, and solution-specific expertise to minimize downstream re-work and promote engagement, alignment, and buy-in from UMS business and IT stakeholders throughout the project lifecycle.

- **Benefits Realization**

UMS began its Benefits (opportunities) Realization work as part of its completed ERP Assessment engagement and seeks support from the selected vendor to continue Benefits Realization activities throughout the project lifecycle.

UMS expects that the Vendor will utilize a proven methodology and associated tools to deliver Benefits Realization services aligned with UMS’s project scope, key strategic themes/organizational drivers, and priorities. UMS also expects the selected vendor to apply its industry, process, and solution-specific expertise to educate and align UMS business and IT stakeholders to the expected benefits of the end-to-end solution being designed and eventually deployed.

Proposed Timeline

Based on information and analysis completed during the ERP Assessment, the UMS developed a tentative implementation schedule. The schedule is subject to adjustment based on the Planning and Design Phases.



1.2 General Information

1.2.1 Contract Administration and Conditions

- 1.2.1.1 The winning Respondent will be required to execute a contract in the form of a University of Maine System Contract for Services, which is attached to this response as **Appendix E**. Contract initial term and renewal periods are reflected in Section 2 of Appendix E, Contract for Services, and are subject to continued availability of funding and satisfactory performance.

The Agreement entered into by the parties shall consist of the University of Maine System Contract for Services (attached to this document), the RFP, the selected Respondent's submission, including all appendices or attachments and clarifications, the specifications including all modifications thereof, and a Purchase Order or Letter of Agreement requiring signatures of the University and the Contractor, all of which shall be referred to collectively as the Agreement Documents.

In the event of a conflict of terms the following precedence will apply:

1. University of Maine System Contract for Services
2. Agreement Riders as required
3. Contract Amendments (as required)
4. The University's RFP
5. Respondent's Submission
6. Purchase Order or Letter of Agreement

- 1.2.1.2 Modification of Agreement terms and conditions is permitted except that the University, due to its public nature, will not :

- a. Provide any defense, hold harmless or indemnity;
- b. Waive any statutory or constitutional immunity;
- c. Apply the law of a state other than Maine;
- d. Procure types or amounts of insurance beyond those UMS already maintains or waive any rights of subrogation.
- e. Add any entity as an additional insured to UMS policies of insurance;
- f. Pay attorneys' fees, costs, expenses or liquidated damages;
- g. Promise confidentiality in a manner contrary to Maine's Freedom of Access Act;
- h. Permit an entity to change unilaterally any term or condition once the contract is signed;
- i. Accept any references to terms and conditions, privacy policies or any other websites, documents or conditions referenced outside of the contract; or
- j. Agree to automatic renewals for term(s) greater than month-to-month.

- 1.2.1.3 By submitting a response to a Request for Proposal, bid or other offer to do business with the University your entity understands and agrees that:

- a. The above Agreement provisions (**Section 1.2.1.2**) will not be modified and are thereby incorporated into any agreement entered into between University and your entity; that such terms and condition shall control in the event of any conflict with such agreement; and that your entity will not propose or demand any contrary terms;
- b. The above Agreement provisions (**Section 1.2.1.2**) will govern the interpretation of such agreement notwithstanding the expression of any other term and/or condition to the contrary;
- c. Your entity agrees that the resulting Agreement will be the entire agreement between the University (including University's employees and other End Users) and Respondent and in the event that the Respondent requires terms of use agreements or other agreements, policies or understanding, whether on an order form, invoice, website, electronic, click-through, verbal or in writing, with University's employees or other End Users, such agreements shall be null, void and without effect, and the terms of the Agreement shall apply.
- d. Your entity will identify at the time of submission which, if any, portion or your submitted materials are entitled to "trade secret" exemption from disclosure under Maine's Freedom of Access Act; that failure to so identify will authorize UMS to conclude that no portions are so exempt; and that your entity will defend, indemnify and hold harmless UMS in any and all legal actions that seek to compel UMS to disclose under Maine's Freedom of Access Act some or all of your submitted materials and/or contract, if any, executed between UMS and your entity.

1.2.2 Communication with the University

It is the responsibility of the Respondent to inquire about any requirement of this document that is not understood. Responses to inquiries, if they change or clarify the document in a substantial manner, will be forwarded by addenda to all parties that have received a copy of the document. Addenda will also be posted on our web site, www.maine.edu/strategic/upcoming_bids.php

It is the responsibility of all Respondents to check the web site before submitting a response to ensure that they have all pertinent documents. The University will not be bound by oral responses to inquiries or written responses other than addenda.

Inquiries must be made using the **Response Contact Information** provided on the cover sheet of this document. Refer to table in **Section 1.3.1 Timeline of Key Events** for deadline requirements.

1.2.3 Confidentiality

The University must adhere to the provisions of the Maine Freedom of Access Act (FOAA), 1 MRSA §401 et seq. As a condition of submitting a response under this section, a respondent must accept that, to the extent required by the Maine FOAA, responses to this solicitation, and any ensuing contractual documents, are considered public records and therefore are subject to freedom of access requests.

The information contained in responses submitted for the University's consideration will be held in confidence until all evaluations are concluded and a Respondent selected (the successful Respondent). At that time the University will issue award notice letters to all participating Respondents and all Respondents' responses may be made available to participating Respondents upon request. Such request must be made by submitting a written request to the individual noted in the Response Contact Information shown on the cover sheet of this document, with a copy of the request provided to the other Respondents. Such requests are public records.

After the protest period has passed and the Agreement is fully executed, responses will be available for public inspection upon request.

Pricing and other information that is an integral part of the offer cannot be considered confidential after an award has been made. The University will honor requests for confidentiality for information that meets the definition of "trade secret" under Maine law. Clearly mark any portion of your submitted materials which are entitled to "trade secret" exemption from disclosure under Maine's Freedom of Access Act. Failure to so identify as trade secret will authorize the University to conclude that no portions are so exempt; and that your entity will defend, indemnify and hold harmless the University in any and all legal actions that seek to compel the University to disclose under Maine's Freedom of Access Act some or all of your submitted materials and/or contract, if any, executed between the University and your entity.

1.2.4 Costs of Preparation

Respondent assumes all costs of preparation of the response and any presentations necessary to the response process.

1.2.5 Authorization

Any Agreement for services that will, or may, result in the expenditure by the University of \$50,000 or more must be approved in writing by the Office of Strategic Procurement, Chief Procurement Officer and it is not approved, valid or effective until such written approval is granted.

1.2.6 Multi-Institutional

The University of Maine System, Office of Strategic Procurement reserves the right to authorize other University Institutions to use the Agreement(s) resulting from this document, if it is deemed to be beneficial for the University to do so.

1.2.7 Pricing

All prices provided shall remain firm for the entire term of the agreement.

1.2.8 Cost Response Form Quantities

The quantities shown on the cost response form are approximate only. The Contractor shall cover the actual needs of the University throughout the term of the Agreement regardless of whether they are more or less than the quantities shown.

1.2.9 Employees

The Contractor shall employ only competent and satisfactory personnel and shall provide a sufficient number of employees to perform the required services efficiently and in a manner satisfactory to the University. If the Agreement Administrator or designee, notifies the Contractor in writing that any person employed on this Agreement is incompetent, disorderly, or otherwise unsatisfactory, such person shall not again be employed in the execution of this Agreement without the prior written consent of the Agreement Administrator.

1.2.10 Environment Compliance

In the event that the resulting Agreement involves the generation, transportation, handling, disposal, and/or other operations or activities in relation to toxic, hazardous, radioactive, or otherwise dangerous gases, vapors, fumes, acids, alkali's, chemicals, wastes or contaminants and/or other substance, material or condition, the Contractor agrees to indemnify save harmless and defend the University from and against all liabilities, claims, damages, forfeitures, suits, and the costs and expenses incident thereto (including costs of defense, settlement and reasonable attorney's fees) which the University may hereafter incur as a result of death or bodily injuries or damage to any property, contamination of or adverse effects of the environment or any violation of state or federal regulations or laws (including without limitation the Resources Conservation and Recovery Act, the Hazardous Material Transportation Act or the Superfund Amendment and Reauthorization Act, as the same now exists or may hereafter be amended) or order based on or arising in whole or in part from the Contractor's performance under the Agreement, provided, however the Contractor shall not indemnify the University for any liabilities, claims, damages, (as set forth above) caused by or arising out of the sole negligence of the University, or arising out of any area of responsibility not attributable to Contractor.

1.2.11 Specification Protest Process and Remedies:

If a Respondent feels that the specifications are written in a way that limits competition, a specification protest may be sent to the Office of Strategic Procurement to the email address provided on the cover page of this document. Specification Protests will be responded to within five (5) business days of receipt. Determination of protest validity is at the sole discretion of the University. The due date of the proposal may be changed if necessary to allow consideration of the protest and issuance of any necessary addenda. Specification protests shall be presented to the University in writing as soon as identified, but no less than five (5) business days prior to the Deadline for Proposal Submission noted in Section 1.3.1. No protest against the award due to the specifications shall be considered after this deadline. Protests shall include the reason for the protest and any proposed changes to the specifications.

