

MIAMI UNIVERSITY
OFFICE OF PURCHASING
OXFORD, OHIO 45056

NOTICE OF INTENT TO PURCHASE

Proposals will be received at the

Office of Purchasing
Miami University
351 E. Spring Street
Room 102 Bonham House
Oxford, Ohio 45056

until 4:30 PM Local Time, October 27, 2010, for:

**Consulting Services, Design of a More Efficient Organization and Processes for
Delivering Administrative and Other Support Services**

in accordance with the attached specifications.

1. Proposals are to be submitted on the vendors' own forms. A list of exceptions, if any, describing any deviations from the standard(s) specified must accompany each proposal submission. Unless an exception to the specifications is clearly stated within your proposal, the proposal will be expected to meet or exceed each specification, term, and condition. The end users will evaluate any deviations from the minimum specifications.

Fees shall be outlined in a logical order that will address the requirements and intent of the specifications contained within the detailed proposal guidelines section of this proposal.

All proposals must be signed by an authorized agent of the seller.

2. Proposers are responsible for delivery of a proposal prior to the bid opening time.
3. Proposals may be withdrawn up until the time of the opening. Proposals may not be withdrawn after opening. Quoted prices shall be firm for a minimum of 90 days.

4. Miami University reserves the right to accept or reject any or all proposals, or parts of proposals, to waive any technicalities or irregularities, and to accept that proposal which is in the best interest of the University.
5. Any agreement entered into as a result of this inquiry may be awarded to one supplier or to several as multiple awards, whichever is in the best interest of the purpose and intent of the University.
6. Any contract or agreement resulting from this request for proposal will be construed and enforced in accordance with the laws of the State of Ohio and of Butler County, Ohio.
7. Contractor warrants that it is not subject to an unresolved finding for recovery under O.R.C. 9.24. If the warranty is false on the date the parties enter into agreement, this Agreement is void ab initio, and the Contractor must immediately repay any funds paid under this agreement
9. Any questions concerning proposal requirements and interpretations shall be directed to William G. Shawver, Director, Purchasing and Central Services, at 513-529-9200, fax 513-529-9201, or shawvewg@muohio.edu.

October 4, 2010

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RFP Schedule

The schedule outlines the major activities that will occur in this RFP process and the due dates. Any changes in schedules or deadlines will be communicated to all vendors in writing. Miami University reserves the right to disqualify any vendor who does not comply with the schedule and deadlines.

RFP Published	October 4, 2010
Pre-proposal conference +	October 12, 2010, 10:00 AM
Written questions from vendors due	October 15, 2010
Responses to vendors written questions	October 19, 2010
RFP Proposals due	October 27, 2010
Proposal Evaluations*	Begin November 1, 2010
Possible Vendor Presentations*†	Begin November 8, 2010
Tentative Contract Award*	November 22, 2010

+The Pre-proposal conference will be held at the Shriver Center, 701 East Spring Street, Oxford, Ohio Multi-Purpose Room A.

Conference calls in will be accepted as well. If from out of local area code please call 877-360-3418. If local area code call 529-0999. AUTHORIZATION code is 87508

*The proposal evaluations/presentations and contract award dates are projected dates.

†All vendors whose proposals are judged acceptable for award may be asked to make a presentation to the evaluation committee.

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GENERAL REQUIREMENTS, TERMS, AND CONDITIONS

1. Submittal Requirements and Qualifications

Vendors desiring to respond to this Request for Proposal should submit a complete response in digital format per proposal instructions.

Miami University (hereafter MU or University) will consider proposals from qualified Vendors who are capable of meeting the deliverables, terms and conditions stated herein. The proposer must be ordinarily engaged in the business of providing these services and have sufficient experience, financial and human resources to provide the services specified in this proposal. The Vendor may be required to submit sufficient financial information, such as audited financial statements and Dunn & Bradstreet ratings, to allow MU to evaluate the Vendor's ability to meet the responsibilities of the contract.

2. Explanations

Unless it is demonstrated that an adequate response cannot be developed with the data provided in this RFP, MU will not provide additional data based on a request from individual respondents. Proposals should be based on the data contained in this RFP. If MU decides to distribute additional information, it will be provided to all offerors in accordance with described addenda procedure. Any explanation desired by a proposer regarding the meaning or interpretation of the solicitation, specifications, etc., must be requested in writing and with sufficient time allowed for a reply to reach proposers before the due date.

