**Request for Proposals**

**for**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Issued by:

Indiana University of Pennsylvania

**RFP #**

Publication Date: \_\_\_\_\_\_

Submission Date: \_\_\_\_\_\_\_\_\_\_; 2:00 p.m. est

use EDT during spring/summer

use EST during autumn/winter

RFP #

RFP Title

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**Section I
General Information**

**I.I Purpose**

1. This Request for Proposals (RFP) provides interested Offerors with sufficient information to prepare and submit proposals for consideration by Indiana University of Pennsylvania (hereinafter IUP) to provide \_\_\_\_\_\_\_\_\_.
2. [**Optional:** IUP is soliciting \_\_\_\_\_\_\_ on a collaborative basis on behalf of the State System’s 14 Universities.]
3. [**Optional:** This RFP will result in a multiple participation award contract, which is the first step in a two-step procurement process. Successful placement on the award list provides eligible firms with the ability to provide the services on an as needed basis. It is not a guarantee that IUP will request the Offeror to provide the services. The second step involves the solicitation of a written quotation for each project requested (See Section II.VI for additional information on the Qualified Collaborative Contracts process.)]

**I.II Issuing Office**

This RFP is being issued for IUP by the Issuing Office listed below. The Issuing Office is the sole point of contact for this RFP. Please refer all inquiries to:

**[Purchasing Agent]**

Indiana University of Pennsylvania

 Robertshaw Building

 650 South 13th Street

 Indiana, PA 15705-1087

 Telephone: 724-357-3077 Fax: 724-357-2670

 E-mail: \_\_\_\_\_\_@iup.edu

From the Publication Date of this RFP until a determination is made regarding the selection of a proposal, all contacts concerning this RFP must be made through the Issuing Office. Only information supplied by the Issuing Office, including responses to questions regarding the RFP, should be used in preparing proposals. All other contacts or information received regarding the subject prior to the release of this RFP should be disregarded in preparing responses. Any violation of this condition is cause for the University to reject an Offeror’s proposal. If it is later discovered that any violations have occurred, the University may reject the proposal and terminate the awarded contract.

**I.III Calendar of Events**

|  |  |
| --- | --- |
| **Description** | **Date** |
| Publication Date  |  |
| Deadline for Questions |  |
| Amendment Issued (Questions/Answers) |  |
| Submission Deadline (Date/Time) | ; 2:00 p.m. est |
| Award | Estimated by  |
| Services Start  | Upon execution of contract |

**I.IV Description of the Organization**

1. The [State System of Higher Education](http://www.passhe.edu/Pages/default.aspx) (State System) was established by statute on July 1, 1983 and comprises [14 universities](http://www.passhe.edu/Pages/map.aspx).
2. In accordance with Title 62, Commonwealth Procurement Code, the State System facilitates a competitive bidding and contracting process. The Office of the Chancellor’s Strategic Sourcing Office supports the 14 universities, the [Dixon University Center](http://www.dixonuniversitycenter.org/), and [State System@Center City](http://centercity.passhe.edu/) Philadelphia, and is responsible for identifying strategic contracting opportunities and establishing best value contracts in partnership with its Offerors.