1.3 General Submission Provisions

1.3.1 Timeline of Key Events

Reference Section	Event Name	Event Due Date
Section 1.3.7	Respondents' Pre-Bid Conference	November 3, 2021 Zoom Meeting ONLY https://maine.zoom.us/j/89873920979?pwd=NTc4UjcyQlV oQmNpRWRwRWM4dDN3Zz 09 US: +1 312 626 6799 Meeting ID: 898 7392 0979 Password: 974682
Section 1.2.2	Deadline for Written Inquiries/Questions	November 5, 2021
Section 1.2.2	Response to Written Inquiries/Questions	November 10, 2021
Section 1.2.2	Deadline for Proposal Submission	November 22, 2021 on or before 11:59 p.m. EST
Section 1.3.8	Estimated Respondent Interview Date (subject to change)	ZOOM CALLS ONLY December 6 th 11:00 – 12:00 am EST 12:00 – 1:00 pm EST December 8 th 10:00 – 11:00 am EST 4:00 – 5:00 pm EST Respondents selected for an interview will be notified
Section 2.2	Award Announcement (subject to change)	December 23, 2021
	Estimated Agreement Start Date (subject to change)	Calendar Year 2022 (TBD)

1.3.2 Eligibility to Submit Responses

Public entities, private for-profit companies, and non-profit companies and institutions are invited to submit a response to this document.

1.3.3 Debarment

Respondents must complete and submit the “Debarment, Performance and Non-Collusion Certification Form provided in Appendix B. Failure to provide this certification may result in the disqualification of the Respondent’s proposal, at the University’s discretion.

Submission of a signed response in response to this solicitation is certification that your firm (or any subcontractor) is not currently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Submission is also agreement that the University will be notified of any change in this status.

1.3.4 Response Understanding

By submitting a response, the Respondent agrees and assures that the specifications are adequate, and the Respondent accepts the terms and conditions herein. Any exceptions should be noted in your response.

1.3.5 Response Validity

Unless specified otherwise, all responses shall be valid for ninety (90) days from the due date of the response.

1.3.6 Non-Response Submission

The University will not consider non-responsive submissions, i.e., those with material deficiencies, omissions, errors or inconsistencies or that otherwise do not follow instructions. The University in its sole discretion will determine what is Non-Responsive.

1.3.7 Respondents' Presentations

Presentations may be requested of two or more Respondents deemed by the University to be the best suited among those submitting responses on the basis of the selection criteria. After presentations have been conducted, the University may select the Respondent(s) which, in its opinion, has made the response that is the most responsive and most responsible and may award the Agreement to that/those Respondent(s).

1.3.8 Response Submission

A **SIGNED** virus-free electronic copy must be submitted as follows:

- The response must be received electronically to the E-Mail shown in the **Response Submission Information** section of the cover page of this document.
- Electronic submission must be received by the required **Response Deadline Date/Time** reflected on the cover page of this document.
- Response submissions that exceed 20 MB will be submitted with multiple emails modifying email subject line shown in the **Response Submission Information** section of the cover page of this document to include: Submission 1 of X ('X' representing the number of files being submitted).

2.0 EVALUATION AND AWARD PROCESS

2.1 Evaluation Criteria

2.1.1 Scoring Weights

The score will be based on a 100-point scale and will measure the degree to which each response meets the following criteria:

Evaluation Appendices	Category	Points
Appendix C	Cost Evaluation	30
Appendix D & E	Master Agreement	10
Appendix F & G	Organization, Qualifications, Experience and References	60
Total Points		100

2.1.2 Scoring Section Descriptions

2.1.2.1 Cost Evaluation

The total cost proposed for conducting all the functions specified in this document will be assigned a score according to a mathematical formula. The lowest cost response will be awarded the total points. Responses with higher cost response values will be awarded proportionately fewer points calculated in comparison with the lowest cost response.

The scoring formula is:

(Lowest submitted cost response / cost of response being scored) x
Points = pro-rated score

The University will NOT seek a best and final offer (BAFO) from any Respondent in this procurement process. All Respondents are expected to provide their best value pricing with the submission of their response. Respondents will NOT be given another opportunity to modify pricing once submitted.

2.1.2.2 Master Agreement (Appendix D & E)

The evaluation team will use a consensus approach to evaluate and assign evaluation based on pass/fail decision based on University risk assessment. The University reserves the right to reject any or all responses, in whole or in part, for any response receiving no points in this section in accordance with Section 2.2 Award.

Responses will be evaluated using the following guidelines:

- a. Full acceptance of the terms and conditions with the Respondents signature on the Agreement signature page, will receive the total points noted in Table 2.1.1.
- b. Revisions to the Agreement provisions specified in Section 1.2.1.2 will receive point reductions based on the University's risk assessment.

- c. Revisions to the Agreement provisions other than those specified in Section 1.2.1.2 will be evaluated at the University's discretion based on the University's risk assessment.

2.1.2.3 Organization, Qualifications, Experience and References

The evaluation team will use a consensus approach to evaluate and assign evaluation points. Reference checks will be performed on the top Respondent(s) only as determined by consensus scoring in the other categories.

2.2 Award

While the University prefers a single solution that is scalable to meet the needs of both large and small institutions, it reserves the right to award Agreement(s) to one or multiple Respondents, which may include awards to Respondents for a geographical area, if such award is in the best interest of the University.

The University reserves the right to waive minor irregularities, which may include contacting the Respondent to resolve the irregularity. Scholarships, donations, or gifts to the University, will not be considered in the evaluation of responses. The University reserves the right to reject any or all responses, in whole or in part, and is not necessarily bound to accept the lowest cost response if that response is contrary to the best interests of the University. The University may cancel this request or reject any or all responses in whole or in part. Should the University determine in its sole discretion that only one Respondent is fully qualified, or that one Respondent is clearly more qualified than any other under consideration, an Agreement may be awarded to that Respondent without further action.

2.3 Negotiations

The University reserves the right to negotiate with the successful Respondent to finalize a contract. Such negotiations may not significantly vary the content, nature or requirements of the proposal or the University's Request for Proposals to an extent that may affect the price of goods or services requested. The University reserves the right to terminate contract negotiations with a selected respondent who submits a proposed contract significantly different from the response they submitted in response to the advertised RFP. In the event that an acceptable contract cannot be negotiated with the highest ranked Respondent, the University may withdraw its award and negotiate with the next-highest ranked Respondent, and so on, until an acceptable contract has been finalized. Alternatively, the University may cancel the RFP, at its sole discretion.

2.4 Award Protest

Respondents may appeal the award decision by submitting a written protest to the University of Maine System's Chief General Services Officer within five (5) business days of the date of the award notice, with a copy of the protest to the successful Respondent. The protest must contain a statement of the basis for the challenge. Further information regarding the appeal process can be found at

http://staticweb.maine.edu/wp-content/uploads/2015/07/APL_VII-A_20150630-FINAL.pdf?565a1d

If this RFP results in the creation of a pre-qualified or pre-approved list of vendors, then the appeal procedures mentioned above are available upon the original determination of that vendor list, but not during subsequent competitive procedures involving only the pre-qualified or pre-approved list participants.

3.0 RESPONSE FORMAT REQUIREMENTS

3.1 General Format Instructions

3.1.1 Electronic Submissions

Documents submitted as part of the electronic response are to be prepared on standard electronic formats of 8-1/2" x 11" and of PDF file type. Submissions requiring additional supporting information, such as, foldouts containing charts, spreadsheets, and oversize exhibits are permissible and must be submitted as Appendices, clearly numbered and referencing the Section in which they provide supporting information.

For clarity, the Respondent's name should appear on every document page, including Appendices. Each Appendix must reference the section or subsection number to which it corresponds.

3.1.2 Respondents Responsibility

It is the responsibility of the Respondent to provide all information requested in the document package at the time of submission. Failure to provide information requested in this document may, at the discretion of the University's evaluation review team, result in a lower rating for the incomplete sections and may result in the response being disqualified for consideration. Include any forms provided in the application package or reproduce those forms as closely as possible. All information should be presented in the same order and format as described in this document.

3.1.3 Brief Response

Respondents are asked to be brief and to respond to each question listed in the "Response to Questions" section of this document. Number each response in the response to correspond to the relevant question in this document.

3.1.4 Additional Attachments Prohibited

The Respondent may not provide additional attachments beyond those specified in the document for the purpose of extending their response. Any material exceeding the response limit will not be considered in rating the response and will not be returned. Respondents shall not include brochures or other promotional material with their response. Additional materials will not be considered part of the response and will not be evaluated.

3.2 Response Format Instructions

This section contains instructions for Respondents to use in preparing their response. The Respondent's submission must follow the outline used below, including the numbering of section and sub-section headings. Failure to use the outline specified in this section or to

respond to all questions and instructions throughout this document may result in the response being disqualified as non-responsive or receiving a reduced score.

The University and its evaluation team for this document have sole discretion to determine whether a variance from the document specifications should result in either disqualification or reduction in scoring of a response.

Re-phrasing of the content provided in this document will, at best, be considered minimally responsive. The University seeks detailed yet succinct responses that demonstrate the Respondent's experience and ability to perform the requirements specified throughout this document.

