1: Key Information Summary

Title of RFP:	ERP System for Alabama Community College System
RFP Issue Date:	Friday, July 14, 2017
Purpose:	ERP Vendor Software and Services Solicitation
Procurement Method:	Invited competitive proposals
Contract Term:	The System anticipates awarding the contract in the second half of 2017 and engaging in a 24 -30 month implementation schedule and an ongoing relationship with the selected vendor for maintenance and support.
Issuing Office:	Alabama Technology Network
Issuing Office Point of Contact:	Bryan Helms ACCS/Alabama Technology Network ACCSERP@atn.org
Deadline for Receipt of Proposals:	Friday, August 4, 2017 at 5:00 p.m. Central Time

This RFP and all of the material contained herein are confidential and the intellectual property of the Alabama Technology Network.

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3: Definition of Terms

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

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

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

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

4: About the Alabama Community College System, It's Colleges and Its' Expectations

4.1: Background Information

Governed by the Alabama Community College System Board of Trustees, the Alabama Community College System consists of 24 comprehensive community and technical colleges; Marion Military Institute, one of five junior military colleges in the nation; and Alabama Technology Network, an extensive workforce development initiative.

Approximately 300,000 people are served annually by all of the entities of our system, including ATN, workforce development, and adult education. Of those served, approximately 100,000 are enrolled in credit courses.

The Alabama Community College System's commitment to access is characterized by statewide geographical locations, open enrollment, and low-cost tuition, as well as a variety of programs and services that remove barriers to college entrance, education pathways and workforce training opportunities. In addition, thousands of citizens statewide enjoy access to our facilities for community activities and enrichment programs.

The Alabama Community College System is committed to providing a unified system of institutions delivering excellence in academic education, adult education, and workforce development.

The Alabama Community College System provides:

- General education and other collegiate programs at the freshman and sophomore levels prepare students for transfer to four-year institutions to complete baccalaureate degrees.
- Adult Education focuses on improving individuals' skills, productivity and training with GED preparation and testing, basic skills, and English as a Second Language.
- Workforce development initiatives provide customized, flexible, short-term training programs that are responsive to industry needs—from highly specialized training to programs that help prepare entry level employees to meet growing demands.

<u>Mission:</u>
To provide a unified system of institutions dedicated to excellence in delivering academic education, adult education, and workforce development.

<u>Vision:</u>
To develop an educated, prosperous population by providing an affordable pathway to help citizens of any walk or stage of life succeed through quality education and training; a community college system where education works for all.

<u>Values:</u>

- Integrity
- Excellence
- Accessibility
- Accountability
- Diversity

Additional information about each institution is provided in Appendix D.

4.2: Purpose of Proposal

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

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

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

4.3: Administrative Systems (ERP) Strategic Approach

The System conducted an assessment of the colleges' current independent administrative systems to create a strategy for their administrative systems and assess the landscape for solutions that will meet their needs now and in the future. The strategy focuses on economies of scale; identifying consolidations, where effective, and over a planned and orchestrated timeline moving the institutions to a shared technology environment and standardizing against a common set of business processes to gain the greatest increase in efficiency and effectiveness while improving student and employee experiences.

They System seeks solution strategies that will allow the colleges to operate using operational shared services where possible. Responders to this RFP are encouraged to present their compelling software and implementation services to best meet the needs of the System and its 24 colleges.

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

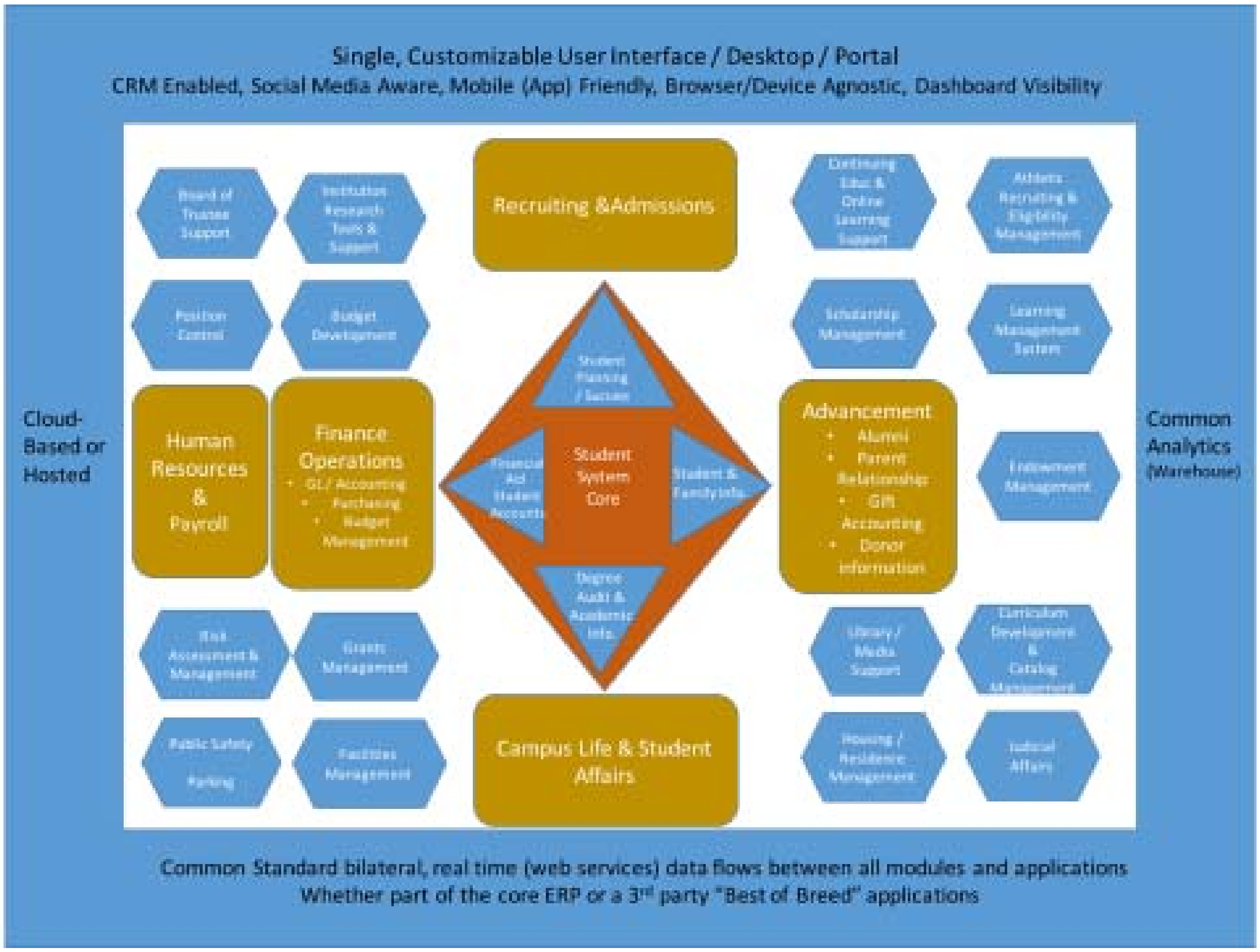
It is essential that responders have a complete, fully-functional solution to support financial management, human capital management and payroll, and the full complement of student information systems and services.

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

The implementation approach and timeline needs to outline a minimum of two groups (cohorts) of colleges implementing the solution over a general 24- 30 month duration. While the System would like to move quickly through this project, that progress needs to be balanced with the ability of the colleges to absorb this transition. Vendors are encouraged to put their most compelling, service-oriented programs forward. A critical element of the implementation approach and timeline must include a **mandatory** plan that, at a minimum, the nine (9) colleges still running Banner 8 be migrated and in production on the new solution by December 2018.

4.4: Desired Administrative Systems

The System's goals are overviewed in the diagram below.



4.5: Expected Concurrent Users

The Colleges expect as many as 128,000 concurrent users of the system across its member institutions. This number represents employees assuming they all submit their time at the same time or a portion of the roughly 118,000 students registering for classes at the same time.

4.6: Steering Committee

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

5: Terms of RFP

The implementation of the chosen software systems must also fit within budget limits established by the Colleges. Lowest price will not be the primary criteria for selection.

5.1: Project Timetable

The key milestones associated with this RFP are as follows:

Project Milestone	Date
Request for Proposal issued Demo agenda released with RFP Demo scenarios are the RFP scenarios	Friday, July 14, 2017
Vendors submit preferred demonstration dates - first come, first served	on or after RFP release date
Notification of demo dates, if selected to demo	Friday, July 21, 2017
Vendor briefing via phone **required** Proposals will not be accepted from vendors who do not participate in the vendor briefing.	Monday, July 24, 2017 - 1:00 - 2:00 pm Central time 888-822-7517 Code – 812543#
RFP responses due	Friday, August 4, 2017 - 5:00 pm. Central time
Vendors notified if selected for demonstrations	Friday, August 11, 2017
Vendor demonstrations (2 days each)	August 21 - 22, 2017 - Calhoun; August 23 - 24, 2017 - Lawson State; August 28 - 29, 2017 - Wallace Dothan
Best & final pricing from finalist vendors	Wednesday, August 30, 2017 - 9:00 am Central time

5.2: No Contact during Procurement Process

All verbal and written communications initiated by such person, firm, or entity regarding this solicitation, if same are authorized and permitted by the terms and conditions of this solicitation, shall be directed to:

Natalya Boock
Senior Director, Marketing
CampusWorks Inc.
nboock@campusworksinc.com

5.3: Onsite Product Demonstrations

Finalists will be invited to demonstrate their solutions. Vendors will be expected to demonstrate the scenarios used in Sections 6 and 7 as part of their demonstration. The demonstration agenda is included in Appendix C. Additional requirements for the demonstrations will be provided by Friday, July 21, 2017.

Vendors are welcome to submit their discovery and demonstration date preferences by completing the table below and emailing it to nboock@campusworksinc.com. Vendors may submit this form immediately and separately from the RFP response. Each vendor that submits date preferences will be assigned demonstration dates so you may plan for the possibility of being invited to demonstrate your product. Demonstrations will occur on a campus of one of the colleges. Different vendors will present at different locations. Date preferences are being gathered as input, but vendors cannot presume their preferred demonstration date will be available.