**I.V Instructions for Proposal Preparation**

1. **Economy of Preparation.** Proposals should be prepared simply and economically, providing a straightforward, concise description of the Offeror’s ability to meet the requirements of this RFP.
2. **Proposals.** Proposals must consist of a complete response to this RFP.
3. Proposals must be submitted online utilizing the State System’s [eProcurement Exchange](https://passhe.procureware.com/home).
4. Proposals must consist of a complete response to the requirements outlined herein and shall be submitted to the Issuing Office no later than the required proposal Submission Date/Time listed above. Late proposal submissions will not be permitted.
5. Proposal contents may become contractual obligations if and when a contract is executed.
6. The proposal, as submitted, must remain valid during the entire solicitation, award, and contract finalization process.
7. All cost data must be submitted as a separate document (Appendix B, Cost Proposal Form) apart from the Technical Proposal. **Absolutely no pricing can appear anywhere in the Technical Proposal.** Failure to meet this requirement will result in automatic disqualification of the proposal.
8. **Questions.** Offerors may submit questions surrounding the RFP at the State System’s [eProcurement Exchange](https://passhe.procureware.com/home). Answers to all questions will be posted as an addendum to the RFP and will become part of this RFP. Note: Offerors’ identities will not be disclosed.
9. **Addenda.** If it becomes necessary to revise any part of the RFP, addenda will be posted at the State System’s [eProcurement Exchange](https://passhe.procureware.com/home). The information contained at this website is current and accurate. It is the Offeror’s responsibility to check this website periodically to obtain any changes to the solicitation. Offerors must acknowledge all addenda in their proposal response. Offerors who fail to submit a current copy of the solicitation may be deemed nonresponsive.
10. **Preproposal Conference [Optional].** A nonmandatory preproposal conference ad site visit will be held at the location, date, and time specified above in Section I.III. The purpose of this conference is to clarify any points in the RFP which may not have been clearly understood and to provide an onsite visit to the locations where services are requested. In view of the limited facilities available for the conference, it is requested that representation be limited to two (2) individuals per contractor. The preproposal conference is for information only. Answers to any questions asked during the conference will not be official until verified in writing by the Issuing Office via an Amendment to the RFP.
11. **Oral Presentations [Optional].** Contractors who submit proposals may be required to make an oral presentation of their proposal to the University. Such presentations provide an opportunity for the contractor to clarify their proposal to insure thorough mutual understanding. The Issuing Office will schedule these presentations during the period of **[Date Range]**.
12. **Best and Final Offers (BAFO).**
13. While not required, the Issuing Office reserves the right to conduct discussions with Offerors for the purpose of obtaining Best and Final Offers (BAFOs). Negotiations may be pursued with a subset of responsible Offerors whose proposals best meet financial, contractual, technical, and support requirements for the University. Negotiations will be opened with firms of lower preference (one at a time, in order of preference) only if a fair and reasonable set of fees/billable rates and/or agreement of final contract terms and conditions cannot be established with the firm of higher preference.
14. To obtain BAFOs from Offerors, the Issuing Office may do one or more of the following, in any order: (a) schedule oral presentations, (b) request revised proposals, or (c) enter into preselection negotiations.
15. The following Offerors will not be invited by the Issuing Office to submit a BAFO: (a) those Offerors whom the Issuing Office has determined to be nonresponsive; or whose proposals the Issuing Office has determined to be nonresponsive, (b) those Offerors whom the Issuing Office has determined, from the submitted technical and cost proposals, not to possess the experience or qualifications to ensure good faith performance of the contract, or (c) those Offerors who technical proposal score is less than 70-percent of the total amount of technical points allocated to the technical criterion.
16. **Response Date.** To be considered for selection, proposals must be submitted at the State System’s [eProcurement Exchange](https://passhe.procureware.com/home) by the proposal Submission Date listed above.
17. **Rejection of Proposals.** IUP reserves the right to reject any and all responses received from Offerors as a result of this RFP, and to cancel this solicitation at any time prior to the execution of any contract.
18. **RFP Protest Procedure.** The notice concerning Protest of Solicitation or Award is published at the State System’s [website](http://www.passhe.edu/inside/anf/strategicsourcing/Documents/Protest%20of%20Solicitation%20of%20Award.pdf).
19. **Incurring Costs.** IUP is not liable for and will not reimburse any costs or expenses incurred by Offerors in the preparation or submission of their proposals or for attendance at any conferences or meetings related to this RFP.
20. **News Releases.** News releases pertaining to this RFP or any resulting contract may not be made without the IUP’s prior written approval, and then only in coordination with the Issuing Office.
21. [**Contractor Integrity Provisions.**](http://www.passhe.edu/partners/Documents/Contractor%20Integrity%20Provisions%20Jan%20%202015.pdf)It is essential that those who seek to contract with the Commonwealth of Pennsylvania (Commonwealth) observe high standards of honesty and integrity. They must conduct themselves in a manner that fosters public confidence in the integrity of the Commonwealth contracting and procurement process.
22. **Contractor Responsibility Program.** Offerors must certify that they are not currently under suspension or debarment by the Commonwealth of Pennsylvania, any other state, or the federal government to the best of their knowledge. Additionally, Offerors must certify that they are not tax delinquent with either the Pennsylvania Department of Revenue or the Pennsylvania Department of Labor and Industry to the best of their knowledge. Offerors must acknowledge that if they are currently under suspension or debarment, or if they owe delinquent taxes, their proposal may not be accepted or considered. The Contractor Responsibility Program is integral to the contract that is executed as a result of this RFP.