3.2.1 Section 1 - Response Cover Page

- 3.2.1.1 Label this response - Section 1 – UMS Response Cover Page
- 3.2.1.2 Insert Appendix A – University of Maine System Response Cover Page
- 3.2.1.3 Insert Appendix B – Debarment, Performance and Non-Collusion Certification

3.2.2 Section 2 - Cost Response

- 3.2.2.1 Label this response - Section 2 – Cost Evaluation
- 3.2.2.2 Insert Appendix C – Required Cost Evaluation Exhibits

3.2.3 Section 3 - Master Agreement

- 3.2.3.1 Label this response - Section 3 – Master Agreement
- 3.2.3.2 Insert Appendix D – Master Agreement
- 3.2.3.3 Insert Appendix E – Master Agreement

3.2.4 Section 4 - Response to Questions

- 3.2.4.1 Label this response - Section 4 – Response to Evaluation Questions & Related Information
- 3.2.4.2 Insert Appendix F – Organization Reference Form
- 3.2.4.3 Insert Appendix G – Evaluation Question(s) - Organization, Qualifications and Experience

Appendix A – University of Maine System Response Cover Page

RFP # 2022-030
ERP Implementation Partner

Organization Name:	
Chief Executive – Name/Title:	
Telephone:	
Fax:	
Email:	
Headquarters Street Address:	
Headquarters City/State/Zip:	
Lead Point of Contact for Quote – Name/Title:	
Telephone:	
Fax:	
Email:	
Street Address:	
City/State/Zip:	

1. This pricing structure contained herein will remain firm for a period of 90 days from the date and time of the quote deadline date.
2. No personnel currently employed by the University or any other University agency participated, either directly or indirectly, in any activities relating to the preparation of the Respondent's response.
3. No attempt has been made or will be made by the Respondent to induce any other person or firm to submit or not to submit a response.
4. The undersigned is authorized to enter into contractual obligations on behalf of the above-named organization.
5. By submitting a response to a Request for Proposal, bid or other offer to do business with the University your entity understands and agrees that:
 - a. The Agreement provisions in **Section 1.2.1.2** of this document will not be modified and are thereby incorporated into any agreement entered into between University and your entity; that such terms and condition shall control in the event of any conflict with such agreement; and that your entity will not propose or demand any contrary terms;
 - b. The above Agreement provisions in **Section 1.2.1.2** of this document will govern the interpretation of such agreement notwithstanding the expression of any other term and/or condition to the contrary;
 - c. Your entity agrees that the resulting Agreement will be the entire agreement between the University (including University's employees and other End Users) and Respondent and in the event that the Respondent requires terms of use agreements or other agreements, policies or understanding, whether on an order form, invoice, website, electronic, click-through, verbal or in writing, with University's employees or other End Users, such agreements shall be null, void and without effect, and the terms of the Agreement shall apply.
 - d. Your entity will identify at the time of submission which, if any, portion or your submitted materials are entitled to "trade secret" exemption from disclosure under Maine's Freedom of Access Act; that failure to so identify will authorize UMS to conclude that no portions are so exempt; and that your entity will defend, indemnify and hold harmless UMS in any and all legal actions that seek to compel UMS to disclose under Maine's Freedom of Access Act some or all of your submitted materials and/or contract, if any, executed between UMS and your entity.

To the best of my knowledge all information provided in the enclosed response, both programmatic and financial, is complete and accurate at the time of submission.

Date: _____

Name and Title (Printed)

Authorized Signature

Appendix B – Debarment, Performance and Non-Collusion Certification

University of Maine System
DEBARMENT, PERFORMANCE and NON-COLLUSION
CERTIFICATION
RFP # 2022-030
ERP Implementation Partner

By signing this document, I certify to the best of my knowledge and belief that the aforementioned organization, its principals and any subcontractors named in this proposal:

- a. Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from bidding or working on contracts issued by any governmental agency.
- b. Have not within three years of submitting the proposal for this contract been convicted of or had a civil judgment rendered against them for:
 - i. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state or local government transaction or contract.
 - ii. Violating Federal or State antitrust statutes or committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - iii. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
 - iv. Have not within a three (3) year period preceding this proposal had one or more federal, state or local government transactions terminated for cause or default.
- c. Have not entered into a prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies, equipment, or services and this proposal is in all respects fair and without collusion or fraud. The above mentioned entities understand and agree that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.

Failure to provide this certification may result in the disqualification of the Respondent’s proposal, at the University’s discretion.

Date: _____

Name and Title (Printed)

Authorized Signature

Appendix C – Required Cost Evaluation Exhibits

University of Maine System
COST EVALUATION

RFP # 2022-030
ERP Implementation Partner

GENERAL INSTRUCTIONS:

1. The Respondent must submit a cost response that covers the entire period of the Agreement.
2. The cost response shall include the costs necessary for the Respondent to fully comply with the Agreement terms and conditions and requirements. **Note regarding total cost of ownership:** This “cost” will encompass the entire solution pricing along with all products and services offered as part of the solution.
3. Failure to provide the requested information and to follow the required cost response format provided in Appendix C may result in the exclusion of the Response from consideration, at the discretion of the University. You can add rows and columns required to insert additional information. If a particular cost table is not required as part of your response simply leave it blank.
4. No costs related to the preparation of the Response for this document or to the negotiation of the Agreement with the University may be included in the Response. Only costs to be incurred after the Agreement effective date that are specifically related to the implementation or operation of contracted services may be included.
5. Identify all costs by deliverable, to be charged for performing the services necessary to accomplish the objectives of this document.
6. Pricing will be guaranteed by the vendor for the term of the Agreement.
7. The University will NOT seek a best and final offer (BAFO) from any Respondent in this procurement process. All Respondents are expected to provide their best value pricing with the submission of their response. Respondents will NOT be given another opportunity to modify pricing once submitted.
8. An **MS Excel Version** must be included in your final submission for all of these tables. For a copy of the excel version, email the contact provided on the cover page of this document.

INSTRUCTIONS FOR - Exhibit 1 (Table 1) - Professional Services Rate Schedule

If you charge by the hour for professional services, provide a rate schedule, or range of hourly rates we could expect. Specify whether or not those rates include travel.

Respondent’s Organization Name – Provide the Respondent’s Organization Name.

Role/Position Title if Individual - List role/position title of each role/position title from your organization that would be responsible for work on the project.

Hourly Rate - Is the hourly dollar amount that may be invoiced by role/position title.

Exhibit 1 (Table 1) – Respondents will use this attachment to record all costs associated with this section. For a copy of the excel version of Exhibit 1, email the contact provided on the cover page of this document.

Respondent's Name:		
#	Role of Individual/Position Title	Hourly Rate
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
	Include additional explanation of costs and list assumptions that could influence the cost of change request pricing.	
	List explanations and assumptions here;	
	-	
	-	

INSTRUCTIONS FOR - Exhibit 1 (Table 2) - Pricing for Custom Features Deliverables

Provide rate schedule for the high-level deliverables defined RFP Section 1.1.4 Scope of Work.

Costs for subcontractors are to be broken out separately.

Respondent's Organization Name – Provide the Respondent's Organization Name.

Deliverable Name - Provide a brief name for the deliverable.

Role/Position Title (Exhibit 1 Table 2) - List each role/position title from your organization that would be responsible for contributing to completion of the deliverable. Bidder will replace verbiage 'Position Title 1', etc. with the appropriate actual role/position title in **Exhibit 1 (Table 1)**.

Hours – Note the total hours that will be required to provide the contribution necessary to complete the deliverable for each role/position title.

Hourly Rate - The hourly dollar amount that may be invoiced by role/position title.

Cost Estimate – Calculation of the (Hours x Hourly Rate = Cost Estimate)

Sub-Total – Provide a sub-total for each deliverable.

Total – Total cost for all deliverables to complete the work for the specified University campus. Your list of deliverables should trace back to the objectives and requirements listed in this document. Where a requirement is addressed by your product or service without customization, indicate that under the Explanation and reference the Licensing and Maintenance schedule above.

Total compensation for services rendered and deliverables shall include any hourly billing rate and all expected related expenses, both actual and administrative.

Less Discount – Discount offered off the Subtotal figure.

Grand Total – Subtotal less Discount.

Exhibit 1 (Table 2) – Respondents will use this attachment to record all costs associated with this section. For a copy of the excel version of Exhibit 1, email the contact provided on the cover page of this document.

Respondent's Name:					
#	Deliverable	Role/Position Title (Exhibit 1 Table 2)	Hours	Hourly Rate	Cost Estimate
University Name:					
1	Deliverable Name #1	Position Title 1			
2		Position Title 2			
3		Position Title 3			
4		Position Title 4			
5		Position Title 5			
6		Position Title 6			
7		Position Title 7			
8		Position Title 8			
9		Position Title 9			
10		Position Title 10			
Sub-Total					
1	Deliverable Name #2	Position Title 1			
2		Position Title 2			
3		Position Title 3			
4		Position Title 4			
5		Position Title 5			
6		Position Title 6			
7		Position Title 7			
8		Position Title 8			
9		Position Title 9			
10		Position Title 10			
Sub-Total					
Total					
Less Discount					
Grand Total					
Include additional explanation of costs and list assumptions that could influence the pricing for custom features.					
List explanations and assumptions here:					
-					
-					

Appendix D – Contract for Services

UNIVERSITY OF MAINE SYSTEM MASTER AGREEMENT

This Master Agreement (“Agreement” or “Master Agreement”) entered into this ____ day of _____, _____, by and between the **University of Maine System**, hereinafter referred to as the "**University**", and _____, hereinafter referred to as "**Contractor**".

WITNESSETH, that for and in consideration of the payments and agreements hereinafter mentioned, to be made and performed by the University, the Contractor hereby agrees with the University to provide the products and services described in this agreement, and the following Riders, hereby incorporated into this Agreement and made part of it by reference:

Rider A - Specifications of Work to be Performed

Rider A-1 – Pricing

Rider B – Insurance Requirements

Rider C – University of Maine System Standards for Safeguarding Information

Rider D – Services Engagement Form

Rider E – Implementation Plan and Timeline

Contract Amendments as required

Request for Proposal #2022-030 Issue Date **October 22, 2021** Titled ERP Implementation Partner
Contractor’s Bid in Response to Request for Proposal #2022-030 Proposal Submission Date
November 22, 2021 Titled ERP Implementation Partner

WHEREAS, the University desires to enter into a contract for professional services, and the Contractor represents itself as competent and qualified to accomplish the specific requirements of this Contract to the satisfaction of the University;

NOW THEREFORE, in consideration of the mutual promises contained herein, the parties hereby agree as follows:

This Agreement, along with any documents identified, which are incorporated by reference, constitutes the entire Agreement between the parties, and there are no other or further written or oral understandings or agreements with respect thereto.

1. **Specifications of Work**: The Contractor agrees to perform the Specifications of Work as described in **Rider A**, hereby incorporated by reference.