Discovery & Demonstration Date Preferences Form

Vendor Name:	
Demonstration Dates	**Please rank the dates to the left as to your preference below** 1=Preferred, 2=Second Choice, 3= Third Choice
Date 1	
Date 2	
Date 3	

5.4: Revisions to the RFP

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

5.5: Good Faith

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

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

5.6: Conflict of Interest

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

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

5.7: Confidentiality

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

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

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

5.8: Staffing

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

5.9: Subcontractors

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

5.10: Expenses

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

5.11: Bonds

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

5.12: Insurance

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

- Commercial general liability insurance with limits not less than $5 million per occurrence involving bodily injury and property damage.
- Comprehensive automobile liability insurance in an amount not less than $1 million per occurrence for bodily injury and property damage combined, to cover all owned, non-owned, and hired vehicles.
- Worker's compensation insurance as required by Alabama law.
- Blanket employee dishonesty bonds, with limits not less than $3 million per loss.
- Commercial cyber liability insurance with limits not less than $5 million per occurrence.
- Errors and Omissions insurance with limits not less than $3 million per occurrence.
- Umbrella liability coverage must be in place and acknowledged within the contract language.

All liability insurance policies will name the 24 Colleges, ATN and the System Office as additional insured with respect to claims, demands, suits, judgments, costs, charges and expenses arising out of, or in connection with, any loss, damage or injury resulting from the negligence or other fault of the vendor, its agent, representatives or employees. Certificates of such insurance to be provided by vendor shall be in terms acceptable to the System, and shall contain a provision that coverage afforded under the policies will not be cancelled or materially changed until no less than 30 days' prior written notice has been given to the System. The System will not accept a limitation of liability.

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

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

5.13: Indemnification

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

5.14: Data Ownership

All records or data input into the proposed systems remain the property of the Colleges, without any transfer or reservation of ownership or other rights to the vendor. Storage of data outside of the U.S. is not acceptable.

5.15: PCI Compliance

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

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

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

Please attest to these PCI requirements.

5.16: Licensing Expectations

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

- The System expects to be billed only for those modules successfully installed, tested and operational, and for the respective pro-rated portion of the annual contract.
- There will be no increase in license fees or maintenance charges, regardless of the number or extent of hardware upgrades or increases in utilization, for the first five (5) years.
- Should the contract with the selected vendor cease, the System owns the data and will not be subject to further payment to copy, download, or access its data and/or move it to another system.

5.17: Proposal Acceptance

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

5.18: RFP Included in Contract

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

5.19: Scoring of Responses

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

The overall evaluation criteria are as follows:

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

5.20: Reserved Rights

The ACCS reserves the right to accept or reject any and/or all proposals, to waive irregularities and technicalities and to request resubmission. There is no obligation on the part of the ACCS to award the contract to the lowest proposer. The ACCS reserves the right to award the contract to the proposer submitting the proposal with resulting agreements most advantageous and in the best interest of the ACCS.

Also, the members of the ACCS reserve the right to make such investigation as it deems necessary to determine the ability of any proposer to perform the work or service requested. Information deemed necessary to make this determination shall be provided by the proposer. Such information may include, but shall not be limited to current financial statements by an independent CPA, verification of availability of personnel and past performance records.

Any member of the ACCS reserves the right to discontinue negotiations with any selected Proposer.

The ACCS reserves the right, without prior notice, to supplement, amend or otherwise modify this RFP.

All proposals (other than portions thereof subject to patent or copyright protection) become the property of the ACCS and will not be returned, and the ACCS reserves the right to utilize all such information contained in the Proposal without further cost to the ACCS.

The ACCS, its respective staff, representatives and any of their consultants or attorneys will not be liable for any claims for damages resulting from the solicitation, collection, review or evaluation of responses to this RFP.

5.21: Confidential Information

If any proposal contains technical, financial, or other confidential information that the Proposer believes is exempt from disclosure, the Proposer must clearly label the specific portions sought to be kept confidential and specify on what the exemption is based. The ACCS, at its sole discretion and subject to applicable law will determine whether such exemption applies. The ACCS has sole discretion to make such determination regarding the disclosure of information, and by responding to this RFP, Proposers waive any challenge to the ACCS decisions in this regard. Marking all or substantially all responses as being confidential may result in the Proposer being deemed non-responsive.

Notwithstanding the foregoing, Proposers recognize and agree that the ACCS, its staff, and its Consultants will not be responsible or liable in any way for any losses that the Proposer may suffer from the disclosure of information or materials to third parties.

6: Functional and Technical Requirements

6.1: Provision of a Comprehensive ERP Solution

The functionality requirements identify the key functionality that the Colleges are looking for in their ERP administrative application.

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

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

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

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

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

Additional specific functional and technical questions are located in Appendix A and must also be answered. Please see Section 5.19: Scoring - for information on how the scenarios and specific departmental questions will be weighted.

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

The Colleges reserve the right to consider selecting portions of one proposal that address most of these process areas and augmenting it with portions of other proposals (i.e., from other company's proposals) that the Colleges determine optimally address the functional gaps in the primary proposal.

6.1.1: General System Questions

a. Please identify the current and/or planned features that distinguish the proposed solution from its competitors.
b. Provide a list of all higher education institutions in the United States that have purchased and/or deployed the proposed solution in the last three years. (This is not the same as references).
c. Provide customer satisfaction ratings from higher education clients, and appropriate data for the last 5 years.
d. What other shared services models has the proposed solution been employed at over the past 5 years?
e. What other state-wide systems have deployed your solutions in the last 5 years?
f. What is the on-time delivery percentage for all solutions on your product roadmap for the last 5 years?
g. Describe how the proposed solution will be able to conform to Federal, State, State Fiscal Board and State Board of Trustees regulations and policies.

6.1.2: Self-Service Functionality Questions

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

6.2: Student Information Systems Scenarios and Questions

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

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

6.2.1: Recruiting/Admissions Scenarios and Questions

6.2.1.1: Recruiting through admittance

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

a. Describe how the proposed solution illustrates the student's entire lifecycle with the college. For example, a current student may also be an applicant for another program and may have received a degree previously, so they are also an alumnus.
b. Describe how the proposed solution would support recruiting through program admission. Include how the proposed solution would support the customer relationship and communication flow, both internally and externally.
c. Detail how the proposed solution will support the application process and adapt to the dynamic environment of multiple student types and program requirements.
d. Please detail how test scores (such as ACT, SAT, AP, IB, AccuPlacer, GED scores, etc.) are imported.
e. Describe how recruiters can send messages (emails and texts) and direct mail pieces to potential students including how communication tracks can be established and managed moving forward until the applicant is an enrolled student. Also include, how student communications are logged in the proposed solution. Is HTML required to send messages?
f. Describe how documents (such as application, transcripts, letters of recommendation, professional credentialing, etc.) can be uploaded and integrated into the workflow.
g. Describe how the proposed solution can import transfer transcripts for availability of degree progress early in the admissions process.
h. Community colleges generally have an open admissions process that allows the student to be accepted with little or no decision-making process. However, there are "closed" admission programs (often nursing or other health programs) which require additional admission criteria and can be competitive. Describe how the

proposed solution supports selective criteria for closed and competitive program admission.

i. Community colleges often have many students that return to take multiple programs over their educational careers. Describe how the proposed solution supports multiple admissions applications for the same person who may be both a current student and a current applicant.
j. Explain the various ways that students can receive their admissions acceptance letters.
k. Does the proposed solution provide an applicant portal? If yes, please detail the functionality available in that portal and how student access can be configured and maintained.
l. m. Explain the process in the proposed solution for students to complete their applications. Is access to the portal required? How are credentials communicated to the student, and how password changes and resets are handled? Explain the proposed solution's process for identifying, preventing, merging, and purging duplicate records.

6.2.1.2: Travel Management for Recruiters

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

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

marketing campaign for a specific program or a Facebook campaign) while also reviewing the costs of these campaigns (i.e., ROI per admitted student). Please detail the various reporting capabilities of the proposed solution that will assist the Enrollment Services staff.

e. Detail how communication tracks can be set up and managed to notify students about missing documents. What types of communications can students receive through the proposed solution (e.g., email, paper letter, text message, etc.)? Can these communications be automated based on dates or prompted by another action?
f. Detail the proposed solution's ability to help illustrate the effectiveness and amount of different types of communications that have been sent to the students (Email campaigns, direct mail, phone calls, texts, etc.)? How can the proposed solution support administrators in analyzing the effectiveness of these different communications?

6.2.1.3: Admission through first class attendance.

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

a. Please describe how the proposed solution would support both the student and the college throughout this process.
b. Considering the interaction between the functional departments and how information flows across functional areas (placement/proficiency tests, registrar, advising/counseling, financial aid, student accounts, international student services, public safety/parking decals, etc.). The student will need the capability to make payments through a PCI compliant e-commerce tool that will post to their student account in real-time. Detail how the proposed solution provides students and their families/third-party to make those payments, via which methods and how receipts are then provided to the student and payer.
c. The student will also need to meet with an advisor and begin to comprise their educational plan for their academic program, but would like the opportunity to review different options for their academic program before they register. Please describe the process that the student will experience.
d. During their initial onboarding process, the student will need to provide immunization records to the Health & Wellness Office, please explain how the student can submit those records. Would the information from those documents populate fields in the proposed solution or would the data elements need to be manually keyed into the system? Describe the experience of the students and staff throughout the process and detail how online and self-service functionality are supported.
e. Both credit and non-credit students will need access to resources and the LMS. Does the proposed solution have the capability to accommodate this scenario? If yes, please detail how this type of scenario is accommodated.

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

6.2.1.4: Admissions event scheduling and correspondence

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

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

6.2.2: Registration and Student Academic Records Scenarios and Questions

6.2.2.1: Student Credentials, ID Cards and Emergency Notifications

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

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

6.2.2.2: First class attendance through end of term/course

The colleges need to track attendance (for varying lengths of time) for both federal regulatory compliance and institutional requirements. The colleges award grades for each course, which are entered by faculty into the ERP and LMS.

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

6.2.2.3: Continuing registration and progress monitoring.