3. Additional Information, Pricing and Negotiation:

In the event that information or pricing submitted by the vendor is unclear to the University, the university may request additional explanation and/or pricing breakdowns from the vendor for the purpose of evaluation and decisions. The University may also request pricing from proposers for other components and/or features not included by the proposer initially, but are learned about during the evaluation process and judged to be of interest to the University. The vendor shall answer requests for additional information or clarification in writing, and these responses will become part of the vendor's proposal. Vendors failing to provide adequate information on any issue in a timely manner to allow a comprehensive evaluation by the University shall be considered unresponsive, and their proposal subject to rejection.

The University may negotiate with proposers responding to the request for proposals, within the requirements of the request, to serve the best interests of the University. In the event the University is unsuccessful in negotiating a contract with the apparent best offer within a reasonable time frame, the University may begin negotiations with other proposers.

Vendors are cautioned, however, to submit proposals initially on a most favorable basis. The university may elect to request an onsite presentation meeting (at the proposer's expense). Also, the university retains the option to determine the best proposal (and subsequent negotiation), based solely on the value and terms of the original proposal.

Miami University reserves the right to negotiate any and all terms, conditions, specifications, and pricing of the proposal selected.

Nothing in the request for proposals is intended or will be construed as in any way creating or establishing the relationship of co-partners between the parties or in any way making the proposer the agent or representative of Miami University for any purposes in any manner whatsoever. The proposer is, and will remain, an independent contractor with respects to all material and services performed under contract.

4. Proprietary Information

The University recognizes that in responding to this request for proposals, the vendor may desire to provide proprietary information in order to clarify and enhance their proposal. To the extent permitted by law, the University will keep confidential such proprietary information provided the conditions as described in the following paragraphs are met:

1. Proprietary information is submitted in a separate book;
2. The separate book must be clearly identified as containing proprietary information.

The reference to the proprietary information must be clearly made in the detailed response, and conversely the section in the proprietary information book shall be clearly labeled as to what in the detailed response it references.

Proposers should note that Miami University is a public institution, and as such its files are available for public review. Vendors are cautioned to label as "proprietary" only that information which can be clearly demonstrated as being proprietary and not in common use or common knowledge. Labeling as proprietary the complete proposal, the pricing, the narrative response, or other information that is general in nature, may be cause for rejection of a proposal.

5. Equal Opportunity

The Equal Employment Opportunity Proposal Conditions of the Ohio Revised Code Sections 153.59 and 153.91, and the Governor's Executive Orders of January 27, 1972, and 84-9 of February 15, 1984, are applicable to this proposal invitation. The vendor shall not discriminate against or intimidate any person hired for performance of the work by reason of race, color, religion, national origin, ancestry, sex, or handicap. For any violation the vendor shall suffer such penalties as provided for in Section 153.60 O.R.C. and the Governor's Executive Order of January 27, 1972.

Miami University supports the State of Ohio (MBE) Minority Business Enterprise and (EDGE) Encouraging Diversity, Growth and Equity Business Development Programs. The University has established goals for EDGE Certified Business Participation for University contracts that include goods, services, construction and professional design services. Similar goals are established for MBE. If you are an MBE or EDGE certified vendor, please indicate so as a part of your response to this request. For further information on MBE/EDGE Programs, please refer to [Http://www.das.ohio.gov/Eod/Index.htm](http://www.das.ohio.gov/Eod/Index.htm)

6. Insurance

The contractor shall maintain effective comprehensive automobile liability insurance and general liability insurance during the full length of this contract and the University shall be provided with Certificates of Insurance for the required policies in the minimums listed below:

- a) Automobile Liability Insurance - \$5,000,000 each occurrence and aggregate.
- b) General Liability - \$1,000,000 each occurrence and \$3,000,000 aggregate.

Miami University shall be listed as an additional named insured on the required policies, and the policies shall provide that the University receive 30 day notice of any cancellation. The contractor shall also be responsible for carrying Worker's Compensation Insurance for its employees, and a valid certificate of coverage shall be provided the University at inception of the contract.

In the event the contractor shall fail to maintain and keep in force insurance coverage, Worker's Compensation insurance, and any other licenses and permits required by these specifications, after determination by the University, the University shall have the right to cancel and terminate this contract forthwith and without notice.