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**Section II**

**Post Award**

**II.I Contract Award**

1. In University reserves the right to (1) award a single contract for all services, (2) award multiple contracts, or (3) not award a contract. Negotiations will be pursued with a subset of responsible respondents whose proposals best meet the financial, contractual, technical, and support requirements for the University. Negotiations will be opened with firms of lower preference (one at a time, in order of preference) only if a fair and reasonable set of fees/billable rates and/or agreement of final contract terms and conditions cannot be established with the firm of higher preference.
2. This RFP shall not result in an exclusive rights contract. The individual universities across the State System, and any other Commonwealth of Pennsylvania agency, may select an awarded Offeror resulting from this solicitation, or any Offeror.

**[Optional:** The goods or services described within this solicitation provided by the Contractor to the University may also be procured by any other university that is part of State System, including the Dixon University Center (Office of the Chancellor), subject to all other applicable procurement requirements. The Contractor agrees to supply the goods or services described within this Contract or competitively solicited as part of the award of this Contract on the same or more favorable terms and conditions. To the extent that other universities may procure goods or services, those individual universities will enter into a separate contract with the Contractor and assume all liability for payment to the Contractor.**]**

**II.II Contract Terms**

1. It is proposed that, if a contract is entered into as a result of successful negotiations, the selected supplier will be required to sign a Commonwealth of Pennsylvania Standard Contract [PASSHE-SPC-1.2](http://www.passhe.edu/partners/Documents/PASSHE-SPC-1.2.pdf) (Rev. July 2017). The University reserves the right to amend its Standard Contract Terms and Conditions.
2. The term of the contract resulting from this solicitation will be for a term up to five years. **[Edit as required.]**
3. Contract terms and conditions are negotiated upon issuance of an intent to award a contract. Certain contract terms are prohibited based on the State System’s status as an agency of the Commonwealth of Pennsylvania. Prohibited contract clauses include those related to: arbitration, assignment, attorney’s fees, court costs, entry of judgment, indemnity or hold-harmless provisions, law of the contract in a jurisdiction other than Pennsylvania, payment in advance, and payment of or requirement to carry insurance.

**[Use for Service Purchase Contracts]**

The following contract elements of the [Standard Contract for Services](http://www.passhe.edu/inside/anf/strategicsourcing/Documents/PASSHE-SPC-1.2.pdf) are required, and the University reserves the right to refuse any and all requested changes to the following:

| **Section** | **Description** |
| --- | --- |
| 17 | Limitation of University Liability |
| 18 | Hold Harmless |
| 25 | Nondiscrimination |
| 26 | Sexual Harassment |
| 28 | Background Checks for Minors |
| 29 | Mandatory Reporting Requirements |
| 30 | Contractor Responsibility |
| 31 | Contractor Integrity |
| 34 | Right of Offset |
| 35 | Right-to-Know Law |
| 36 | Applicable Law |

**[Use for Blueback Contracts]**

The following contract elements of the [Standard Contract for Collaborative Services](http://www.passhe.edu/inside/anf/strategicsourcing/Documents/PASSHE-BB-3.1.pdf) are required, and the University reserves the right to refuse any and all requested changes to the following:

| **Section** | **Description** |
| --- | --- |
| 19 | Limitation of University Liability |
| 20 | Hold Harmless |
| 27 | Nondiscrimination |
| 28 | Sexual Harassment |
| 30 | Background Checks for Minors |
| 31 | Mandatory Reporting Requirements |
| 32 | Contractor Responsibility |
| 33 | Contractor Integrity |
| 36 | Right of Offset |
| 37 | Right-to-Know Law |
| 38 | Applicable Law |

**[Use for Collaborative Contracts]**

The following contract elements of the [Standard Contract for Collaborative Services](http://www.passhe.edu/inside/anf/strategicsourcing/Documents/PASSHE-SPC-2.1.pdf) are required, and the University reserves the right to refuse any and all requested changes to the following:

| **Section** | **Description** |
| --- | --- |
| 18 | Limitation of University Liability |
| 19 | Hold Harmless |
| 26 | Nondiscrimination |
| 27 | Sexual Harassment |
| 29 | Background Checks for Minors |
| 30 | Mandatory Reporting Requirements |
| 31 | Contractor Responsibility |
| 32 | Contractor Integrity |
| 35 | Right of Offset |
| 36 | Right-to-Know Law |
| 37 | Applicable Law |

1. The Offeror will be deemed to have accepted the standard terms and conditions, except as expressly called out in its proposal. If exceptions are taken, the Offeror must submit a “redlined” version of the term or condition showing all proposed modifications, including an explanation as to why the modification is required. **The Offeror’s willingness to accept the State System’s contract terms and conditions, with minor clarifications, shall be an affirmative factor in evaluating the supplier’s proposal.**
2. **Return of Appendix A, signed by the Offeror is a requirement of this RFP. Failure to upload this document will render the RFP submission “non-responsive”.**
3. Although the University will consider alternate language by an Offeror, the University will not be bound by contract language received as part of a prospective provider’s response. If the Offeror requires that the University be bound by some or all of the Offeror’s proposed contract language, the proposal may be considered nonresponsive and may be rejected.