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

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

solution batch "holds" to be put onto students' records and batch remove them? If yes, please detail this process.

i. Do institutions have the ability to explicitly detail what a particular hold means on a student's account and how to resolve it? If yes, please detail any limitations on this process.
j. How does the proposed solution indicate that a student is a US Military Veteran? What types of functionality does the proposed solution provide to administrators surrounding the identification and processing of Veterans benefits? Does the proposed solution integrate with WEAMS (Web Enabled Approval Management System) and VA Once? If yes, please indicate if there are additional costs associated with these integrations in Attachment A (as described in section 8.5). Does the proposed solution provide tools for the institutions to complete the Yellow Ribbon required reports?
k. Describe how the proposed solution provides options to identify and track student cohorts and special student populations for groups such as learning communities, veterans, foster youth, TRIO participants, etc. What communication options are available to reach out to these cohorts, and how is that communication tracked and reported?
l. Explain the reporting tools and types of reports that can be generated around course information and status, including capacity, attendance, faculty load, and program cost.
m. How does the proposed solution notify students of their position on the waitlist? And notify students that they have been moved from the waitlist to a section of the course?
n. Does the proposed solution support real time and batch registration? If so, please detail these processes.
o. Describe how the student academic planning information can be used to drive the strategic academic planning process/strategic enrollment management and academic planning processes for the institution (demand for courses/projections, scheduling of courses future space needs).
p. Detail how the proposed solution supports student persistence and completion? Please consider these actions from a student lifecycle/student experience perspective (i.e., how do students interact with the system and how do the various system components integrate to support continuous data/information flow to support the student throughout his or her academic pursuit?)
q. Detail how the proposed solution would support ticklers/reminders to students regarding payment due, or class start times, including items such as "7 days to pay, 3 days to pay, class has been dropped, it's time to re-register, reminder, class starts tomorrow," etc.

6.2.2.4: Program and curriculum development/maintenance

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

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

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

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

6.2.2.5: Non-standard terms and courses of varying length

Each college has courses and terms of varying length. Some courses will require application, course creation, room scheduling, payment, and registration to occur simultaneously. Please detail how the proposed solution will facilitate this type of situation.

a. Detail how the proposed solution accommodates terms of varying length that fall within a longer academic term (e.g., 6-week or 8-week courses that run at the same time or within the traditional 15-week term)? These shorter duration courses will also start at different times.

b. Describe how the proposed solution work with these types of courses when it comes to creation, registration, payment, and financial aid awarding and disbursement?

c. Please detail how the institutions will be able to report on these “mini-terms” specifically and in combination with a longer, traditional term.

6.2.2.6: Workforce development and continuing education

Workforce and non-credit training is a major component of the colleges offerings, which do not fit neatly into the credit solutions.

a. Describe how the proposed solution supports post-secondary adult vocational education, GED and significant continuing education & workforce development offerings.

b. Does the proposed solution support multiple programs of interest without creating multiple student records? Examples: a) prospect is interested in both academic and continuing education programs, b) prospect is interested in academic programs of elementary education and nursing.

c. Please detail how the proposed solution would work with students who wish to enroll in a non-credit, non-degree seeking type program. These students typically apply, register and pay for their courses all at the same time. These courses may also need to be created immediately and have rooms scheduled to hold the classes.

d. The Colleges may want to have separate accounts receivable functionality for different areas such as Student Accounts, Continuing Education, etc. Is the proposed solution designed to accommodate one payment applied to various AR balances across the different areas? Please explain how your system can accommodate this situation.

e. Describe any other unique functionality within the system that is specific to continuing education/workforce development/non-degree education.

f. Describe how corporate sponsored training is served within your solution.

g. The system will need to collect and retain all demographic and performance information on Adult Education students. This information shall include but not limited to: last name, first name, middle name, social security number, date of birth, employment status, type of public assistance receiving (if applicable), highest grade achieved, attendance, test scores, goals, achievements, median earnings, postsecondary transitions information.
h. The system will need to be able to query data and generate reports for federal reporting requirements under the Workforce Innovation and Opportunity Act (WIOA)
    i.

6.2.3: Financial Aid Scenarios and Questions

The System seeks a centralized Financial Aid packaging and verification solution to enable shared services. Individualized counseling and Federal reporting will be the responsibility of each College. Please respond below with this model in mind.

6.2.3.1: Financial aid management

Each college awards financial aid according to its own methodologies and priorities.

a. Please detail how ISIR data is loaded into the proposed solution, how corrections are made, and how response files get processed. How are errors communicated and notifications managed? How are corrections managed?
b. Explain how the proposed solution supports efficient automation, processing and verification of documents that are requested from students. Describe any third-party solutions that are available or required.
c. Describe the options available to students for submitting requested documents (including any self-service/portal options).
d. Detail how a student's financial aid package can be calculated in the system and how that information is provided/displayed to the student.
e. Describe the process that must be undertaken to submit student records to the Common Origination and Disbursement (COD) system for Pell Grant and Direct Loan awards, and how is that process performed (please include both the origination of those awards and the disbursement record transmissions)?
f. Detail how a financial aid award (or batch of awards, if possible) can be deemed "ready to disburse". Is the proposed solution capable of performing verification checks (based on pre-defined criteria) prior to awarding and disbursing financial aid to ensure accuracy and eligibility?
g. Describe how the proposed solution determines which academic programs are eligible for Title IV aid, how the appropriate courses are counted towards eligibility, and how the system treats repeated courses during the awarding and disbursement process?
h. Describe how the proposed solution manages award eligibility for students enrolled in multiple, overlapping terms? How does it assure annual award maximums are monitored and capped? Describe the reporting available to support this.
i. Describe how the proposed solutions handles the various federal, state and local programs available at the colleges, such as:
    - Scholarships

- ASAP grant
- Night grants
- Veterans Programs
- State-sponsored student assistance programs, including, but not limited to: http://www.ache.alabama.gov/Content/Departments/StudentAsst/StudentAsst.aspx

j. How does the proposed solution differentiate between institutional/foundation aid, and scholarships for awarding and reporting?
k. Describe how alerts (or other mechanisms) in the proposed solution notify the Financial Aid Office that the Student Accounts Office received scholarships and/or other third-party payments? How are outside scholarship incorporated into the student's 1098T?
l. Define how the colleges can report data regarding employees who are also recipients of Financial Aid?
m. Describe how the colleges will obtain the necessary data to report and comply with the Gainful Employment reporting requirements (or any/all successor programs).
n. Describe how the proposed solution can support a shared services awarding and verification services center for the entire state, while supporting the individual colleges' Financial Aid application, disbursement, counseling and reporting functions.

6.2.3.2: Financial aid auto-packaging

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

a. Does the proposed solution provide any delivered auto-packaging tools such as Pell charts? Please explain the level of detail in which auto-packaging can be set up (e.g., by class level, by award type, by award code, by global criteria, etc.).
b. Please detail how a basic auto-packaging process can be set up to award full time students by completed number of credits for Federal Pell Grants, Supplemental Educational Opportunity Grants (award amounts of $1,000 for students with an expected family contribution (EFC) of $1,000 or less with priority given on a first come, first serve basis), Federal Direct Subsidized Stafford Loans (awarded by need and class level), and Federal Direct Unsubsidized Stafford Loans (based on class level), and scholarships with an estimated cost of attendance for a fall/spring academic year of $15,000.
c. Explain the new year set up process including when and how any federal regulatory updates are provided. Please provide the date that the 2017-2018 ISIR information could first be loaded into the system. Please also list the anticipated date for the 2018-2019 ISIR data.

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

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

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

b. Describe the various options (credit card, debit card, ACH, etc.) available in the proposed solution for disbursing financial aid. How is this related to the refund method?
c. Describe the process by which Federal Direct Loan Notification statements, which are required by federal regulation, produced and sent to the student?
d. Describe how Parent PLUS loan funds are disbursed and refunded to the appropriate party, if excess funds exist.
e. Detail how financial aid staff are notified about a student's official or unofficial withdrawal from the institution? Does this happen by a workflow type process?
f. Detail how the proposed solution supports the Return of Title IV calculation, adjusts aid, posts withdrawal disbursements or required return of funds from the student. How is this monitored and reported upon?
g. Describe the priority and eligibility of award dollars. How can the college apply institutional funds for other purposes (housing, child-care, etc.) to help students go to school full-time?
h. Students applying for financial aid must be monitored for satisfactory academic progress (SAP). Describe how the proposed system assists in monitoring SAP, and the automated rules in place to ensure the academic progress requirements are met.
i. Describe functionality included in the proposed to monitor federal work study caps and labor distribution?

6.2.4: Student Accounts

The System will process student billing according to its own methodologies and priorities.

a. Detail the student billing process from annual set up of billing tables through tying courses/course sections to the appropriate charges, adding required fees, applying course material charges, and treating health insurance waivers. What skills are needed to complete the process? Is this a process that can be handled by the user office, or will IT support be required?
b. Describe the method of calculating housing and meal plan charges. If the process requires a third-party solution, detail the interface needs in order for charges to appear on the student's bill and be accessible in assessing disbursement of eligible aid. As needed, outline any costs in Attachment A (as described in section 8.5).
c. If the proposed solution comes with a PCI-compliant e-commerce component, please describe its functionality (e.g., ticket sales, gateway payments, parking tickets/decals, library fees, add funds to a campus card, etc.). Does the solution have the capability to absorb or pass along convenience fees?
d. Describe how additional charges such as parking fines, decals, library fees, specific course fees, etc. are added to the student's account in an efficient manner that ideally limits manual input of charges onto the student's account.
e. Describe the institutions' options for displaying/presenting billing statements to students (e.g., email a PDF of the bill, email a link to view bill in real time, allow students to access the bill via the portal or mobile device, mail a paper bill, etc.).

f. Describe the solutions' ability to guide the student with on-line payments to assure the payment is applied appropriately. How can the solution assure the student picks the "right term" to apply payment on a balance due, and not put themselves at risk for the term's add/drop process? The colleges need to avoid a circumstance where the overall AR is right, but the term balance shows past due.
g. Does the proposed solution enable parents or approved third parties and/or sponsors to make payments on a student's behalf? If so, please describe this process.
h. If the institutions allow students, current or former, to establish a payment plan arrangement with the college, how does the proposed solution support the creation and management of such a plan including the addition of interest on past due accounts?
i. Describe the process for removing student health insurance charges, if and when the student completes an insurance waiver. Is this waiver a form that can be added to the system's portal or self-service functionality? Would the proposed solution verify the data's accuracy before removing charges from the student's account?
j. Detail the delivered monthly reconciliation tools available in the proposed solution.
k. Potential state and federal legislation may require colleges to evaluate a student's "financial condition" – amount of loans taken, the number of years to pay it back, etc. – and help students determine if they should take an additional loan. The colleges may need to provide reporting to meet these guidelines. Describe how the proposed solution would handle this need.
l. Describe how the colleges can seamlessly apply bookstore charges for eligible aid. If this is not provided, what third-party software is the preferred provider of this functionality and if additional cost, identify the cost in Attachment A (as described in section 8.5).