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PROPOSAL GUIDELINES

Consulting Services, Design of a More Efficient Organization and Processes for
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Background:

Miami University consists of three campuses and its Voice of America Learning Center in southwest Ohio. The main campus is located in Oxford, OH with regional campuses located in Middletown, OH, Hamilton, OH and Voice of America Learning Center in West Chester OH. The main campus serves approximately 14,500 undergraduate students with an emphasis on the Liberal Arts and undergraduate degree programs, and approximately 1,500 graduate students. The two regional campuses in Hamilton and Middletown, Ohio have a total enrollment of approximately 6,000 students.

During the past 18 months the Oxford Campus has undertaken three large cost cutting efforts in response to lost investment income, capital project commitments, reductions in state support and in an effort to keep tuition and fees more affordable. The reductions in educational and general budgets on the Oxford Campus have totaled almost \$27 million with more than 400 positions being eliminated.

The budget reductions were allocated to each division on the basis of strategic importance with academic affairs receiving the smallest cut of about 5% and some support areas making cuts of more than 18% including the elimination of more than 20% of the staff positions in these operations. While the allocation of the cuts was done strategically, each division of the University developed its cost reductions independent of the other divisions and campuses. This approach was effective in enabling the reductions to be implemented quickly, but it did not identify cost reductions across divisions and campuses or produce a more efficient and effective organization for administering the University.

Even though the recent budget cuts have been quite large, further reductions in state support are expected. More importantly, it is unlikely that the annual increases in funding from tuition increases and state appropriations will return to the level of the last few decades. State appropriations are expected to be constrained for several years and affordability and price sensitivity issues are likely to make more than modest tuition increases impractical. For the foreseeable future these primary sources of university funding are expected to increase at less than half the annual rate of growth that the University has historically experienced.

In an effort to keep the University's positive momentum moving forward even in the face of difficult economic challenges, President David Hodge appointed a strategic priorities

task force this past spring to examine these issues and make recommendations for how the University can continue to make significant progress on its priorities. The task force was asked to develop both new revenue and cost reduction strategies for responding to the financial changes that most of public higher education is facing today. The University is not looking for temporary budget balancing strategies but seeks the kinds of changes that are necessary to maintain its standing as one of the preeminent undergraduate universities in the country with selective excellence in graduate and research programs and to make marked improvements in the quality of its programs and services and the accomplishment of its strategic priorities.

One of the changes recommended by the task force is the design of a more efficient and effective organizational structure for administering the University and delivering essential support services. While the recent budget cuts have already resulted in significant cost reductions to these operations, further cost reductions of \$10 to \$13 million are needed. These additional savings are intended to be accomplished through a comprehensive organizational redesign of the University as it relates to these operations and their processes rather than just another staff and cost reduction for each individual operation.

There are numerous issues associated with the current organization design. For example the current organization has evolved incrementally over decades. Functions and services are often duplicated both within and among campuses. There also are unnecessary organizational layers that are not only inefficient but often complicate decision making and organizational change. Administrative functions and support services are almost exclusively performed by University managed operations. While the satisfaction with these services is generally very good, these operations have not been evaluated to determine if lower cost alternatives exist that would maintain or enhance the current level of service. Finally, many services are still paper intensive or burdensome and are viewed as bureaucratic within the University. This issue along with data and information shortcomings has led to the development of numerous shadow systems throughout the University and frequently the addition of staff positions in academic and other departments to compensate for the information shortcomings. The University presently intends to address the information problem through a business intelligence project that is already underway. The University is also in the final stages of implementing an e-procurement system and continues to work with the Inter-University council of Ohio on joint purchasing and shared services initiatives.

These issues are not unique to Miami and in many instances Miami may be more efficient than other universities. However, it is not enough to be more efficient than other universities if the University is to continue to enhance the quality of the University and its reputation and accomplish its strategic priorities in this new financial environment. The University seeks to develop an organizational structure that is more efficient and consistent with today's economic realities but still effective for supporting the mission and strategic priorities of the University.

Access to additional information is available on attached Schedule A

Purpose:

Miami University issues this Request for Proposal (RFP) to invite offers from qualified consulting firms to assist the University in identifying a more efficient and cost effective organizational structure for administering the University and delivering support services that are essential to the accomplishment of the University's instructional, research and outreach missions.