**II.III Proposer’s Exceptions to Terms and Conditions**

1. Any exceptions, deviations, or contingencies an Offeror may have to the State System’s contract terms and conditions must be documented.
2. Exceptions, deviations, or contingencies stipulated in an Offeror’s proposal, while possibly necessary in the view of the Offeror, may result in disqualification of a proposal.
3. Accepting the State System’s contract terms and condition with no or minimal modifications can reduce the time of contract execution by up to 8 weeks. Careful consideration should be given to modifying terms and conditions, especially where modification of language will have no significant consequence to the actual performance of the contract.

**II.IV Prime Offeror/Subcontracting**

Eligible Offerors will be considered prime Offerors with respect to any work they are awarded. Any use of subcontractors must be approved in writing by the University. Prime Offerors are encouraged to solicit quotes from small diverse businesses when requiring subcontractors.

**II.V Disclosure of Proposal Contents and Open Records**

1. Offerors’ proposals may become part of the contract award resulting from this RFP and are not, therefore, confidential. The University has the right to use any other concepts presented in any reply to this RFP. Selection or rejection of a proposal does not affect this right.
2. All responses to procurement opportunities are subject to Pennsylvania’s Right-to-Know Law, 65 P.S. §67.101 et seq. (Act 3 of 2008). The Right-to-Know Law permits requestors to inspect and/or copy any record prepared, received, or retained in connection with a transaction, business, or activity of a public office or agency that is not subject to the enumerated exemptions under the law. If an Offeror’s response to this procurement opportunity contains a trade secret or confidential proprietary information, the Offeror’s response should include a separate signed written statement to that effect identifying any such information. Should the Offeror’s response become the subject of a Pennsylvania Right-to-Know Law request, the procurement office will notify the Offeror to identify or confirm all trade secrets or confidential and proprietary information that is included in the Offeror’s proposal. The University will then determine whether the claimed trade secret or confidential and proprietary information is subject to disclosure under applicable law and grant or deny the request accordingly. Should the request be denied and the requestor appeal that denial, the University will notify the Offeror of the appeal and the Offeror’s opportunity to request to participate in the appeal as a party of interest. The University will not represent the interests of the Offeror in any appeal nor will the University compensate or reimburse any expenses of the Offeror in connection with a request of information under the Right-to-Know Law.

**II.VI Debriefing Conference**

Offerors whose proposals are not selected will be notified of the name of the selected supplier(s) and will be given the opportunity to be debriefed. The purpose of a debrief conference is not to compare proposals, but to provide information that may assist individual Offerors in preparing future proposals. The Issuing Office will schedule the date, time, and location of the debrief conference.

**[Remainder of Page Intentionally left Blank]**

**Section III**

**Work Statement**

**III.I Objective(s).**

1. General. Indiana University of Pennsylvania is searching for [Client Statement]
2. Specific. More specifically, the agency will help to accomplish the following goals:
[Client Statement]

**III.II Nature and Scope of the Project.** [Client Statement]

**III.III Deliverables.**

At a minimum, the Contractor shall provide: [Client Statement]

**III.IV Technical Requirements.**

For consideration the Contractor shall demonstrate the following capabilities and strengths: [Client Statement]

**III.V Installation/Implementation.**

To qualify, Contractor shall (Client selects):

* + - Meet/Exceed the following constraints
		- Provide a project plan with timeline
		- Describe approach to obtain the abovementioned deliverables

**III.VI Reports and Project Control.** (metrics, performance measures, status meetings, etc.) [Client Statement]

**III.VII Training.** [Client determines/describes the need]

**III.VIII** **Customer Support.** [Client determines/describes the need]

**Section IV**

**Information Required from Offerors**

**IV.I Required Information**

Technical Proposals are to be straightforward, clear, concise and specific to the information requested.