6.2.5: Student Services

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

a. Please detail the proposed solution's ability to assist the departments within Student Services in creating a complete picture of a student while at the institution, keeping in mind that the Advancement Office and faculty advisors will also need information about that student and their family.
b. Describe the functionality found with the proposed solution that allows staff to enter, maintain and share comments related to the student. Detail where comments reside in the system, how access to those comments is maintained and if there are additional locations within the system to house Health and Wellness related comments that must be explicitly protected from unauthorized viewing.
c. Describe how the proposed solution handles student conduct and ethics functionality, recording and tracking outcomes from judicial cases and the communication workflow included.

d. Detail the various types of attributes that can be added to a student's record. For example, if a student is an athlete, a member of Phi Theta Kappa and is the child of an alum – how can those types of descriptors be added to the student's record? Detail how the attributes listed on a student's record can be shared with the Alumni and Development Offices in an efficient manner. Can academic achievements be added to a student's transcript?
e. Describe the functionality available in the proposed solution to support club and organization management (including intramurals). Functions include membership/teams tracking, fund raising and financial tracking, liability/consent form tracking, etc.
f. Describe the functionality included in the proposed solution for administrators to refer a student through a workflow process designed to alert others about potential issue with a student, including academic early alert to faculty for behavior issues, threat assessment team, and behavioral intervention team. Please list any preferred third-party partners, as appropriate. Describe how this information can be secured for only those administrators, staff and faculty with a need to know.
g. Describe functionality in the proposed solution to identify and track services for students needing academic assistance on the basis of disability.
h. Itemize delivered forms in the proposed solution that support international student tax reporting. What countries are supported?

6.2.5.1: Housing selection and room assignment

Please describe your proposed solution's ability to manage a student's online housing selection process from paying their deposit and indicating roommate preferences and necessary accommodations through room assignment as handled by Residence Life. If this functionality is not available in your proposed solution, please identify other third-party housing software that would provide bi-lateral data flow and any additional costs in Attachment A (as described in section 8.5).

a. Describe how students may apply and/or modify an application online using the proposed solution.
b. Detail how the proposed solution determines student's eligibility for housing.
c. Describe the workflow for processing student applications used in the proposed solution.
d. Describe the roommate matching process used in the proposed solution. What limits are there on roommate groups (gender, learning communities, grade point averages, athletes)?
e. Describe the questions in the proposed solution used in roommate matching? How much customization is allowed?
f. Describe how the proposed solution notifies roommates when they are "paired" together.
g. How are housing deposits managed?
h. Describe how housing billing and refunds are managed, and describe how a change of charges will appear when a student changes rooms mid-term for a different room rate?
i. How is student room waitlisting managed?
j. Describe the functionality included for handling special needs such as ADA?

k. During the student's time on campus, they will have to go through the housing selection process several times, and may incur dorm damages and/or other related fees that will be posted to their student account. They will need to check-in and check-out of their rooms at the beginning/end of the term/year. The student may need to submit a work order to the facilities department, and will be required purchase and obtain a parking permit. Detail how your proposed solution would support both the student and the various staff who would be involved throughout these processes.

6.3: Financial System Scenarios and Questions

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

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

6.3.1: Financial Management Scenarios

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

6.3.1.1: Financial management

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

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

6.3.1.2: Chart of Accounts

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

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

6.3.1.3: Purchasing

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

a. Describe how the proposed solution will enable the Colleges to leverage their collective buying power with key vendors, enable easy online purchasing for all constituents, and ensure all financial transactions are appropriately aligned to the respective college.
b. Describe how the proposed solution can support a shared services purchasing services center for the entire state, to leverage the collective buying power and streamline the purchasing function across all the colleges.
c. Please detail how the proposed solution would assist the colleges in effectively managing the purchasing process in an online, paperless environment, including how expenditures are budgeted, requisitioned, approved and how individual departmental budgets are updated, as well as then updating the General Ledger.
d. Please detail how the individual staff member of a department can initiate this process and stay informed throughout the process in a self-service environment. Include how the proposed solution can support additional approvals, such as technology or grant purchases or approvals for budget transfer and journal entries, based on defined criteria including automated notifications for approval by those areas.
e. Describe how the system supports on-line expense entry by the staff. How will the proposed solution support the staff related to travel activities? Please list any preferred third-party partners, as appropriate, and include any costs in Attachment A.
f. Describe how the system supports the auditing function to prevent fraud or the appearance of possible fraudulent transactions.

6.3.1.4: Receiving through payment processing

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

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

6.3.1.5: Purchasing cards

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

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

6.3.1.6: Vendor Management

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

a. Detail how the proposed solution will assist the Colleges in managing one central vendor file throughout the institutions.
b. Include the solution's ability to check for duplicate entries and the ability to merge records, when appropriate.
c. Provide a detailed structure of a vendor record, illustrating all system-delivered fields and attributes/classifications available as well as any customer-configurable fields and attributes/classifications.
d. Describe any limitations on the number of attributes a vendor can have.
e. Detail how the solution may be setup to automate payment terms, discount options, withholding rules and other criteria used to process payments.
f. Detail the proposed solution's ability to assist the Colleges in analyzing the effectiveness/utilization of a vendor for a specific period.

g. The bidding rules (e.g. quotes, bids, or sealed bidding process) are in part based upon total annual spend with a particular vendor. Describe how the system will support this need and enforce bidding rules based upon overall college utilization of the specific vendor. Incorporate in the description how the following needs are addressed:
    - Addition of a Disclosure Statement for any purchase over $5000
    - Monitoring of expenses to ensure compliance - Maximum of $15,000 paid or encumbered over a year without a bid
    - Assuring additional approvals for any contract over $15,000
    - Monitoring purchases for like items – how are these types of purchases monitored over a fiscal year across the System?

h. Explain how the proposed solution can support the attributes assigned to a vendor and how those attributes can flow throughout the system to be utilized in contracts, accounts receivable, accounts payable, and other workflow processes.

i. Describe the various vendor spend reports available to the Colleges by pulling data from the attributes assigned to the vendors and the financial transactions through the payable process linked to the respective vendors.

j. Describe how the proposed solution can support the automated transmission of past due accounts and data to third-party collections agencies.

k. Describe how the proposed solution can monitor purchases within the current year, and including history and encumbrances, to see if there is a trend for annual purchases that might hit the $15,000 annual maximum.

6.3.1.7: Monthly and year-end financial operations

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

a. Describe how the proposed solution supports period-end adjustments and any related reversing entries required in future fiscal periods.

b. Describe how the year-end processing would occur for the individual institutions, creating the most streamlined approach and how adjustments to the current year that impact future fiscal periods are processed.

c. Describe the reporting capabilities provided with the proposed solution to meet the financial operational and reporting needs of the individual colleges and related analysis by department, division or another segment.

d. Describe how the proposed solution can support this reporting for each college and the System as a whole.

6.3.1.8: Endowment management

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

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

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

6.3.2: Budget Development Scenarios

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

6.3.2.1: Budget development and management

Iterative process informed by the strategic plan of the institution, leadership initiatives, departmental initiatives, and the overall needs of the organization.

a. Describe how the proposed solution will support an iterative budget development process, from departments to leadership.
b. Detail the budget methods supported (line-item percent and flat amount increases, zero-based, performance-based, etc.), how many different budgets are supported and the reporting capabilities delivered. Include information on budget modeling, including as desired, if-then scenarios, and rolling the budget year over year for ease of planning.
c. Describe how projects, grants and special funds crossing multiple fiscal years are budgeted for the current fiscal year and aligned with the total budget for the multi-year effort.

d. Describe the ability to import and export budget information.
e. Describe the ability to have multiple areas providing input into the budget development process, segregated into the individual areas, but with the ability to view the various layers and have them roll-up for a final budget.

6.3.2.2: Position budgeting and control

These are capabilities that cross human resources and financial functional areas to effectively plan the organization's employment needs and manage to that plan throughout the year, and is mostly managed via Excel today for all the colleges.

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

6.3.3: Fixed and Capital Assets Scenarios

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

6.3.3.1: Fixed assets and inventory

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

b. Describe in detail how the proposed solution tracks assets that are owned by one college and used by another, or owned jointly with another party.
c. Describe how the proposed solution can save associated source documents to each asset record, including original purchasing documents, invoices, appraisals, gift notices, etc.
d. Describe the fixed asset depreciation functionality available in the proposed solution. Does the solution allow depreciation to be calculated on a monthly, quarterly or annual basis, and post that expense to a GL? Does the solution allow composite and straight-line depreciation?
e. Describe the process in the proposed solution for disposing of assets.
f. Describe the inventory functions of the proposed solution, including the ability to identify inventory location, generate inventory lists by physical location, by asset custodian, and flag assets for disposal. Detail the support available for a physical inventory on a regular basis. Does the solution provide the ability to use a barcode scanner for inventory?
g. Describe the general functionality available in the proposed solution for fixed asset tracking and reporting, including the ability to:
    - Create a new asset record based on submission of a purchase order without re-keying data.
    - Edit/change/remove asset tag within system real-time
    - Add notes about asset to the record
    - Add trade in value to an asset record
    - Capture transfer history for a particular asset
    - Identify assets by threshold amounts
    - Create and maintain thresholds, with the adjust threshold as needed (>250k threshold)
    - Integrate with barcode scanning system
    - Link assets to employees in the HR record
    - Meet current federal/state compliance standards (FAR, GASB, DFARS, etc.)
    - Identify condition of property
    - Calculate replacement value of an asset
    - Track insured value and replacement value for an asset.
    - Track non-capitalized assets (e.g. portable assets)
    - Store and display an image (picture) of an asset.
    - Split assets over multiple cost centers.
    - Provide an audit trail of all transactions

6.3.3.2: Point of sale (POS) systems

a. Explain the functionality available within the proposed solution to support POS systems in areas like the campus café and bookstore. Does the solution provide inventory and ordering capabilities? Describe the necessary integration with the finance system and if there are any preferred third-party systems with which the system integrates.

b. Describe how the proposed solution integrates with external POS systems in use throughout the college.
c. Describe how the proposed solution supports cash control management for all forms of cashiering, and how cash codes are linked to Accounts Payable.