Scope of Services:

Miami University seeks consulting services to assist the University in developing a new more efficient organization design that leads to large scale cost reductions in administrative and other support services without jeopardizing service levels that are essential to the attainment of the University's mission and strategic goals.

The project is to include all three campuses located in southwest Ohio and the Voice of America Learning Center. Administrative and support services are defined for the purpose of this project as any service or function categorized as institutional support, academic support, student services, plant operations and maintenance, construction, procurement, or as an auxiliary operation and any service of this nature that is embedded within a college, school or academic department .

While the breadth of the functions to be included in this project is intended to be quite broad, the focus of the project is to be limited to designing a more cost effective organizational structure for administering the University and delivering essential support services in the most efficient but effective manner.

The university will provide sufficient on campus office space, telephones and access to computer accounts to facilitate the consultants work.

The scope of services is not to include the implementation of any of the recommendations that may result from this project.

Deliverables:

For the purpose of responding to this RFP, the deliverables to be provided should include the following:

- (1) Identify through appropriate benchmarks (including benchmarks to other industries when applicable) functions and services that appear to be unnecessarily expensive and could be delivered more cost effectively; the administration of the University is prepared to assist in this effort by requesting staffing and cost data from similar public universities in Ohio;
- (2) Identify duplications in functions and services within and across campuses and recommend organization design changes that would enable these services to be provided in a more cost effective manner including alternative delivery options such as shared service operations supporting all three campuses or multiple units on one campus;
- (3) Identify opportunities for reducing the number of organizational layers that make up the University's current organizational design including positions where the span of control appears to be too narrow;
- (4) Identify functions or services that are candidates for being delivered more efficiently, preferably without a loss of service quality, through an outside vendor and assist the University in evaluating possible proposals from vendors;
- (5) Identify processes that are not performed using best practices especially those processes that are viewed by parents, students, faculty or staff as administratively inefficient or ineffective and recommend how such processes could be delivered more effectively through process redesign or through improved use of technology;
- (6) Conduct an extensive review of information technology (IT) operations both within and outside the central IT function for the purpose of making recommendations regarding how such services could more efficiently be organized throughout the University, determining the relative priority of the services that presently are provided, identifying possible nonessential services and identifying services that could be provided more efficiently, preferably without a loss of service quality, using alternative delivery strategies such as the contracting of the service with a vendor including guidance on how to approach the financial analysis for making these decision;
- (7) Assist the University in communicating the project at the outset, during the project and the recommendations resulting from the project to the university community; and
- (8) Organize the recommendations so they can be evaluated and prioritized by the administration, university governance and the Board of Trustees of the University relative to the benefits and costs associated with implementing the proposed changes. Interim recommendations should be provided throughout the process to

allow the University to potentially proceed with changes in some areas before the overall study has been completed. The recommendations must be specific enough for the University to undertake the organization or process changes once a decision has been made.

- (9) The proposal may include other steps or processes not identified in the scope of services that are viewed as enhancing the project but these should be presented as alternates to the required scope of services.

Alternates, Options and Modifications to Contract:

While assistance with the implementation of each initiative is not intended to be a part of this engagement, each proposal should include a service schedule with prices that could be used later by the University in selecting services that may be needed to implement some or all of the change initiatives that are undertaken.

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SUBMITTALS, AWARD AND CONTRACT CRITERIA

Proposal Instructions:

This RFP consists of sub-sections, each asking you to describe your ability in a specific area related to the project. In consideration of the proposal guidelines that include the project scope and project deliverables, a complete proposal will include a response to each area as described in this RFP. Please be concise and direct. A proposal should address at minimum, in the following order:

- General overview
- Staff assigned to the account, responsibilities, experience and length of engagement for each individual. Include the percentage of each individual's time that is planned to be spent on this project.
- Methodology for developing and conducting the intended study plus descriptions of proven, previous & similar success/experience at similar institutions. Include guiding principles the firm expects will be useful in conducting the study and developing recommendations. Describe how the firm will approach the work and reach conclusions.
- Firm's suggested best practices for stakeholder engagement/management and communications in a university environment, specifically addressing Miami University's rich tradition of shared governance with faculty, staff and students. References of at least three colleges and universities or similar organizations where the proposed research methods have been successfully employed
- Firm's ability to provide current benchmark data from other industries and higher education institutions with a similar mission and size as Miami University, preferably twenty (20) or more higher education institutions in addition to the industry benchmarks. Identify the sources of benchmark data, date last validated, and frequency of refresh.
- Firm's specific approach in conducting review of IT operations and strategies in a complex, multi-campus higher education environment with residential, commuting, and distance students. Such approach should include all aspects of general and discipline-specific information technology support to teaching and research faculty, students and staff, including infrastructure, application, and support services.
- Staffing and resources you will need from Miami University, as well as a description of the data the firm expects Miami to provide and the data the firm will collect.
- Functional description of database and predictive modeling + experience
- Approach and templates to be used for data collection and survey purposes
- Estimated cost, including all travel and per diem expenses
- Provide at least three references of similar higher education projects performed

- Accurate and realistic timeline to complete the project, including checkpoint reviews.
- Separate listing for alternative options and modifications described in the proposal outline
- Any exceptions to the scope or requirements of this RFP
- Description of expected outcomes

Terms of Contract:

The contract resulting from this solicitation shall be for the period to complete the project. Renewal for additional studies or related services may be negotiated, if agreed to by both parties. Renewal is not guaranteed.

The resulting contract between MU and the Vendor shall consist of (1) the Request for Proposal (RFP) and any amendments thereto, and (2) the Vendor's proposal submitted in response to the RFP. In the event of a conflict in language between the two documents referenced above, the provisions and requirements set forth and/or referenced in the RFP shall govern. In the event that an issue is addressed in one document that is not addressed in the other document, no conflict in language shall be deemed to occur. However, MU reserves the right to clarify any contractual relationship in writing, and such written clarification shall govern in case of conflict with the applicable requirements stated in the RFP on the Contractor's proposal. In all other matters not affected by the written clarification, if any, the RFP shall govern.

The resulting contract will represent the entire agreement between the parties with respect to the subject matter thereof and will supersede all prior negotiations, representations or agreements, either written or oral, between the parties hereto relating to the subject matter hereof and shall be independent of and have no effect upon any other contract. A record of formal contract negotiations between the contractual parties will be prepared by MU and will become a permanent part of the contract file.

Changes and Modifications to Agreement

It is understood that Miami University may make a determination to expand, amend or alter the scope of work to meet the needs of the University, after selection of a vendor/provider and any resultant purchase order. All changes of or modifications to this agreement are subject to review by University representatives and shall be negotiated by the university and the Vendor prior to inception. Any modification to this agreement shall be published as an official addendum and shall be signed by both parties.

Evaluation Criteria:

The selection of a proposal or any part thereof, if any, will be determined upon the basis of the best combination, overall, of all the terms, conditions and requirements of this RFP, giving attention to the factors listed below that form but shall not be limited to criteria in making the award:

- the proposal's responsiveness in clearly understanding of the work and services to be performed.
- Understanding of objectives and demonstration of a short- and long-term plan to accomplish stated goals
- Quality of overall proposal and management commitment in providing a high quality and customer focused engagement.
- Available technology
- Compliance with proposal preparation instructions and administrative requirement for submitting the RFP
- completeness of proposal response
- experience with similar initiatives
- ability to provide services within the time line requested
- Reference reviews
- Oral presentation, if any
- proven results and demonstrated responsiveness to clients needs
- fees for the proposed services and judged value received

Award

Contract award will be issued after evaluation by committee of stakeholders selected solely for this purpose. References may be questioned in depth in an effort to determine satisfaction with operational performance and service. The proposal which offers the best combination of price, judged value, performance, quality, in the sole opinion of Miami University, will be selected. The university intends to negotiate any resultant contract that will include but shall not be limited to; the schedule, milestones, deliverables, fee and payment structure.

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Schedule A: Additional Information

2009 Annual Report

http://www.units.muohio.edu/controller/prod/controller/docs_forms/2009_Miami_Financial_Report.pdf

Miami 2010 Strategic Task Force Reports

<http://www.miami.muohio.edu/spc/index.html>

IT Services Home Page

<http://www.miami.muohio.edu/spc/index.html>

Institutional Research (University Statistics)

<http://www.units.muohio.edu/oir/>

Buildings

<http://www.pfd.muohio.edu/building/index.jsp>

IT Services Strategic Plan

www.muohio.edu/itplan

Website for IT Strategic Plan Project

www.muohio.edu/itideas