1. **General**
2. State the Supplier’s understanding of the goods or services being requested by this RFP.
3. Include a narrative response that summarizes the key features and competitive advantages of the proposed solution that make it stand out from competing solutions.
4. **Qualifications and Experience**
5. **Company Profile**
	1. Include a brief history of the company, including the number of years in business and any ownership structure or management structure.
	2. Discuss how the firm’s overall experience demonstrates its ability to successfully provide the goods or services.
	3. Provide details if subcontractors are to be used to provide product or services to the University.
6. **Personnel.** Offerors are expected to provide an adequately sized team of experienced staff capable of providing product or services to the University when requested. Provide a description of the executive and professional personnel who will be engaged in providing the services to the University. If applicable, provide a list of your firm’s subcontractors, including a complete description of their role and involvement in providing the services.
7. **Experience.** Describe your organization’s experience (including number of years in operation) as it pertains to providing goods or services for higher education institutions. Submit three detailed case histories that demonstrate the breadth, depth and creativity of services that your firm can provide to the University. At least one case history must be of a higher education institution (a state system is highly preferred). Provide a description of any industry best practices your firm utilizes. Include any industry awards your firm received. **Important: In order to be considered responsive, Offerors MUST provide evidence of previous higher education experience.**
8. **References.** Provide references from three of your clients from the past five years for services that are similar in scope, size and complexity to the services described in this RFP. At least one of these client references should preferably be from a higher education institution. Provide the following information for each client: client name and address; time period in which work was performed; and a short description of the work performed.
9. **Technical Requirements**

Provide a response to the requirements of Section III.IV including detailed descriptions of the Supplier’s ability and proven success and expertise to provide the goods or services, its understanding of higher education entities, partnering plans, etc. Technical proposals must include samples if requested in Section III above.

1. **Value-Added Considerations**

Describe in detail any value-added services that the Supplier can provide. This includes but is not limited to competitive advantages, efficiencies, and optional services distinct from the main technical requirements.

**IV.II Technical Proposal Format**

**[Sample language provided below; edit as required.]**

1. Proposals are to be straightforward, clear, concise, and specific to the information requested.
2. While Offerors are encouraged to submit the most creative, cost-effective proposal possible, the inclusion of extraneous commercial and/or sales literature as a substitute for responses to questions included in the RFP is strongly discouraged. Attach any supplemental information as an appendix to the Technical Proposal.
3. It is the responsibility of all Offerors to examine the entire RFP package, to seek clarification of any item or requirement that may not be clear, and to check all of their responses for accuracy prior to submitting a proposal.
4. Offerors are responsible for ensuring receipt of, and acknowledging, all addenda to this RFP in all Technical Proposals.
5. All proposals must be properly marked and submitted via the State System’s [eProcurement Exchange](https://passhe.procureware.com/home) by the Submission Date/Time listed in Section I.III of this RFP.

**IV.III Cost Proposal Format**

 **[Edit as required]**

* + - 1. Complete and submit Appendix C, Cost Proposal Form.
			2. The Cost Proposal Form is an Excel document that contains two tabs: (1) \_\_\_\_\_\_\_\_\_\_, and (2) \_\_\_\_\_\_\_\_\_\_.

Insert Name of tab 1

Insert Name of tab 2

* + - 1. **All cost information must be kept separate and apart from the technical portion of the proposal.** Absolutely no pricing can appear anywhere in the Technical Proposal, including technical proposal appendices, SLAs, sample documents, etc.
			2. Prices proposed in the Offeror’s response will be valid for a minimum of one year effective from the start of the contract.
			3. Offerors’ proposals must describe how future price increases will be minimized and capped and how both increases and decreases will be passed on to the University.
			4. Offerors must explain the proposed process to implement price changes.
			5. The University requires that pricing be uniform for all universities. Any special discounts must be offered to all universities.

**IV. IV How to Submit an Online Proposal**

Log on to the State System’s [eProcurement Exchange](https://passhe.procureware.com/home) and select the BIDS tab. Click the link to the applicable solicitation and follow the directions at the RESPONSE tab.

**IV.V** **What to Submit with the Proposal – RFIS tab**

**Folder #1**: **Technical Proposal – Technical Group (as described in Appendix B)**

1. Submit either an Adobe or a Word document\*.
2. Include any relevant information as an appendix to the Technical Proposal as an Adobe or Word document.
3. Offeror may incorporate **Appendix A** as part of the Technical Proposal or submit as a separate document in the Technical Group.
4. Name the documents as “Company Name, Technical Proposal, RFP-IUP-20YY-XX.
5. If submitting multiple documents, create a zip file.
6. Upload the documents at the State System’s [eProcurement Exchange](https://passhe.procureware.com/home) as shown at the Response tab.