6.3.3.3: Capital assets and projects

This area represents an ongoing activity for all the Colleges and, as they look to leverage buying power and other economies of scale, may become an area where more collaboration can provide greater benefit to all. This could include capital purchases and construction projects (e.g., multi-efforts and road and building maintenance).

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

6.3.4: Financial Reporting Scenarios

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

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

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

6.3.5: Self-Service Scenarios

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

6.3.6: Auxiliary Services

Each college has an auxiliary services area with a variety of services delivered internally as well as by service providers.

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

There are a variety of needs - from student sponsorships to highly complex leasing arrangements to event coordination and related billing. In a scenario in which a college hosts an event with catering, leased space, technology support services, facilities setup, and legal needs, describe how the proposed solution can support the college, including when multiple organizations are involved in providing these services.

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

6.3.6.2: Room scheduling and facility utilization

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

a. Describe how the proposed solution will assist in holistic room scheduling for instructional and non-instructional personnel while tracking specific parameters for rooms and utilization reporting by various parameters to continuously improve utilization.
b. Describe the proposed solution’s ability to recalculate square footage as renovations and additions are completed (e.g., if walls are removed to enlarge a room, will the larger room’s square footage be calculated? Would the two smaller spaces be removed, if appropriate?)
c. Describe the proposed solution’s capability for equipment and room set-up requests, comparing the request to equipment inventory available in the reserved space.
d. Detail the proposed solution’s capability to schedule courses, non-academic activities, and other activities in larger rooms that are divided into multiple rooms without conflicts (e.g., if one or more of the smaller rooms are scheduled the larger room wouldn’t be available and vice versa.)
e. Describe the proposed solution’s base level functionality that will support the tracking of room preferences by faculty member, course and/or any other criteria and can automatically assign rooms for classes as scheduled in the student module.

f. Detail how the proposed solution will support the College's ability to track non-building spaces, including athletic fields, parking lots, and the number of parking spaces, including handicap spaces.
g. Describe the proposed solution's ability to track the last date a space or object was inspected, including imaging any inspection documentation received or submitted.
h. Detail the ability for the proposed solution to include facilities work order management functionality that would allow for the easy input and tracking of work orders, employee productivity, travel, mileage, preventative maintenance schedules, campus-building-room project assignment, and past history archive and if not, what third-party software is the preferred provider of this functionality and if additional cost, what would be the cost.
i. Describe how the proposed solution can integrate with energy management systems.
j. Please detail how the proposed solution interacts with third-party scheduling systems? Include product solutions where integrations are already available.

6.3.6.3: Auxiliary service contracts

From food and vending services to public safety to custodial services to campus ID cards, these services are critical to the success of most higher education organizations. The information used to manage various auxiliary services and integrate them into the student, faculty, and staff experience requires information from the ERP, facility, management, point of sale, bookstore, document imaging and other systems. Describe how the proposed solution will align and integrate with auxiliary services delivered by the organizations as well as service providers.

6.4: Human Resources and Payroll Scenarios and Questions

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

In the responses to this section, please articulate how the collective colleges can effectively leverage the proposed solution for streamlined human resource and payroll operations, providing employees with high-quality self-service features while ensuring that each independent employer can operate autonomously - operationally and legally.

6.4.1: Human Resources Scenarios

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

6.4.1.1: Compensation and Classification

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

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

6.4.1.2: Employee and Contractor Information

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

a. Describe how the proposed solution will assist in managing the variety of employees and individuals involved in the overall operations of the organization.
b. Detail how individuals who have had various employments with the organization are handled including multiple service dates, hire dates, seniority dates, dates in position, tenure dates, faculty status and related dates, etc.
c. Describe how the proposed solution will support foreign citizens and the related credentials.
d. Describe how the proposed solution track volunteers and their activities.
e. Describe how the proposed solution will track third-party agency employees, and how this information is integrated with Accounts Payable for payment to the vendor.
f. Describe how the proposed solution will handle employee and faculty degree attainment. How will the granting institution, degree date and transcription received be tracked – for both degrees and certificates?
g. Describe how the proposed solution will handle preferred names and legal names.
h. Describe how the proposed solution will support identifying the essential employees who must work during suspended operations such as severe weather closing.
i. Detail the manager and supervisor self-service features provided in the proposed solution.

6.4.1.3: Recruiting and hiring

The College may benefit by sharing services but may also compete for resources, such as key roles and work experience.

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

l. Detail how required information and steps such as background checks can be effectively managed including integration with third-party providers for background checks.
m. For the hiring manager, describe how the solution supports initiating requisitions for new hires and adjustments for existing employees including the approval workflow process and tracking monthly and annual approvals by FTE, department and variance from budget.
n. Detail the lifecycle process to request, recruit, evaluate and hire people into position.
o. Describe how the hiring committee can schedule and track the interviews for applicants.
p. Describe the capability in the proposed solution to monitor and track recruiting expenses including advertising, interview costs, relocation costs, signing bonus and employee referral bonus that are issued only after the candidate has been employed for a specified amount of time.
q. When the College extends an offer, which is accepted by the candidate, describe how the information about the individual gathered throughout the recruiting process is transferred to the employee record for hiring including the pay, start date and connect the new hire to the onboarding process.
r. Describe how the solution will assist in identifying former applicants or employees who should not be considered for hiring in the future.

6.4.1.4: Multiple Roles/Positions

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

a. Describe how the proposed solution can be leveraged by all the organizations for human resources and overall operations.
b. Describe how the primary role is identified, and how blended overtime is charged to the other position(s).
a. Detail how individuals with multiple positions, titles and funding will be supported and how their compensation and benefits would be appropriately allocated across the positions and/or funding sources. How will this information be combined across the System for ACA reporting?
c. Describe the workflow capabilities related to requesting positions to hiring an individual, including the interoperability with finance, to ensure the position has the required funds are budgeted and available.
d. Describe how the proposed solution identifies and helps to manage the organizational structure of the institutions and the resulting supervisor and managerial hierarchy. How does this hierarchy affect other aspects of the solution, such as General Ledger account security?

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

6.4.1.5: Pre-employment and onboarding

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

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

6.4.1.6: Employee Separation

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

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

6.4.2: Contract Processing Scenarios

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

a. Describe how the proposed solution will address these needs, including contract initiation, workflow of approvals, including the employee's acceptance, production, communication, and signing with electronic signatures as desired. Responses should detail the complete process, including all communications and any self-service features that can be leveraged.
b. Detail how the solution will support defining and track category and contract type; durations, statuses, rank and tenure status and dates; conditions for each appointment and the appointment date. Additionally, describe how the solution will assist in streamlining the contract renewals and non-renewals process and automate notifications as appropriate to HR and supervisors.
c. Describe how the solution will accommodate individuals with more than one contracted position, for example positions funded partially by a grant.

6.4.2.1: Faculty and Adjunct Faculty Contracts.

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

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

6.4.2.2: Short term hires/contractors.

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

a. Describe how the proposed solution would support this type of contracting including how the supervisor initiates the request to hire including the salary for employees or the contracted payments for a contractor, through the approval process and to the individual signing and accepting the contract offered.

b. Detail any features and functionality provided in the solution to assist in interactively assessing and determining contractor versus employee contractual agreements.
c. Does the proposed solution incorporate workflows that would include an HR sign-off for 1099 contracts, or some process that would ensure that the contract is not an employee, and that there are no other personnel with the same function? What exception reporting is available to track this function?

6.4.3: Benefit Management Scenarios

Benefit management is a vital piece to the hiring process and continued engagement with the employee. It is imperative that initial benefit enrollment and subsequent open periods of enrollment are managed in an integrated and efficient manner that requires the least amount of manual data entry.

a. Describe how the proposed solution will assist in effectively combining benefit management supporting institution-specific needs, such as leave time, retirement plans, and voluntary deductions.
b. Detail the various benefit functionality provided (health, life, prescription, long and short-term disability, leave, flexible spending, etc.) and the ability to support multiple plans by benefit to choose from, which are funded using a defined contribution model, which is different at each institution.
c. Detail all third-party benefit providers that the proposed solution integrates with and whether that integration is provided at no additional cost or if there are additional costs, please detail those in Attachment A.
d. Describe how the system tracks and calculates benefit rates, premium limits and coverage provided.
e. Detail how the proposed solution gives decision support to the employees during enrollment and then feeds the choices and changes to the insurance and administration companies via electronic feeds on the one hand, and sets up the specific deduction codes for payroll on the other hand.
f. Detail the functionality provided to support multi-state and international benefit requirements.
g. Describe the self-service features provided for employees to review, enroll and manage their individual benefits including the opportunity to upload required information (proof of divorce for example) and the confirmations employees receive when benefit changes are made.
h. In addition to the above, describe how the proposed solution meets the ability to:
    - Track employee tuition, tuition limits, waivers and any taxable income related to the tuition benefits received.
    - Manage benefits for domestic partners and related employees.
    - Support unemployment compliance with all 50 state's requirements including monthly and annual reports for self-insurance.
    - Support worker's compensation, including notification generation compliant with requirements for all states and supporting self-insured worker's comp monthly and annual reporting.

- Track worker's compensation leaves, sabbaticals and short and long-term disability leaves.
- Initiate FMLA leave requests and track FMLA eligibility and limits by employee and feed appropriate payment needs to payroll.
- Calculate and record all breaks in service, such as leave without pay and extended FMLA.
- Track all benefits by subgroups such as employee type or department.
- Record and process retroactive benefits, including leave in arrears
- Enter future dates for the effective date of benefits and allow reporting on past, current and future dates.
- Manage sick/vacation pool and tracking of contributions and uses of the pool.
- Support rolling forward remaining and allowable leave at year-end.
- Define criteria to generate reports on benefits costs at the College level and individual department levels
- Store employee dependents and beneficiary's information and supporting documentation.