Rider A provides a suite of services offered by the Contractor to the University. As required by the University institutions, the parties will develop jointly specific Services Engagement documents. The required format of this document is detailed in **Rider D**. The document will be governed by all the terms in this agreement; except that the engagement administrator for purposes of managing the service deliverables may be different than this Agreement Administrator and the term may be different than the term of the agreement but may not extend beyond this Agreement termination date. The Services Engagement document will be fully executed by the parties. Institutions may execute more than one agreement for services to support their needs over the term of this Agreement

2. **Term:** This Contract shall commence on **February 7, 2022** and shall terminate on **February 7, 2027**, unless terminated earlier as provided in this Contract with option for **five (5) one (1) or one (1) five (5) year renewals** upon the parties' mutual written agreement.

3. **Payment:**

A. Payment shall be made upon submittal of an electronic invoice to the University by the Contractor on a net 30 basis unless discount terms are offered. In the event there is a discrepancy with the invoice, payment terms shall be effective starting on the date the discrepancy is resolved, for only that portion of the invoice that is disputed. Invoices must include a purchase order number.

B. **"Additional Services"** The University will have the option to purchase additional services under this Agreement.

As required by the University institutions, the parties will develop jointly specific Services Engagement documents. The required format of this document is detailed in **Rider D**.

4. **Termination:** The **Agreement or a Services Engagement (Rider D)** may be terminated by the University in whole, or in part, whenever for any reason the University shall determine that such termination is in the best interest of the University. Any such termination shall be effected by delivery to the Contractor of a Notice of Termination specifying the extent to which performance of the Agreement is terminated and the date on which such termination becomes effective. The University shall pay all allowable costs incurred up to the effective date of termination. However, the Contractor shall not be reimbursed for any costs incurred after the effective date of termination.

5. **Obligations Upon Termination:** Any materials produced in performance of this agreement are the property of the University and shall be turned over to the University upon request. The University shall pay the Contractor for all services performed to the effective date of termination subject to offset of sums owed by the Contractor to the University.

6. **Non-Appropriation:** Notwithstanding any other provision of this Agreement, if the University is not appropriated sufficient funds to pay for the work to be performed under this Agreement or if funds are de-appropriated, then the University is not obligated to make payment under this Agreement.

7. **Conflict of Interest:** No officer or employee of the University shall participate in any decision relating to this contract which affects his or her personal interest in any entity in which he or she directly or indirectly has interest. No employee of the University shall have any interest, direct or indirect, in this contract or proceeds thereof.

8. **Modification:** This Contract may be modified or amended only in a writing signed by both parties.

9. **Assignment:** This Contract, or any part thereof, may not be assigned, transferred or subcontracted by the Contractor without the prior written consent of the University.

10. **Applicable Law:** This Contract shall be governed and interpreted according to the laws of the State of Maine.

11. **Administration:** Chief Information Officer shall be the University's authorized representative in all matters pertaining to the administration of the terms and conditions of this Contract.

12. **Non-Discrimination:** In the execution of the contract, the Contractor shall not discriminate on the basis of race, color, religion, sex, sexual orientation, transgender status or gender expression, national origin or citizenship status, age, disability, genetic information, or veteran status and shall provide reasonable

accommodations to qualified individuals with disabilities upon request. The university encourages the employment of qualified individuals with disabilities.

13. **Indemnification:** The Contractor shall comply with all applicable federal, state and local laws, rules, regulations, ordinances and orders relating to the services provided under this Contract. Contractor shall indemnify, defend and hold the University, its Trustees, officers, employees, and agents, harmless from and against any and all loss, liability, claims, damages, actions, lawsuits, judgments and costs, including reasonable attorney's fees, that the University may become liable to pay or defend arising from or attributable to any acts or omissions of the Contractor, its agents, employees or subcontractors, in performing its obligations under this Contract, including, without limitation, for violation of proprietary rights, copyrights, or rights of privacy, arising out of a publication, translation, reproduction, delivery, performance, use or disposition of any data furnished under the Contract or based on any libelous or other unlawful matter contained in such data.
14. **Contract Validity:** In the event one or more clauses of this Contract are declared invalid, void, unenforceable or illegal, that shall not affect the validity of the remaining portions of this Contract.
15. **Independent Contractor:** Contractor is an independent contractor of the University, not a partner, agent or joint venture of the University and neither Party shall hold itself out contrary to these terms by advertising or otherwise, nor shall either party be bound by any representation, act or omission whatsoever of the other. For U.S. entities, Contractor, its employees and subcontractors if any, is/are independent contractors for whom no Federal or State Income Tax will be deducted by the University, and for whom no retirement benefits, social security benefits, group health or life insurance, vacation and sick leave, Worker's Compensation and similar benefits available to University's employees will accrue. The parties further understand that annual information returns as required by the Internal Revenue Code and Maine Income Tax Law will be filed by the University with copies sent to Contractor. Contractor will be responsible for compliance with all applicable laws, rules and regulations involving but not limited to, employment, labor, Workers Compensation, hours of work, working conditions, payment of wages, and payment of taxes, such as unemployment, social security and other payroll taxes, including other applicable contributions from such persons when required by law.
16. **Intellectual Property:** Any information and/or materials, finished or unfinished, produced in performance of this Contract, and all of the rights pertaining thereto, are the property of the University and shall be turned over to the University upon request.
17. **Entire Contract:** This Contract sets forth the entire agreement between the parties on the subject matter hereof and replaces and supersedes all prior agreements on the subject, whether oral or written, express or implied. This Contract is the entire agreement between the University (including University's employees and other End Users) and Contractor. In the event that Contractor enters into terms of use agreements or other agreements, policies or understandings, whether on Contractor's purchase order, website, electronic, click-through, verbal or in writing, with University's employees or other End Users, such agreements shall be null, void and without effect, and the terms of this Contract shall apply. University will not be bound to any other terms and conditions set forth in any documents, agreements or policies posted on Contractor's website unless such terms and conditions are set forth in this Contract. Contractor may not unilaterally change any term or condition of this Contract.
18. **Licensing:** Contractor shall secure in its name and at its expense all federal, state, and local licenses and permits required for operation under this Contract. Contractor shall provide proof of such licensure or permit to the University prior to commencing work under this Contract.
19. **Record Keeping, Audit and Inspection of Records:** The Contractor shall maintain books, records and other compilations of data pertaining to the requirements of the Contract to the extent and in such detail as shall properly substantiate claims for payment under the Contract. All such records shall be kept for a period of seven years or for such longer period as specified herein. All retention periods start on the first day after the final payment of the Contract. If any litigation, claim, negotiation, audit or other

action involving the records is commenced prior to the expiration of the applicable retention period, all records shall be retained until completion of the action and resolution of all issues resulting therefrom, or until the end of the applicable retention period, whichever is later. The University, the grantor agency (if any), or any of their authorized representatives shall have the right at reasonable times and upon reasonable notice, to examine and copy the books, records and other compilations of data of the Contractor pertaining to this Contract. Such access shall include on-site audits.

20. **Publicity, Publication, Reproduction and use of Contract's Products or Materials:** Unless otherwise provided by law or the University, title and possession of all data, reports, programs, software, equipment, furnishings and any other documentation or product paid for with University funds shall vest with the University. The Contractor shall at all times obtain the prior written approval of the University before it, any of its officers, agents, employees or subcontractors, either during or after termination of the Contract, makes any statement bearing on the work performed or data collected under this Contract to the press or issues any material for publication through any medium of communication. If the Contractor or any of its subcontractors publishes a work dealing with any aspect of performance under the Contract, or of the results and accomplishments attained in such performance, the University shall have a royalty free, non-exclusive and irrevocable license to reproduce, publish or otherwise use and to authorize others to use the publication.
21. **Confidentiality:** The contractor shall comply with all laws and regulations relating to confidentiality and privacy including but not limited to any rules or regulations of the University.
22. **Force Majeure:** Neither party shall be liable to the other or be deemed to be in breach of this Contract for any failure or delay in rendering performance arising out of causes beyond its reasonable control and without its fault or negligence. Such causes may include, but are not limited to, acts of God or of a public enemy, fires, flood, epidemics, strikes, embargoes or unusually severe weather. Dates or time of performance shall be extended to the extent of delays excused by this section provided that the party whose performance is affected notifies the other promptly of the existence and nature of such delay.
23. **Notices:** Unless otherwise specified in an attachment hereto, any notice hereunder shall be in writing and addressed to the persons and addresses below.

To the University:

University of Maine System
Robinson Hall
46 University Drive
Augusta, ME 04330

Attn: **Contract Administration**

To Contractor:

<<INSTRUCTIONS – Respondent to supply information noted below for submission >>

Company Name:

Contact Name:

Address:

Phone Number:

Fax Number:

24. **Invoices:** Unless otherwise specified in an attachment hereto, invoices and questions regarding invoices will be directed to:

University of Maine System
Accounts Payable
5761 Keyo Building
Orono, ME 04469

Phone: [207-581-2695](tel:207-581-2695)
Fax: [207-581-2698](tel:207-581-2698)
Invoice Submission Email: UMAP@maine.edu
Invoice Inquires: UMSCentralAP@maine.edu

25. **Order of Precedence:** In the event of any conflict among the documents in this agreement, the following order of precedence shall apply:
- A. **Terms and conditions of this Agreement**
 - B. **Rider A** - Specifications of Work to be Performed
 - C. **Rider A-1** – Pricing
 - D. **Rider B** – Insurance Requirements
 - E. **Rider C** – University of Maine System Standards for Safeguarding Information
 - F. **Rider D** – Services Engagement Form
 - G. **Rider E** – Implementation Plan and Timeline
 - H. **Contract Amendments** as required
 - I. **Request for Proposal #2022-030** Issue Date **October 22, 2021** Titled ERP Implementation Partner
 - J. **Contractor's Bid in Response to Request for Proposal #2022-030** Proposal Submission Date **November 22, 2021** Titled ERP Implementation Partner

26. **Multi-Institution Capabilities** University will have the option to include products and services under this Agreement to additional University institutions, this includes any additional University institutions formed during the term of this agreement, all facilities utilized by an institution including those managed and/or owned by a third party, and additional entities, such as, the University College a division of University of Maine at Augusta.