**Folder #2**: **Cost Proposal - Pricing Group (as described in Appendix C)**

1. Submit **Appendix C**, Cost Proposal Form. (Submit either an Adobe or an Excel document. **\***)
2. Name the document as “Company Name, Cost Proposal, and RFP Number.”

**Folder #3: Other Documents**

1. If applicable, submit any lease Agreements, Service Level Agreements, Click Through Agreements, etc., which the University will be expected to sign (documents should not be less than 10-point font).
2. Name the documents as “Company Name, Contracts, RFP No., and Document No.”
3. If submitting multiple documents, create a zip file.
4. Upload the documents at the State System’s [eProcurement Exchange](https://passhe.procureware.com/home) as shown at the Response tab.

***\*****All documents must be renderable (able to browse, search, print, and edit).*

**IV.VI** **What to Submit with the Proposal – PRICING tab**

Click on the PRICING tab next to the RFIS – VENDOR QUESTIONS… tab. Where specified enter a $1.00 “price”. This is done to hold a place among RFP respondents to later award a bid.

**IV.VII** **Verifying that your Proposal was Submitted**

If submitted properly, you will receive an acknowledgement that the appropriate response sections are complete and a “Submit Bid” button will become available. Click on SUBMIT BID and follow the instructions provided. It is the Offeror’s responsibility to check the site to assure that bid submissions have been uploaded correctly. Late submissions will not be accepted.

**IV.VII** **Withdrawing Your Proposal**

You may withdraw your proposal at any time up to proposal due date and time by simply clicking on Withdraw Bid, located in the RESPONSE tab.

**Section V**

## Criteria for Selection

**V.I** **Evaluation of Proposals**

All proposals will be reviewed and evaluated by a committee of qualified University personnel (Proposal Evaluation Committee). The Proposal Evaluation Committee will recommend for selection the proposal(s) that most closely meets the requirements of this RFP and satisfy the University’s needs.

1. Responses will be evaluated first for responsiveness and thereafter for content. The Issuing Office will make award to the selected Offeror(s) based on the recommendation of the Proposal Evaluation Committee.
2. If a response does not reasonably and substantially conform to all the terms and conditions in this solicitation, or if it requests unreasonable exceptions, it may be considered nonresponsive.
3. While cost will be one of several deciding factors in the selection process. For a RFP, price is not required to be the determinative factor, although it may be, and the University has the flexibility it needs to negotiate with Offerors to arrive at a mutually agreeable contract.
4. Recommendation of award will be based on the proposal(s) that most closely meets the requirements of the RFP and satisfies the University’s objectives. A responsive Technical Proposal must achieve a minimum of 70 percent of the available technical points.

**V.II** **Evaluation Criteria**

The following areas of consideration will be used in determining award:

1. **Demonstrated Understanding of the University’s Requirements.** Refers to the Offeror’s understanding of the University’s needs that generated the RFP, of the University’s objectives in asking for the services, and of the nature and scope of the work involved.
2. **Company Qualifications/Experience.** Includes competence and experience of the firm and its proposed resources. This includes the experience, expertise, and resources of the company. Includes references where similar services have been provided; especially to other higher education institutions.
3. **Professional Personnel.** Assessment of the personnel involved in delivering the required service to meet or exceed the University’s objectives.
4. **Work Plan.** Refers to whether or not the Offeror’s approach for assisting the University responds to the written specifications and requirements of the RFP and meets the University’s objectives. Of equal importance is whether the approach is completely responsive to all written specifications and requirements contained in the RFP.
5. **References.** Refers to the references where similar services have been provided; especially to other higher education institutions.
6. **Value-Added Services Attributes.** Includes but is not limited to competitive advantages, efficiencies, and optional services distinct from the main technical requirements.
7. **Cost.** The University desires the best pricing offered for the services being requested. While this area will be weighted, it will not necessarily be the deciding factor in the selection process.
8. **Terms and Conditions.** Appendix A will be examined for the type and degree of revisions (redline) proposed to the Commonwealth standard terms and conditions. Minimal revisions will most likely score higher.
9. **Oral Presentation (If Required).**  When predetermined by the selection committee, a post-bid presentation will be used to differentiate a winning bid from a select group of offerors that scored highest on the initial bid submittal.