6.4.4: Performance Management and Succession Planning Scenarios

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

a. Describe how the proposed solution would support performance management and succession planning efforts taking above into account to provide some shared development services while giving each institution a critical planning and talent management tool that will create development opportunities for employees and address the future challenges of the organization.
b. Detail how the proposed solution will provide a comprehensive system of staff management for individuals, departments, divisions and the overall organizations to create staff development plans and the related expenses. As compensation adjustments are determined, describe how the proposed solution supports applying current and retroactive compensation changes, department changes (re-organization for example), manager reassignments (new manager for example) and other job-related changes and how these changes effect budgets.
c. Describe the manager self-service features that allow managers to review employees' compensation, review history, propose updates to job descriptions and request compensation and title changes.
d. Describe how the proposed solution will assist with the ability to define criteria to generate reports for service awards.
e. Describe the functionality to manage grievances, corrective action plans, subject matters, and schedules electronically and support corrective action through an interactive tool.

f. Describe specifically how the proposed solution will support the organizations with a mobile friendly, web-based performance management platform that will:
   - Allow institutions to design performance tools and deploy them electronically through workflows to various contributors and approvers tracking real time completion rates.
   - Provide a mechanism for assigning tasks and reminders to end users to support the performance management program.
   - Track key performance indicators by individual, department & institution and provide a mechanism to link this data to longitudinal reporting.
   - Track performance evaluations and allow managers and employees to complete and route their reviews, retaining confidentiality.
   - Link performance management and compensation planning.
   - Track performance reviews, professional development improvement plans, and the professional development of an employee.
   - Allow end users to access their performance history and documents through their employee portal.

6.4.5: Human Resources Self Service Scenarios

Self-Service for all employees is key for employee relations by allowing employees to access and update their information at their own convenience via web-based, mobile self-service for employees. At its most basic level self-service should enable employees to update and review key personal information, such as benefits, deductions, paychecks, and direct deposit from any device with internet connectivity and see their total compensation and benefit summaries. Our desired system will be a constant companion to employees throughout their lifecycle by providing a web-based, mobile solution that will serve at their one-stop shop for professional development, pay and job-related functions, and benefits.

a. Describe how the proposed solution supports employee self-service and detail what functionality employees can expect. Please provide any employee feedback received regarding the proposed solution's ease of use and intuitiveness.

b. Describe how the proposed solution enables employees to manage multi-state W-4 forms, and receive paychecks and W-2 information via web-based employee mobile self-service.

c. Describe how employees can manage employee information in the proposed solution, including:
   - Dependent and beneficiary information.
   - Race and ethnicity, veteran's status, voluntary self-disclosure of disability in compliance with federal/state regulations.
   - Home address, mailing addresses, contact information, and emergency contact information.
   - Marital status and domestic partnership information.
   - Uploading required documents such as W-4 forms, I-9 forms, Visas
   - Reporting life events and submitting required documents.
   - Preferred name and pronoun (in additional to legal name).
   - Direct deposit and banking information.

d. Describe the capabilities of the proposed system for employees to view what-if scenarios to understand the impact of changing their benefits or withholding information prior to confirming the changes.
e. Detail the automated communication options in the proposed solution to employees for items like open enrollment, meetings, training opportunities and other information that may have information links or documents attached.
f. Describe how the proposed solution enables managers and supervisors via a web-based application to:
    - Manage employee attendance with real time access to leave balances, requests and approve leave requests for all employees in the department.
    - Initiate a personnel action form.
    - Initiate a change of employee work location.
    - Process requests for resignations.
    - Request employee terminations.
    - Request employee promotions and demotions.
    - Request a salary change for an employee or group.
    - Review and approve salary change requests based on business rules.
    - Submit training requests for direct reports.
    - Review training information for direct reports.
    - Complete performance reviews for direct reports.
    - Approve self-evaluations for direct reports.
    - Review faculty, staff and student worker compensation.

6.4.6: Human Resources Reporting and Analysis Scenarios

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

h. Describe how the proposed solution will calculate eligibility and proration for compensation, benefits, seniority, awards, etc.

i. Describe how the proposed solution will store and maintain current and historical personal data.

j. Describe how the proposed solution will generate full-time equivalent staff and faculty counts.

k. Describe how the proposed system can interface and support reporting to the retirement system, including Alabama's new retirement system, planned as of September 1, 2017. Describe the overall flexibility to upload or download data to/from state agencies.

l. Describe how the system can assist in providing information to key institutional leaders to mitigate risks in violation of conflict of interests. How can senior leaders see who has relationships to the colleges, or relationships to college employees?

m. Describe how the proposed solution will support workforce analytics capabilities assisting the organizations identify and analyze the following:

  i. Predictable activities that could influence workforce performance and improvement. As examples please provide sample copy and detail how reports would be produced for the following scenarios:
     - To predict when 70% of the workforce will be over the age of 62.
     - To project areas of staffing shortage and identify the skills needed in the projected workforce needs.

  ii. Correlating HR data to key institutional performance indicators.

  iii. Information and analysis for multi-year workforce planning.

  iv. Longitudinal compensation of total and average gross wages by department, division and institution per fiscal quarter.

  v. Individual compensation and the full-time equivalencies for all employees.

6.4.7: Payroll Scenarios

Payroll is to be conducted in-house by each member institution and must support multiple states and international employees, as well as student employees. Pay types consist of salary, hourly (where time is tracked and approved for payroll processing and shift differentials), overtime, and on-call activities. Employees are paid on a monthly basis.

a. The System intends the Payroll function to be configured as a state-wide shared service, describe the entire **payroll process** including how data is compiled; the processes that employees must initiate or the ability to automatically schedule the necessary processes to run; include samples of the reports that are created throughout the process and how they are delivered to particular staff for review and approval.

b. Describe how the proposed solution will streamline payroll operations for all employee pay types while providing easy online access for employees to monitor their payroll information, and for supervisors to review and approve payroll transaction for their direct reports.

c. Describe how employees with multiple concurrent jobs and appointments across colleges, campuses, departments and cost centers are processed with all associated compensation and benefit costs being distributed to the various cost centers appropriately and how potential overtime can be attributed to the 'right' job. The response should detail the self-service features available to employees and supervisors as well as any communications and automated notifications that assist in ensuring payroll transactions are reviewed and approved in a timely manner.

d. Describe the flexibility provided to set-up pay-cycles to meet multiple individual elections to annualize salary - 9 months, 9 over 12 months. How does the system ensure benefits are calculated appropriately and that charges are made to the appropriate fiscal year? Should employees leave employment, they could be over or under compensated depending on the time of year. How will this be mitigated?
e. For non-exempt employees, describe how the proposed solution will support flex time and calculating overtime based on 40 hours per week (e.g., a person works four 10-hour days with no overtime applied, as well as clock-in and clock-out functionality for shift workers and calculate total hourly pay including shift differentials. Additionally, in summer, colleges may only work 32 hours for 8 weeks, this is still considered full-time for benefits, and is date driven. Need the flexibility for overtime, which may include anything worked over an 8-hour day.
f. How does the proposed solution ensure that remote employees are entering their own time?
g. Describe how the proposed solution assist the organization in remaining compliant, including the following items:
    - Federal and state regulations and updates regarding compliance requirements.
    - Any monitoring tools that concern defined contribution plans.
    - Fair Labor Standards Act (FLSA) rules and rates.
    - Calculating and reporting disposable income including adjusting disposable income based on garnishments.
    - Calculating and appropriately reporting imputed income for life insurance.
    - The ability to process and report accurately payroll taxes for employees living in all the 50 states plus U.S. territories for residents and non-resident aliens alike taking into account possible treaties to be applied to foreign national's payroll deductions.
    - The ability to add local taxes, including occupational taxes, especially for faculty or staff that may be working at different campuses. Taxes may be specific to which college they work or county they work/live in?

6.4.7.1: Adjunct and overload payments

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

a. Describe how the proposed solution handles faculty course substitutions and appropriately adjust adjunct or related underload and overload pay. Detail the flexibility of calculating pay, and using multiple formulas for each college, based on department, load, course, etc. Are there different earning codes for overtime pay? How does the solution handle reporting on overload pay?

b. Describe how the proposed solution calculates workload for team-teaching and concurrent courses.
c. Describe how the proposed solution calculates pay based on instructional rates by credit hours, contract hours, assigned workload, enrollment, and flat rates. Describe reports available to users showing this data.

6.4.7.2: Student payroll

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

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

6.4.7.3: Affordable Healthcare Act (ACA)

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

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

6.4.7.4: Self-service

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

6.4.8: Payroll Reporting and Analysis Scenarios

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

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

6.5: Workflow Scenarios and Questions

To benefit from the highest level of efficiency and automation, the Colleges expect an integrated ERP system to include comprehensive configurable workflow and business rules capabilities. To help us fully understand the workflow capabilities available in the proposed solution, please provide comprehensive answers to the following:

a. Does the proposed solution include integrated workflow for all proposed system applications? If yes, does the workflow allow integration with external systems? Are the workflow functions defined at the user level? Are users notified of workflow tasks and, if so, can they take action from the notification received?
b. To build a workflow in the proposed system, does the tool permit diagramming the workflow within the engine first, and then having the system automatically translate the diagram into the workflow language?
c. Describe how the workflow and business rules engine can help the Colleges ensure compliance with enterprise, department, government, and College specific policies and requirements.

- How are business rules defined in the proposed solution?
- In a shared services environment, approvals must be requested and received across colleges. Describe how your solution will automate this, and assure appropriate levels of approval are secured.
- How does the proposed solution notify users when an exception is discovered? For example, an exception could include notifying a manager or administrator when a student's withdrawal form must have additional approvals due to their particular major or field of study.
- Does the workflow and business rules engine enable automated action to be taken? For example, in the event a department overspends its budget, can the proposed solution automatically restrict the ability for the department to expend additional funds until the situation is corrected?

d. How does the proposed solution notify users who have outstanding workflow requests that require handling? Please include any features that remind users of outstanding tasks.

e. Describe how functionality in the proposed solution allows users will to find where specific items are within the various workflows (e.g. what approval is holding up a purchase requisition or the status of a leave request).

f. Describe the methods by which workflow tasks can be temporarily or permanently assigned or forwarded to other users. For example, if a user is away from the office or is a terminated, how are workflows reassigned to other users?

g. Describe the proposed solution's ability to make administrators aware of workflows that may be delayed or orphaned when a workflow participant is unavailable (e.g., terminated or away from office).

h. How does the proposed solution allow users to prioritize their outstanding workflow items?

i. Describe the escalation or alternative approval capabilities included in the proposed solution. For example, what can the proposed solution do when a required approver fails to approve or reject a workflow request within a predefined time?

j. If a manager were to reject the submission of a new purchase request, please describe how the proposed solution can reject transactions to any step previous in the workflow.

k. Describe the methods by which the proposed solution can designate employees and authorized external entities as part of a workflow.

l. Explain how the proposed solution supports the use of digital signatures as part of the workflow request, review, and approval processes.

m. Is the proposed solution able to capture non-textual information, where necessary, to support the business process (e.g., scanned image and/or optical character recognition of a vendor invoice)?

n. Describe how the workflow and business rules engine controls user access to workflows, including:
   - Workflow management and administration
   - Participation as an authorized workflow user
   - Participation as an authorized workflow approver

o. At what point during the student's admittance process can portal and/or self-service credentials be established (e.g., At point of application? At point of deposit? At point of registration? Or at some other point?) Also, please detail how credentials are created and the password strategy.