The Community College System and Maine Maritime Academy, both public higher education institutions in the state, shall be permitted to piggyback off of the University's contract if they should so desire. The Contractor agrees to further provide the products and services, with all the same terms and conditions applicable, to these additional entities.

27. Smoking Policy

The University must comply with the "Workplace Smoking Act of 1985" and M.R.S.A. title 22, § 1541 et seq "Smoking Prohibited in Public Places." In addition, University Institutions may have specific Smoking Prohibitions. The Respondent shall be responsible for the implementation and enforcements of these restrictions.

Signatures

FOR THE UNIVERSITY OF MAINE SYSTEM:

FOR THE CONTRACTOR:

BY: _____

LEGAL NAME: _____

(signature)

BY: _____

(signature)

Name: _____

Name: _____

(print or type)

(print or type)

Title: _____

Title: _____

Address: _____

Address: _____

Telephone: _____

Fax: _____

Telephone: _____

Date: _____

Fax: _____

Date: _____

Tax ID #: _____

Per University policy, “Any contract or agreement for services that will, or may, result in the expenditure by the University of \$50,000 or more must be approved in writing by the Chief Procurement Officer, or designee, and if it is not approved, valid or effective until such written approval is granted.”

Chief Financial Officer approval is required of any University of Maine System agreement of \$50,000 or more, and it is not approved, valid or effective until such written approval is granted.

Chief Business Officer approval is required of any campus specific agreement of \$50,000 or more, and it is not approved, valid or effective until such written approval is granted.

BY: _____

BY: _____

Title: _____

Title: _____

Chief Procurement Officer or designee

Chief Financial/Business Officer or designee

Date: _____

Date: _____

RIDER A SPECIFICATIONS OF WORK TO BE PERFORMED

The Contractor agrees to the **Specifications of Work to be Performed** as follows:

INTENT AND PURPOSE

The University of Maine System (UMS) sought proposals for Implementation Partner Services during its implementations of HCM and Finance cloud ERP implementations, and a reimplementations of its on-premise Oracle PeopleSoft Campus Solutions environment. The Cloud HCM and Financials implementations will replace the current on-premise enterprise PeopleSoft Financials and HCM systems. The end goal is to provide the UMS with an optimal ERP system that supports integrated and connected enterprise systems in alignment with its strategic goal of unified accreditation.

To successfully execute an implementation project of this scale and complexity, it is the intention of the UMS to execute a contract with a vendor who will work with the UMS during all implementation phases including planning, business process review, design, build, validation, transition, and initial post-go-live support. Additionally, the vendor will collaborate with the UMS to determine the appropriate resource allocation level required to complete the implementations within the UMS's target time frame and partner with the UMS to provide personnel who will work collectively as a team to make the project a success.

PRODUCT SCOPE OF WORK:

Service Objectives

- **Partnership and collaboration:** The UMS desires to engage with an experienced vendor that will work in partnership with its personnel on professional and technical services to provide project management, system configuration, reporting, integration development, and support to implement a complete solution. The UMS and vendor will each provide personnel who will work collectively as a team to make the project a success. The vendor and the UMS will collaborate to determine the appropriate resource allocation level required to complete the implementations within the UMS's target timeframe.

It is expected that the following services will be provided in partnership with UMS Personnel:

- Project Management - The UMS will assign a dedicated Project Manager to collaborate with the implementation partners to identify and manage resources, convene project meetings, facilitate timely decision making, manage scope, resolve issues, coordinate project communications and status reporting, review all work products/deliverables, and manage the project budget.
 - Technical Services - The UMS will assign technical resources to collaborate with the implementation partners including but not limited to database administrators, system integrations/interface specialists, and software developers.
 - Business Analysis - The UMS will assign Solution Analysts who will collaborate with the implementation partners to assess business needs and goals.
-
- **Access to subject matter expertise:** UMS is seeking a vendor with proven abilities in managing large-scale cloud-based ERP projects for higher education institutions; deep knowledge of higher education best practices across Finance, Human Resources, and Student administration; extensive experience reengineering business processes and workflows; strong capabilities in data cleansing and conversion from legacy systems to modern environments; demonstrated success in testing, validation, quality assurance, and user acceptance; high degree of success in developing

management approaches of cloud software release cycles; expertise in integration and interface development; and experience developing units that provide shared support services at scale.

- **Timeliness of project delivery:** UMS is seeking a vendor that can collaboratively drive the project forward effectively, complete project activities within agreed-upon time frames, and implement the solution in a timely manner to optimize organizational benefits.
- **Quality, depth, and completeness of services:** UMS is seeking a trusted and capable vendor partner that will skillfully manage and deliver a broad range of top-tier services that appropriately consider and address the needs of the UMS's complex environment.
- **Change strategy support:** UMS is seeking a partner with skills and experience in planning and delivering successful change management programs, including but not limited to stakeholder engagement and communications, development and delivery of training materials and courses, and change impact analysis and recommendations.
- **Realization of organizational benefits across the UMS system:** UMS is seeking a vendor that understands the UMS's strategic goals for administrative transformation, can identify specific ways that ERP modernization will drive those outcomes, and will implement a solution that delivers desired benefits across all campuses and organizational units.
- **Key Integration Points and Coordination with Other Initiatives**
The scope for implementation activities and deliverables will also consider integrations with key legacy applications and third-party systems, which will involve coordination with other planned or in-process initiatives.

Services Overview

- **Planning Services Overview**
Planning Services are intended to collaboratively ensure alignment on project scope, governance, roles and responsibilities, plans, resources, dependencies, and other standard program components required for collaboration and alignment between UMS and the implementation partner. In addition, Planning Services will produce specific Deliverables that are prerequisites for an effective and efficient Design phase.

At a minimum, the UMS expects that Planning Services will include the following activities and deliverables. Proposers may also recommend additional activities and deliverables that are in alignment with their proposed approaches and best practices.

Planning Activities:

- Business process review, design, and configuration (critical need)
- Scope planning
- Schedule planning
- Resource planning
- Budget planning
- Project planning
- Project-related team formation
- Project governance planning
- Review of ancillary technology environment (e.g., third-party systems, bolt-on systems)

Integration and interface planning
Data conversion planning
Reporting and analytics planning
Operational model planning (e.g., future-state departmental structures, roles)
Future state support model
Security planning
Benefits realization planning
Learning and development planning
Deployment and rollout planning
Change management planning
Communication planning
Quality management plan
Stakeholder management plan

- **Design Services Overview**

Design Activities are intended to produce Design Deliverables that define and specify in detail the optimal solution for the UMS. In collaboration with the UMS project team, the UMS expects the selected vendor to design a solution that delivers high value across all domain areas and campus locations while maintaining manageable levels of cost and complexity.

At a minimum, Design Services will include the following activities and deliverables. Proposers may also recommend additional activities and deliverables in their RFP responses that are in alignment with their proposed approaches and best practices.

Design Activities:

Develop guiding principles for solution design
Design analysis and requirements development
Process and workflow design (i.e., business process reengineering)
Reporting and analytics design
Further analysis of ancillary technology
Data conversion design
Integration and interface design, including system dependencies
Learning and development design
Training
Security design
Current-state policy analysis and future-state policy design
Organizational change management design (business and IT)
Testing planning and design

Analysis of change impacts

Benefits realization analysis

- **Build Services Overview**

Build Services include configuration of the software solution based on the specifications set forth in the Design phase. Data conversion preparation activities and the development of integrations and interfaces to other systems are part of Build Services. Developing and documenting the details of the development approach will also occur during the Build phase.

High-level guidance related to these services is provided below. Proposers may also recommend additional activities and deliverables that are in alignment with their proposed approaches and best practices.

Configuration Services will enable UMS to leverage the software solution's built-in functionality and to implement best practices. Configuration Services will include the configuration of in-scope business processes, forms, workflow, organizational structures, alerts/notifications, reporting and analytics, role-based security, and other business rules and system logic. It is critical that configurations are implemented in collaboration with UMS leads and SMEs, so knowledge transfer occurs naturally throughout the process.

Data Conversion preparation services will provide the foundation for subsequent implementation activities that will enable UMS to access and leverage business-critical data that originated in legacy systems and/or third-party systems retained by UMS.

Integration/Interface Development Services will also provide the foundation for UMS to share business-critical data from the selected software solution with third-party systems retained by UMS.

Testing Services will provide the build of the testing environment, implementation of any automated testing tools, and build of test scripts.

Training Development Services will focus on both business and IT stakeholders. These services will include supporting the creation and refinement of a detailed training curriculum, which will incorporate end-to-end process training and software usage training. Services will also include the development of reference materials and support documentation like user manuals, FAQs, process maps, and policy guides.

- **Validate Services Overview**

Validate Services will focus on testing and refining the solution that was configured and developed during the Build phase.

High-level guidance related to these services is provided below. Proposers may also recommend additional activities and deliverables that are in alignment with their proposed approaches and best practices.

Validate Services are expected to include multiple business process test cycles, integration testing, parallel testing, mock migration testing, performance testing, security testing, and user acceptance testing (UAT). Based on the results of these tests, the selected vendor will make recommendations to the UMS regarding adjustments to the system configurations, integrations, and data conversions that were previously developed. The Services will also include activities to validate that the solution meets or exceeds Benefits Realization expectations and to implement a continuous improvement program.