6.6: Technical Scenarios and Questions

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

a. How is user access managed? Is access provided by general access to a module (Accounting, Student, HR, etc.) or is it screen, role or function specific? How easy is it to grant universal access to specific users? Can read and/or write access be granted to a user? If so, how is that achieved? What level of staff expertise is necessary to grant access? What are the recommendations for how user access is established?
b. How are new student credentials created and disseminated to the student (e.g. LDAP, Active Directory)?
c. Please describe how the integration with Active Directory (AD) is created and maintained.
d. What expectation of consistency do you have of each of the System's colleges in order to integrate the AD for the ERP? Is one AD required? Can the solution integrate AD's from each of the 24 colleges, the System Office and ATN? What are pros and cons for 1 or many AD instances for this environment, considering AD is used for more than the ERP? What level of uniqueness is permitted? What considerations must the colleges make as they complete their transition to federated authentication?
e. Please describe any single sign-on capabilities and detail how they are established, maintained and managed in the overall environment and how they integrate with Active Directory.
f. What identity management solutions does the proposed solution integrate with? Are there preferred partners for identity management solutions?

6.6.1: Emergency Preparedness Plans

Please describe in detail the contingency plans that are in place in the event of a fire or other natural disaster. Will the Colleges' data be backed up in another physical location (i.e., other state)? Is there a secured emergency power source in the event of such a disaster? Also, please list the number of different internet paths that are in place.

6.6.2: Business Continuity Plan

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

6.6.3: Document Management Strategy and Integration

Please describe the proposed solution's document management strategy in detail. If document management is not an inherent tool within the system, please list the preferred vendors that the proposed solution integrates directly with. If there are additional costs for this inherent tool, please provide those costs in Attachment A (as described in section 8.5) under third-party licenses (as described in Section 5).

6.6.4: Integration Strategy

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

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

6.6.5: Proposer's Location and Service Center/Technical Support

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

6.6.6: Product Service, Maintenance and Support Capabilities

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

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

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

6.6.7: Product Support Service Plans

Describe your proposed maintenance and support plan coverage and the various service level commitments and options available to the Colleges. What services would be provided to the Colleges and what services by the hosting provider? Who is eligible to initiate support calls? Confirm your ability to respond to all service calls within 2 hours. State the location of all support service center(s) in the United States and in Alabama. Indicate the numbers and types of trained application software personnel to be utilized to support the Colleges.

6.6.8: After Hours/Emergency Service Requirements

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

Provide full costs in Attachment A (as described in section 8.5).

6.6.9: Continuing Support, Upgrades and Training Programs

a. Specify the nature of the proposed post-purchase support to be provided for both the System Office and the Colleges/ATN. The following items should be fully explained for problem reporting and resolution procedures, including
    - Required reporting method
    - Response time requirement
    - Hours of operation
    - Hotline support, include toll-free access; hours of operation
    - Computer online support
    - Error Corrections
    - Frequency and delivery method of future upgrades and product enhancements
    - Documentation updates
    - Continuing education - online and classroom and cost of it

b. Would your company provide the source code for the proposed solution using any of the following methods?
    - No cost with system purchase
    - Escrow arrangement
    - Purchase agreement
    - Other (specify)

c. Please detail how your company informs their partner institutions about planned system downtime, service availability, and maintenance windows? Also, please provide a historical representation since2015 of planned system maintenance, upgrades and downtime.

6.6.10: Third-Party Integration Capability

See the list of software in Appendix B and provide an overview whether the proposed solution integrates (bilateral data flow) with the listed? If there are additional costs associated with providing this integration, please detail those costs in Attachment A (as described in section 8.5). Is this integration provided by the company or would it be the responsibility of the individual colleges?

a. Please describe any integration for third-party systems provided by the vendor and provide the estimated cost in Attachment A (as described in section 8.5).

b. If the Colleges decides on their own (i.e., the Colleges would create the integration path) to pursue integration with any or all third-party software, please indicate which tools the proposed solution provides to achieve that integration and what level of skill will be required by college staff to create and maintain such an integration.

c. Explain if the ability to integrate the particular software can only be provided by the vendor, or if it would be proprietary to the vendor's specific API tool. Also indicate if the integration is not able to be provided by the vendor and would be the responsibility of the System/Colleges.

d. Does the proposed solution provide integration with library systems? Would this integration allow for the automatic assignment of items such as library fees and fines to post directly to the student's account without manual intervention?

e. What types of integration with ID card systems is the proposed solution compatible with and what, if any, integration is provided?
f. What type of integration is provided with capital projects software, if any?
g. Itemize which LMS solutions have delivered bi-directional, real time integration to the proposed solution.
h. Does the proposed solution provide an interface with bookstore systems, such as Nebraska Book Systems, Missouri Books, Follett, Barnes and Noble, CampusKey Bookstore, etc.? If yes, please list which systems, describe the interface, and document any additional costs or customizations to accommodate this software in Attachment A (as described in section 8.5). Please pay particular attention to the interface with the financial aid and student accounts modules.

6.6.11: Tools

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

l. Please provide a detailed response regarding which pieces, if not the entire system, are ADA compliant and what type of accommodations exist? Please provide V-PAT documentation.
m. Please detail how the portal can interact with the institution's external website?
n. Please detail the institution's ability to customize the look and feel of the portal through CSS or other mechanisms
o. Please detail the proposed solution's search functionality. Is it case sensitive?

6.7: Informed Decision-Making Scenarios and Questions

A major goal of the colleges is to improve the effectiveness, efficiency, and availability of information required to manage operations, reporting to accrediting and regulatory agencies, and institutional research (IR) support. Currently, the colleges all struggle with obtaining information from the many non-integrated applications and systems and spend a great deal of time manually combining data across systems in order to generate reports and compile. To determine how the proposed solution would address these needs, please describe how the proposed solution would address the scenarios and questions listed below. *Please provide samples of the reports, both delivered and ones that can be built by the user in your response.*

Include in your pricing (Attachment A) development of Alabama state reports, as well as a system-wide data repository from which system-level and college reporting can be accomplished.

6.7.1: Reporting, dashboards and business analytics

a. Please detail the proposed solution's various "canned" reports that are available to users. Also, please describe if those reports are openly accessible or how access to those reports is handled. Are users able to modify canned reports and save them for their own future use, and share them with others? If yes, please explain.
b. What types of security and access set-ups exist in the proposed solution (e.g., role-based security, field-level security, application level security)?
c. Describe the proposed solution's reporting structure and what level of knowledge or experience users should have in order to produce reports.
d. Does the proposed solution report off live data or in a data warehouse type environment? If a data warehouse is utilized, does data have to be mapped for users to understand the data elements and be able to produce reports?
e. What is the frequency of refresh for the data warehouse in the proposed solution? Does this overwrite any data during the refresh? If the colleges move into a shared environment, can each have an individual option for managing the data warehouse?

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

6.7.2: Informed Decision Making Scenarios

a. A college needs to track and present a group of 38 key performance indicators (KPIs) to the board of trustees each month. These indicators cover a wide range of functional areas, including application and enrollment measures, degree and non-degree programs, financial aid received/disbursed as well as related discount rates, budget and financial performance, staffing and benefits activities, and more. The current process for producing this report is very time-consuming - it requires information to be collected from a large number of reports from different systems and compiling them into an Excel spreadsheet where various charts and graphs are then produced. The result is a multi-page document that is burdensome for the board to read and glean information for specific areas of interest. There is a desire to simplify the process by using "drill down" dashboards where the trustee could see the college's overall performance at a glance but also drill deeper into the areas of particular interest. Describe how the proposed solution might improve this process and provide an interactive, integrated solution.

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

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

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

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

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

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

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

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

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

6.8: Implementation Scenarios and Questions

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

a. Please describe how the company will be a partner with the System and the colleges throughout the implementation process (from planning through go live)?
b. Outline the timeline for implementation and the related assumptions.

c. Please describe, in detail, the implementation approach you recommend for the ACCS and its colleges, including the required resources from the System and the Colleges. How will this approach ensure consistency across the state?
d. Explicitly address whether you propose to provide the following and your plan to do so:
    - Hardware design and deployment (for any required on-premise solutions)
    - Project management
    - Subject matter expert (SME) and technical training
    - Business process analysis and redesign
    - Software design and configuration
    - Data cleansing, conversion, and migration for the System Offices, Colleges and ATN
    - Workflow configurations and training
    - Testing and quality assurance
    - End user training (In-person and remote)
    - Reporting services
    - Technical system administration and tools training (API's etc.)
    - Go-live cut-over
    - Post-implementation support options after going live
e. Provide an overview of your methodologies, tools, templates, resources, and organization as they apply to the above services. In describing your organization's services, explicitly explain how you ensure the quality of your services and how you maintain competitive pricing.

6.8.1: Implementation Scenarios

a. Today, 10 of the institutions use Banner and 14 use Alliant for the administrative systems. One (1) of the ten (10) Banner colleges has migrated to Banner 9. The remaining 9 Banner colleges are required to migrate to Banner 9 by January 2019. Considering this requirement, how does your company propose that the System and the Colleges plan and orchestrate the implementation and transition of each organization to one, shared ERP environment? Please provide a list of pros and cons the colleges should consider throughout this implementation process.

b. Is data conversion and migration included with the implementation? Does your company provide a data conversion and migration tool? If not, what conversion/migration services does your company provide or recommend? If there is a separate cost for data conversion/migration and data cleaning, please provide these costs in Attachment A (as described in section 8.5)- Projected Five-Year Cost of Ownership.

c. Please describe your recommended approach for converting data from the colleges' existing ERP systems into the proposed solution.

d. Is converting data from the third-party systems that have been used included in your proposal? If not, please identify the cost, based on the institutions' current ERP environment, in Attachment A (as described in section 8.5).

e. Specify the number of programmers, database administrators (DBAs), web programmers, and other support personnel that will be needed to maintain and properly support and maintain the system during and after implementation, based on the implementation recommendation identified in #1. Please detail what level of access the on-premise college staff will have to the system.