- **Transition Services Overview**

Transition Services encompass the delivery of training to all UMS users and the final deployment of the solution as tested and refined during the Validation phase, including final conversions and final cutover for all campus locations.

High-level guidance related to these services is provided below. Proposers may also recommend additional activities and deliverables that are in alignment with their proposed approaches and best practices.

Training Delivery Services include supporting the UMS's Change Strategy team in the delivery of end-user training to both business and IT stakeholders. End-user training courses may include end-to-end process training and software usage training in an integrated fashion and will be delivered prior to rollout/cutover for all required sites. Training Delivery Services will also include finalizing and distributing reference materials and support documentation such as user manuals, FAQs, process maps, and policy guides.

Deployment Services focus on final preparation and rollout at each campus location and within the support organization, from pre-cutover through cutover. These services include enabling operational readiness at each rollout site (e.g., ensuring that all policy, process, and organizational changes and impacts are understood); implementing the future-state support model and enabling IT/ERP support team readiness; ensuring site data readiness; completing final data conversions; ensuring Vendor's, customer, and third-party partner readiness; and deploying final integrations/interfaces.

- **Post-Go-Live Production Support Services Overview**

Post-Go-Live Production Support Services refer to the range of post-cutover support services that the selected vendor will provide to the UMS throughout an agreed-upon warranty period. Immediately after the Transition phase and deployment, Post Go-Live Production Support Services may include activities like documenting, tracking, and resolving issues related to the implemented solution; measuring end-user satisfaction and recommending solution improvements or additional change management activities required; measuring and optimizing system performance, and facilitating a seamless transition of support to the longer-term UMS support team and/or any third-party partners who will provide longer-term support on behalf of UMS. Alternatively, vendors may propose optional longer-term Post-Go-Live Production Support Services such as ongoing help desk management, release management impact analysis, and configuration/enhancement management.

- **Change Strategy Design**

Change strategy is a workstream that begins during the Planning and Design phases and continues through Build, Validation, Transition, and Post-Go-Live Production Support phases. The information provided in this section deals only with the up-front Change Strategy activities for the Design phase.

The UMS expects that the selected vendor will, in collaboration with UMS personnel, utilize a proven methodology and associated tools to deliver Change Strategy services aligned with UMS's project scope, key strategic themes/organizational drivers, and priorities. UMS also expects the selected vendor to apply its industry, process, and solution-specific expertise to minimize downstream re-work and promote engagement, alignment, and buy-in from UMS business and IT stakeholders throughout the project lifecycle.

- **Benefits Realization**

UMS began its Benefits (opportunities) Realization work as part of its completed ERP Assessment engagement and seeks support from the selected vendor to continue Benefits Realization activities throughout the project lifecycle.

UMS expects that the Vendor will utilize a proven methodology and associated tools to deliver Benefits Realization services aligned with UMS's project scope, key strategic themes/organizational drivers, and priorities. UMS also expects the selected vendor to apply its industry, process, and solution-specific expertise to educate and align UMS business and IT stakeholders to the expected benefits of the end-to-end solution being designed and eventually deployed.

Additional Scope: The Contractor shall permit product and services not covered herein to be added by mutual agreement, without voiding the provisions of the existing contract. The Contractor, for additional consideration, shall furnish additional such products and services to the University.

PRICING: Refer to RIDER A-1. Pricing will be valid for the term of the Agreement.

PERFORMANCE TERMS AND CONDITIONS

- 1. Employees:** The Contractor shall employ only competent and satisfactory personnel and shall provide a sufficient number of employees to perform the required services efficiently and in a manner satisfactory to the University. If the University Contract Administrator notifies the Contractor in writing that any person employed on this Contract is incompetent, disorderly, or otherwise unsatisfactory, such person shall not again be utilized in the execution of this Contract without the prior written consent of the Contract Administrator.
- 2. Business and Performance Reviews:** Recognizing that successful performance of this contract is dependent on favorable response, the Contractor shall meet at least quarterly with the Contract Administrator or designee for a business and performance review to evaluate operations and make necessary adjustments. These meetings will normally be conducted electronically but shall be face-to-face on demand. As part of these reviews, the University reserves the right to review equipment specifications quarterly and update equipment specifications accordingly. Contractor shall provide a single point of contact (i.e., relationship manager) and shall notify University in writing and in advance whenever there is a change to that single point of contact.
- 3. Campus Visits:** The Contractor agrees to maintain good relations with the University. The Contractor shall make campus visits "as needed" on three days' notice. The Contractor will coordinate campus visits with the University Services Information and Technology Department to ensure proper communication and sharing of information related to customer projects.
- 4. Toll-Free Access:** The Contractor shall provide to the University, toll-free telephone access to technical support. The University prefers a unique toll-free telephone number just for the University. The Contractor shall provide an escalated support feature to ensure that unresolved support issues can be elevated to upper level management.
- 5. Standards for Safeguarding Information:** The Contractor is expected to comply with these standards as outlined in *Rider C - University of Maine System Standards for Safeguarding Information*. Should the Contractor fail to comply with the standards and is unable to reasonably cure its noncompliance within 60 days, the University may terminate this agreement. The University will be entitled to receive a prorated refund measured from the effective date of the termination.
- 6. Implementation Plan and Timeline:** The Contractor is expected to develop, manage and report the status of the progress on the implementation plan and timeline as outlined in *Rider E – Implementation Plan and Timeline*, of this Agreement.

**RIDER A-1
PRICING**

<< INSTRUCTIONS - Details in Exhibit 1 will be inserted here during Agreement negotiations. No action needed for Respondent as part of their submission. >>

RIDER B INSURANCE REQUIREMENTS

Contractor's Liability Insurance: During the term of this agreement, the Contractor shall maintain the following insurance:

#	Insurance Type	Coverage Limit
1	Commercial General Liability, including Product's and Completed Operations (Written on an Occurrence-based form) (Bodily Injury and Property Damage)	\$1,000,000 per occurrence or more
2	Vehicle Liability (Including Hired & Non-Owned) (Bodily Injury and Property Damage)	\$1,000,000 per occurrence or more
3	Workers Compensation (In Compliance with Maine and Federal Law)	Required for all personnel
4	Professional Liability Insurance (Agents, Consultants, Brokers, Lawyers, Financial, Engineers, or Medical Services)	\$1,000,000 per occurrence or more
5	Cyber Liability Insurance (If PII or PHI is stored on systems managed by the provider, the coverage is mandatory.)	\$1,000,000 per occurrence or more

Coverage limit requirements can be met with a single underlying insurance policy or through the combination of an underlying insurance policy plus an Umbrella insurance policy.

The University of Maine System shall be named as Additional Insured on the Commercial General Liability insurance.

Certificates of Insurance for all of the above insurance shall be filed with:

**University of Maine System
Risk Manager
Robinson Hall
46 University Drive
Augusta, Maine 04330**

Certificates shall be filed prior to the date of performance under this Agreement. Said certificates, in addition to proof of coverage, shall contain the standard statement pertaining to written notification in the event of cancellation, with a thirty (30) day notification period.

The University reserves the right to change the insurance requirement or to approve alternative insurances or limits, at the University's discretion.

RIDER C
UNIVERSITY OF MAINE SYSTEM
STANDARDS FOR SAFEGUARDING INFORMATION

1. Scope: This Rider addresses the Contractor's responsibility for safeguarding Protected University Data. For the purposes of this Rider, Protected University Data is defined as any data or information owned by Institution that the Contractor creates, obtains, accesses (via records, systems, or otherwise), receives (from Institution or on behalf of the Institution), or uses in the course of its performance of the contract which include, but not be limited to: social security numbers; drivers' license numbers; credit card numbers; and all information whose collection, disclosure, protection, and disposition is governed by state or federal law or regulation, particularly information subject to the Family Educational Rights and Privacy Act (FERPA).
2. Term and Termination: This Rider shall take effect upon execution and shall be in effect commensurate with the term of the Agreement to which it is attached.
3. Subcontractors and Agents: Contractor shall not provide any Protected University Data to subcontractors, agents, or other third parties without prior written authorization from the University. If Contractor provides any Protected University Data received from the University, or created or received by Contractor on behalf of the University, to a subcontractor or agent, the Contractor shall require such subcontractor or agent to agree to the same restrictions and conditions as are imposed on Contractor by this Agreement and Rider.
4. Property of University: Unless otherwise stated in the Agreement, all Protected University Data is the property of the University and shall be turned over to the University upon request.
5. Return or Destruction of Protected University Data:
 - A. Within 30 days of termination, cancellation, or expiration of the Agreement, for any reason, Contractor shall cease and desist all uses and disclosures of Protected University Data and shall return all such information received from the University, or created or received by Contractor on behalf of the University, unless the University requests that all such data be destroyed beyond all ability to recover. This provision shall apply to information that is in the possession of subcontractors or agents of Contractor. Contractor shall retain no copies of University information, including any compilations derived from and allowing identification of any individual's confidential information.
 - B. In the event that Contractor determines that returning or destroying any such information is infeasible, Contractor shall provide to University notification of the conditions that make return or destruction infeasible. Upon mutual agreement of the Parties that return or destruction of such information is infeasible, Contractor shall extend the protections of this Agreement to such information and limit further uses and disclosures of such information to those purposes that make the return or destruction infeasible, for so long as Contractor maintains such information.
6. Survival: While any Protected University Data is in the possession or control of the Contractor, its subcontractors or agents, the respective rights and obligations of Contractor pursuant to this Rider shall survive termination of the Agreement.
7. Reasonable and Appropriate Controls: The Contractor agrees to implement reasonable and appropriate privacy and security measures to preserve the confidentiality, integrity and availability of

all electronically maintained or transmitted Protected University Data furnished by the University, or collected by the Contractor on behalf of the University

- A. If information pertaining to student educational records is accessed, transferred, stored or processed by Contractor; Contractor shall protect such data in accordance with FERPA.
 - B. If information pertaining to protected health information is accessed, used, collected, transferred, stored or processed by Contractor; Contractor shall protect such data in accordance with HIPAA and Contractor shall sign and adhere to a Business Associate Agreement.
 - C. If Contractor engages in electronic commerce on behalf of the University or cardholder data relating to University activities is accessed, transferred, stored or processed by Contractor; Contractor shall protect such data in accordance with current PCI-DSS requirements.
 - D. If information pertaining to protected financial customer information is accessed, transferred, stored or processed by Contractor; Contractor shall protect such data in accordance with GLBA.
 - E. If information pertaining to persons located in the European Economic Area (EEA) is accessed, transferred, stored, or processed by Contractor; Contractor shall protect, collect, store, transfer, and process such data in accordance with the obligations of a data processor, or in accordance with the obligations of a data controller if specified within the underlying agreement as a data controller, as set forth in the General Data Protection Regulation (GDPR, Regulation (EU) 2016/679) and shall provide reasonable assistance at the request of the University for fulfillment of requests made pursuant to the rights afforded to data subjects in GDPR Chapter III.
8. Prohibition of Unauthorized Use or Disclosure of Information: Contractor agrees to hold all information in strict confidence. Contractor shall not use or disclose information received from, or created or received by, Contractor on behalf of the University except as permitted or required by this Agreement, as required by law, or as otherwise authorized in writing by the University. For the avoidance of doubt, transfers of Protected University Data to another country without the prior written authorization of the University constitute unauthorized use of information in breach of this Section 8.
9. Contractor Employee Data Access Control: All Contractor employees shall be adequately screened, commensurate with the sensitivity of their jobs. Contractor agrees to limit employee access to data on a need-to-know basis. Contractor shall impose a disciplinary process for employees not following privacy procedures. Contractor shall have a process to remove access to Protected University Data immediately upon termination or re-assignment of an employee by the Contractor.
10. Data Breach: Contractor shall report to the University any use or disclosure of Protected University Data not authorized by this Agreement or in writing by the University. Contractor shall make the report to the University not more than one (1) business day after Contractor learns of such use or disclosure. Contractor's report shall identify; (i) the nature of the unauthorized use or disclosure, (ii) the information used or disclosed, (iii) who made the unauthorized use or received the unauthorized disclosure, (iv) what Contractor has done or shall do to mitigate the effects of the unauthorized use or disclosure, and (v) what corrective action Contractor has taken or shall take to prevent future similar unauthorized use or disclosure. Contractor shall provide such other information, including a written report, as reasonably requested by the University.

Contractor shall take appropriate steps to remedy such data breach and mitigate, to the extent practicable, any harmful effect that is known to Contractor of a security breach or use or disclosure of Protected University Data by Contractor in violation of the requirements of this agreement. Contractor shall keep University informed on the progress of each step of the incident response. Contractor shall indemnify and hold University harmless from all liabilities, costs and damages arising out of or in any manner connected with the security breach or unauthorized use or disclosure by Contractor of any Protected University Data. Contractor shall mitigate, to the extent practicable, any harmful effect that is known to Contractor of a security breach or use or disclosure of Protected University Data by Contractor in violation of the requirements of this Agreement. In addition to the rights of the Parties established by this Agreement, if the University reasonably determines in good faith that Contractor has materially breached any of its obligations, the University, in its sole discretion, shall have the right to terminate the Agreement immediately.

11. Mobile Devices: If mobile devices are used by the Contractor in the performance of this Agreement to access Protected University Data, Contractor shall install and activate authentication and encryption capabilities on each mobile device in use.
12. Contractor Hosted Data: If Contractor hosts Protected University Data in or on Contractor or subcontractor facilities, the following additional clauses apply.
 - A. Computers that host Protected University Data shall be housed in secure areas that have adequate walls and entry control such as a card-controlled entry or staffed reception desk. Only authorized personnel shall be allowed to enter, and visitor entry will be strictly controlled.
 - B. Contractor shall design and apply physical protection against damage from fire, flood, earthquake, explosion, civil unrest, and other forms of natural or man-made disasters. Contractor shall protect hosted systems with Uninterruptible Power Supply (UPS) devices sufficient to meet business continuity requirements.
 - C. Contractor shall backup systems or media stored at a separate location with regular scheduled incremental and full back-ups with sufficient retention of backup files to restore data. Contractor shall test restore procedures not less than once per year.
 - D. Contractor shall provide for reasonable and adequate protection on its network and system to include firewall and intrusion detection/prevention.
 - E. Contractor shall use strong encryption and certificate-based authentication on any server hosting on-line and e-commerce transactions with the University to ensure the confidentiality and non-repudiation of the transaction while crossing networks.
 - F. Contractor shall require strong passwords for any user accessing Protected University Data. Strong passwords shall be at least eight characters long; contain at least one upper and one lower case alphabetic characters; and contain at least one numeric or special character.
 - G. The installation or modification of software on systems containing Protected University Data shall be subject to formal change management procedures and segregation of duties requirements.
 - H. Contractor who hosts Protected University Data shall engage an independent third-party auditor to evaluate the information security controls not less than every two (2) years. Such evaluations shall be made available to the University upon request.
13. Records and Compliance: Contractor shall maintain records and other compilations of data pertaining to the use, access, collection, storage, and transfer of Protected University Data and make such available to the University or regulatory authorities (including, without limitation, the Secretary of the U.S. Department of Health and Human Services and public authorities in the EEA) upon request as reasonably necessary to demonstrate compliance with applicable laws, regulations, and lawful orders.
14. System Development: If the Contractor provides system development, Protected University Data shall not be used in the development or test environments. Records that contain these types of

data elements may be used if that data is first de-identified, masked or altered so that the original value is not recoverable. For programs that process Protected University Data, initial implementation as well as applied updates and modifications must be produced from specifically authorized and trusted program source libraries and personnel. Contractor shall provide documentation of a risk assessment of new system development or changes to a system.

RIDER D
SERVICES ENGAGEMENT FORM
Services Engagement to Agreement for Services

This Services Engagement is entered into as of the date written below between _____ (“Contractor”) and _____ (“Institution”).

This Services Engagement shall be governed by the terms and conditions of the Master Agreement for Services dated _____ by and between _____ (“Contractor”) and the University of Maine System, and is incorporated herein by reference.

This Services Engagement describes the Services to be provided by _____ (“Contractor”) and the fees associated with such Services.

INSTITUTION REPRESENTATIVE & PROJECT MANAGER:

CONTRACTOR REPRESENTATIVE & PROJECT MANAGER:

SCOPE OF WORK:

TERM:

The term of this Work Order will be from _____ to _____.

Installation of the _____ shall be Substantially Complete on or before _____ subject to adjustments mutually agreed to by the parties.

PRICE:

SIGNATURES:

Institution

By: _____

Name: _____

Title: _____

Date: _____

Contractor

By: _____

Name: _____

Title: _____

Date: _____

Chief Information Officer approval is required of any University of Maine System information technology service engagements.

BY: _____

Title: _____

Chief Information Officer or designee

Date: _____

**RIDER E
IMPLEMENTATION PLAN AND TIMELINE**

<<INSTRUCTIONS – Bidders will insert their implementation plan and timeline here as part of their submission. >>

Appendix E – Evaluation Question(s) – Master Agreement

This portion of the RFP contains special terms and conditions which will govern the resulting agreement, many of which are stated in Section 1.2 of the RFP, with more detail in Appendix D. Please indicate your acceptance for each special term by checking the “Agreed” box and initialing.

Should you take exception to any of these special terms and conditions you are required to note your exception directly below each of the respective terms in question. It should be noted that any exceptions may result in the disqualification of your proposal, lack of providing the required response or indicating terms will be negotiated post award will result in a zero (0) score for the Master Agreement evaluation criteria in Section 2.1.1.

1.1 Terms and Conditions of Agreement

As a result, of this RFP process, it is our expectation that an Agreement will be established between University and one or more of the Contractors. The Agreement will incorporate the relevant terms and conditions of this RFP and Contractor’s proposal (scope of work, pricing, service level agreement, warranty, implementation plan).

Upon award each successful Agreement or will sign a Master Agreement (Appendix D) with the University to sell goods and/or services. The Agreement will incorporate all the terms and conditions, pricing, specifications, and requirements of the RFP.

No representation is made that any quantities will be purchased or that services will be utilized.

Agreed _____
Initial

1.2 Agree to term other than what is specified or automatic renewals for term(s) greater than month-to-month.

Appendix D - 2. Term

The Agreement term and renewals set in the attached Agreement. Exercise of any renewal option will require parties’ mutual written agreement.

Agreed _____
Initial

1.3 Agree to termination language other than what is provided in Appendix D, Section 4, 5, and 6.

Appendix D - 4. Termination: The **Agreement or a Services Engagement (Rider D)** may be terminated by the University in whole, or in part, whenever for any reason the University shall determine that such termination is in the best interest of the University. Any such termination shall be affected by delivery to the Agreement or of a Notice of Termination specifying the extent to which performance of the Agreement is terminated and the date on which such termination becomes effective. The University shall pay all allowable costs incurred up to the effective date of termination. However, the Agreement or shall not be reimbursed for any costs incurred after the effective date of termination.

Agreed _____
Initial

Appendix D - 5. Obligations Upon Termination: Any materials produced in performance of this agreement are the property of the University and shall be turned over to the University upon request. The University shall pay the Agreement or for all services performed to the effective date of termination subject to offset of sums owed by the Agreement or to the University.

Agreed _____
Initial

Appendix D - 6. Non-Appropriation: Notwithstanding any other provision of this Agreement, if the University is not appropriated sufficient funds to pay for the work to be performed under this Agreement or if funds are de-appropriated, then the University is not obligated to make payment under this Agreement.

Agreed _____
Initial

1.4 Permit an entity to change unilaterally any term or condition once the Agreement is signed;

Appendix D - 8. Modification:

This Agreement may be modified or amended only in a writing signed by both parties.

Agreed _____
Initial

1.5 Apply the law of a state other than Maine;

Appendix D - 10. Applicable Law:

This Agreement shall be governed and interpreted according to the laws of the State of Maine

Agreed _____
Initial

1.6 Provide any defense, hold harmless or indemnity;

Appendix D - 13. Indemnification

The Contractor shall comply with all applicable federal, state and local laws, rules, regulations, ordinances and orders relating to the services provided under this Contract. Contractor shall indemnify, defend and hold the University, its Trustees, officers, employees, and agents, harmless from and against any and all loss, liability, claims, damages, actions, lawsuits, judgments and costs, including reasonable attorney's fees, that the University may become liable to pay or defend arising from or attributable to any acts or omissions of the Contractor, its agents, employees or subcontractors, in performing its obligations under this Contract, including, without limitation, for violation of proprietary rights, copyrights, or rights of privacy, arising out of a publication, translation, reproduction, delivery, performance, use or disposition of any data furnished under the Contract or based on any libelous or other unlawful matter contained in such data

Agreed _____
Initial

1.7 Waive any statutory or constitutional immunity;

Agreed _____
Initial

1.8 Pay attorneys' fees, costs, expenses or liquidated damages;

Agreed _____
Initial

1.9 Accept any references to terms and conditions, privacy policies or any other websites, documents or conditions referenced outside of the Agreement .

Appendix D - 17. Entire Agreement:

This Agreement sets forth the entire agreement between the parties on the subject matter hereof and replaces and supersedes all prior agreements on the subject, whether oral or written, express or implied. This Agreement is the entire agreement between the University (including University's employees and other End Users) and Agreement or. In the event that Agreement or enters into terms of use agreements or other agreements, policies or understandings, whether on Contractor's purchase order, website, electronic, click-through, verbal or in writing, with University's employees or other End Users, such agreements shall be null, void and without effect, and the terms of this Agreement shall apply. University will not be bound to any other terms and conditions set forth in any documents, agreements or policies posted on Contractor's website unless such terms and conditions are set forth in this Agreement. Agreement or may not unilaterally change any term or condition of this Agreement.

Agreed _____
Initial

1.10 Promise confidentiality in a manner contrary to Maine's Freedom of Access Act;

Appendix D - 21. Confidentiality:

The Agreement or shall comply with all laws and regulations relating to confidentiality and privacy including but not limited to any rules or regulations of the University.

Agreed _____
Initial

1.11 Procure types or amounts of insurance beyond those UMS already maintains or waive any rights of subrogation.

Agreed _____
Initial

1.12 Add any entity as an additional insured to UMS policies of insurance.

Agreed _____
Initial

Appendix F – Organization Reference Form

Respondent's Organization Name: _____

INSTRUCTIONS: Provide a minimum of three (3) current professional references who may be contacted for verification of the Respondent's professional qualifications to meet the requirements set forth herein. We strongly prefer references from higher education institutions similar in size and requirements to the University of Maine System, including those with multi-campus integrated solutions.

We request that the references include one long-standing customer (minimum of 3 year engagement) and one new customer (one who has been engaged with Respondent for less than one year).

REFERENCE #1	
Institution/Company Name	
Contact Name	
Contact Title	
Contact Phone Number	
Contact eMail Address	
Relationship Length	

REFERENCE #2	
Institution/Company Name	
Contact Name	
Contact Title	
Contact Phone Number	
Contact eMail Address	
Relationship Length	

REFERENCE #3	
Institution/Company Name	
Contact Name	
Contact Title	
Contact Phone Number	
Contact eMail Address	
Relationship Length	

REFERENCE #4	
Institution/Company Name	
Contact Name	
Contact Title	
Contact Phone Number	
Contact eMail Address	
Relationship Length	

Appendix G – Evaluation Question(s) - Organization, Qualifications and Experience

Respondent's Organization Name: _____

INSTRUCTIONS: Respondents shall ensure that all information required herein is submitted with the response. All information provided should be verifiable by documentation requested by the University. Failure to provide all information, inaccuracy or misstatement may be sufficient cause for rejection of the response or rescission of an award. Respondents are encouraged to provide any additional information describing operational abilities.

Evaluation Question(s)

1. Executive Summary

A one-page executive summary of the RFP response should demonstrate an understanding of the UMS's scope and highlight key points in the bidder's proposal. It should also highlight the key differentiators and the commitment of the Vendor to the UMS.

2. Company Summary

Please list the company business scope, strategic direction, core competencies and processes, organizational structure, annual financial report/rating, partner relationships, and cloud implementation expertise in the higher education industry. Please also identify key service differentiators offered by your company and provide examples of similar engagements successfully managed by your company, articulating key challenges overcome and an impact summary.

3. Consulting Practice Summary

Include specifics related to your higher education implementation team:

- Five (5) year consulting employee turnover history.
- Onshore / offshore consulting and developer model, and offshore locations that will be used.
- The average number of years of Cloud and Oracle/PeopleSoft implementation experience, by functional area, for each career level that will be represented on this project (e.g. business analyst, project manager, software developer).
- An average number of years of Cloud Financials/HCM ERP implementations and PeopleSoft Campus Solutions implementations experience at your organization overall.
- Number and names of higher education clients in the past 5 years where your company facilitated organizational change management.

4. Solution Detail

Clearly describe the services that you intend to provide in response to this RFP and how you intend to provide them. The Vendor should demonstrate an understanding of scope, and fully describe the approach, the proposed percentages of on-shore and offshore resources, how general risks will be managed. Any proprietary software or methodologies must be disclosed in the proposed solution. The Vendor should document all assumptions in solution design and project delivery, in both the RFP response as well as all ongoing financial and operational considerations.

5. Project Governance/Management

Clearly describe the proposed management and governance model that will be used to ensure that the responsibilities of all parties are performed in accordance with the project scope and deliverables. The Vendor should propose a project organizational structure, and define both its own roles and responsibilities, as well as the roles and responsibilities that the UMS is expected to perform throughout the duration of the project. The Vendor should also describe its Project Management approach,

structure, and function. Further, the Vendor should document its quality assurance approach and deliverable acceptance process.

6. Implementation, Testing, and Migration Proposal

The Vendor's implementation, business process redesign methodologies, testing, and migration strategy and activities should be clearly outlined. Migration success is critical to the success of this effort. The response should include a description of how the systems will be migrated, data conversion and remediation methodology, testing and QA approach, and a plan for achievement of key milestones. A clear understanding of how data will be validated such as a parallel payroll testing approach. Further, the Vendor should include a description of how implementation, testing, and migration progress will be measured and sign-offs will be managed.

The Vendor should also outline general implementation considerations, such as the readiness phase and post-go-live implementation support. Additionally, the Vendor should identify any other requirements for a successful implementation, such as working environment, sequencing, or other factors not previously addressed.

7. Resource Risk Management

The Vendor should detail risks and risk mitigation strategies related to resourcing and extended migration and transition efforts, as this program will be very complex and loss of key resources inflicts both tangible and intangible costs. It should explain how costs, resources, and timelines associated with these types of delays beyond the defined timeframe will be addressed.

8. Organizational Change Management

The success of this initiative will be heavily determined by the success of the program's organizational change management capability. The Vendor should include the following items relating to guiding employees through an organizational transformation.

- Vendor's proposed organizational change management approach
- Options for organizational design and a steady-state operating model
- How best practice is determined (sources leveraged)
- Cloud implementation and on-premise reimplementation lessons learned through previous transformations in higher education institutions.

9. Proposed Statement of Work

A Statement of Work must be submitted that outlines the vendor's overall proposed strategy for collaborating with the UMS during the implementations.

10. Staffing

Submit roles and responsibilities for your implementation team as well as expectations from UMS staffing.

Submit resumes for all key onshore and offshore personnel, including at a minimum the account/client manager, contract manager, migration manager, and key service category delivery leads. All management and leads should have held this position previously. Staff should have ERP Cloud and Oracle PeopleSoft Campus Solutions on-premise experience preferably higher education background, and have implementation experience with the functionality they will be implementing or the technical expertise required.

In addition to providing resumes for key personnel, Vendors shall provide the proposed personnel chart showing proposed key staff and a summary of each key member's high-level responsibilities. The vendor's key project personnel are to be full-time and dedicated solely to the project during their assigned participation unless the Vendor provides alternative solutions that meet UMS's approval. No

key project personnel can be added, replaced, or removed without adequate notice (no less than 21 days) to the designated UMS ERP Project Manager.

The UMS may conduct in-person or virtual interviews with any proposed candidate if deemed necessary to clarify the IT Professional's qualifications or to obtain additional information. The UMS reserves the right to select candidates that provide the best value to the University in meeting the performance requirements.

11. Alliances, Partnerships, and Sub-contractors

Submit a list of all relevant alliances, partnerships, accreditations, vendor statuses and levels, and subcontractor relationships that you have established and plan to use in delivering the services described in your proposal.

12. Customer References

Submit a list (minimum 3) of customer references, preferably higher education, where you have delivered services similar in nature within the last 4 years.

13. Sample Deliverable

The Vendor should submit samples of the following:

- Process design deliverables
- Organizational change management and communication plan
- Progress/deployment readiness dashboard
- Conversion mapping and migration strategy deliverable
- Service level agreements
- Implementation tools or best practices

14. Optional Appendix: Value Added Considerations

As an option, the Vendor may provide an appendix that addresses potential Value-Added Services. This section should not exceed five (5) pages in length, and no appendices or additional information will be accepted.