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

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

h. Describe the communications and transition management strategy.

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

j. What tools will the System, Colleges and Alabama Technology Network receive to assist them during implementation? Please explain.

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

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

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

7: Infrastructure/Security/Compliance Requirements

7.1: Technology Platform(s)

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

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

7.2: Ethical Considerations of Cloud/Hosting Environments

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

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

7.3: Service Level Agreement (SLA)

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

7.3.1: System Security and Encryption

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

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

7.3.2: Performance

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

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

7.3.3: Limitations of Service

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

7.3.4: Data Segregation

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

7.3.5: Third-Party Litigation

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

7.4: Business Exit Strategy

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

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

7.5: Cloud-Based Scenario

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

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

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

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

Provide full costs in Attachment A (as described in section 8.5).

8: Requirements for Proposal Response

This section delineates requirements for engaging with the System and preparing and submitting a proposal response.

8.1: General Instructions

Vendor personnel may not make contact with or visitation to the System, any of the colleges or college personnel unless specifically invited by the System. Effective July 14, 2017, contact and questions about this RFP must be channeled through Natalya Boock, CampusWorks Inc. Please direct queries to:

Natalya Boock
Senior Director, Marketing
CampusWorks Inc.
nboock@campusworksinc.com

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

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

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

8.2: Submission Instructions

Vendors must provide

- Electronic copies of the proposal shall be sent via email to:
  - 1 sent to Natalya Boock, CampusWorks Inc.
  - 1 sent to Bryan Helms, ACCS/Alabama Technology Network

Please send completed proposal (1 electronic) to:

Natalya Boock
Senior Director, Marketing
CampusWorks Inc.
nboock@campusworksinc.com

Bryan Helms
ACCS/Alabama Technology Network
ACCSERP@atn.org

The System must receive electronic copies, as described above, by 5 p.m. CDT on Friday, August 4, 2017.

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

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

8.3: Questions About the RFP

Vendors should review the proposal prior to the vendor briefing on Monday, July 24, 2017. Vendor questions will be captured and addressed, as much as possible, during that session. Questions that cannot be addressed in that session will be answered in writing to all vendors by Wednesday, July 26, 2017.

8.4: Vendor Presentation and Demo

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

If a demonstration is requested, the System would also like to request a product roadmap discussion on each of the areas – student centric areas, finance, HR, payroll – with the company and their product line-up. Discussions could occur under a non-disclosure agreement if needed.

8.5: Required Format

The proposal should be submitted electronically in either Microsoft Word or Adobe PDF format, arranged in the following prescribed order. The proposal **should not reference costs** except in Attachment A (as described in section 13).

Section 1 – Cover Letter

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

Section 2 – Executive Summary

Please provide an executive summary that is three pages or less.

Section 3 – Company Information

Please provide an overview and history of your company, including at least the following information:

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

Section 4 – Client References

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

Section 5 – Proposed Staffing

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

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

Section 6 – Proposed Project Plan and Schedule

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

Section 7 – License Conditions

Specify the terms and conditions for using the licensed/subscription software proposed in response to this RFP. Include the license documents for all software, installation, and maintenance/support services.

Section 8 – Statement of Work/ Technical Details

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

Section 9 – Implementation and Training Services

Provide a detailed description of all implementation and training services included with the system. Include example training materials and user manuals.

Section 10 – Customer Service and Support

Provide a detailed description of the ongoing customer service and support services that will be provided to the system and colleges as part of its ongoing maintenance agreement.

Section 11 – Service Level Agreement

Provide a detailed description of the proposed Service Level Agreement that the system and colleges would enter into.

Section 12 –Vendor Viability and Vision

Provide an overview of the organization, all partner organizations (if you are using subcontractor partners to provide any of the requested functionality) and proposed applications that include the following information:

a. The organization’s financial viability.
b. If you are a finalist for this procurement, will the company’s audited financial statements be available for review by the System?
c. Your current rating by Moody’s and S&P.
d. Understanding of the higher education industry and ability and commitment to meet its evolving needs. Please provide corporate profile details about your company’s experience in this market niche, such as year founded, how many years providing technological systems for higher education, total number and type of employees, etc.?
e. Describe your company’s involvement in, and commitment to, the higher education industry in Alabama, the United States, and globally.

f. Does your company implement new strategies and technologies without making current application software obsolete? Please explain.
g. Are your research and development activities focused on meeting emerging client requirements? If so, what is the process used to determine priorities for new developments and system enhancements?
h. What is the number of your new clients who purchased a full system or major portion of a full system in 2017? 2016? 2015? How many clients are fully operational on the version of the system you are proposing? How many are still in some phase of the implementation process?
i. Stability and viability of the proposed applications/products/services.
j. Provide the following information regarding the ownership of your company to eliminate any potential conflict of interest:
    1) If sole proprietorship – owner's name
    2) If partnership – owners' or partners' names
    3) If corporation – president and chief executive officer, senior officers, and major shareholders
    4) Provide confirmation that no consortium Steering Committee member, board member, or employee is also an employee of the proposing organization.
k. Provide documentation of your organization's structure, describing the various business units, subsidiaries, etc.
l. Provide an overview of your product portfolio.
    1) Describe the functional and technical evolution of the proposed current release version/solution over the past 3-5 years. Include the initial roadmap plans and identify the outcomes, including general availability dates in comparison to the initial plan. Also, identify additional improvements implemented that were beyond the roadmap.
    2) Provide a roadmap of the proposed solution's planned evolution for the next 2-3 years. Describe your processes for developing/evolving the product roadmap.
    3) Are there active user groups dedicated to your solutions? Please provide information regarding user groups, indicating their meeting locations, size of the group(s), and frequency of their meetings and communications. Are user groups affiliated with the company or do they operate independently? Does the company sponsor user group meetings? Do they allow outside, third-party vendors to participate in the meetings even if at a cost, or are outside vendors, who may not have partnership deals with the company, prohibited from participating?
    4) How do you evaluate and adjust services based on client input and needs?
    5) Are you continually developing new implementation methodologies to meet client demands? Please provide examples.
    6) How do you use advances in technology to improve the efficiency and effectiveness of the service and support staff? Please provide examples.
    7) How do you ensure service and support staff are dedicated to developing long-term relationships with each client?
    8) What, if any, community colleges are supported by the proposed solution?

Section 13 – Pricing

Complete Attachment A - Estimated Five-Year Cost of Ownership

a. Complete and submit as an Excel spreadsheet and accompanying Word document (labeled “Attachment A – Costs”) for text responses. Additional rows may be added to the Excel sheet. Submit this document **separately** from the proposal.

9: Evaluation and Selection Process

9.1: Proposal Evaluation

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

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

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

9.2: Proposal Selection

The System reserve the right to:

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

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

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

9.3: Best and Final Offers

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

APPENDIX A: Technical and Functional Questions

Please respond to all questions in this Appendix and submit with your proposal. If appropriate, vendors are encouraged to provide clarifications or exceptions to these responses.

Admissions

1. Does the proposed solution provide any inherent tools that would allow an institution to create their own integrated admissions application?
2. Would there be additional costs for this application creation and/or integration? If there are additional costs associated with this, please detail those in Attachment A (as described in section 8.5).
3. Does the proposed solution provide the same information for prospects, students, and administrative staff so staff can see the same information as students and prospects?
4. Does the proposed solution accept external recruiting lists?
5. Does the system have the ability to add FERPA warnings and/or waivers to a student's record?
6. Does the solution have the capability to show email open, read, and click through rates for emails that were sent through the proposed solution?
7. Does the proposed solution have the ability to utilize predictive modeling based on predefined criteria?
8. Does the proposed solution integrate with other third-party admissions applications solutions?

Registration and Student Academic Records

9. Does the proposed solution enable students to adjust their educational plan with workflow for an advisor's approval via self-service?
10. Does the proposed solution support develop degree audit plans and monitoring progress?
11. Does the proposed solution support course and demand forecasting?
12. Does the proposed solution enable students to identify available time slots for tutoring or other services and allow them to sign up via self-service?
13. Does the proposed solution have the capability to allow a student to identify themselves as having unique personal needs (non-discriminatory status updates), for example needing a service animal, and requesting specific accommodations throughout their lifecycle at the institution?
14. Is the proposed solution able to record and track non-binary genders (gender neutral), and preferred pronouns?
15. Does the proposed solution offer options for preferred name vs legal name, and use it appropriately on student rosters vs. transcripts?
16. Does the proposed solution provide confidential tracking for "students of concern" issues?
17. Can the ability to change academic plans be only applied to a certain cohort of students?

18. Does the anticipated completion date get recalculated based on the change(s) to the academic plan automatically or does it have to be manually adjusted?
19. Does the proposed solution support creation of more than one transcript type and multiple credit types, including credit and non-credit transcripts, certifications, official and non-official transcripts, co-curricular activities, etc.
20. Does the proposed solution offer automatic registration/validation for co-requisite classes and block courses?
21. Does the proposed solution support uploading and displaying student pictures?
22. Can the proposed solution assign tuition based on a current role?
23. Does the proposed solution support electronic import of transcripts?
24. Does the proposed solution notify students that other section(s) may be available at a different date/time?
25. Does the proposed solution suggest similar courses to students based on their major, minor, or other previously taken courses?
26. Does the proposed solution enable students to complete an electronic FERPA waiver or other process whereby they can authorize another individual to have electronic access to their academic and/or financial data?
27. Does the proposed solution have ability for students to create various versions of their schedules, prior to registration, that checks their selections against prerequisites and other active restrictions that exist on their student record?
28. Does the proposed solution enable student records to be marked to indicate honors within majors as well as within the overall institutional criteria?
29. Does the proposed solution notify students on the roster (by email or text) if the class is cancelled for the day, and/or if the course is cancelled for the entire semester, or if the course time/room has changed?
30. Does the proposed solution have the capability to automatically load grades from various LMS system?
31. Does the proposed solution allow manual grade entry from faculty members?
32. Does the proposed solution include a hold file where grades can be put into for faculty member approval before they load it into the ERP?
33. Does the proposed solution have the capability to alert the Registrar's Office as well as individual faculty of missing/incomplete course grades?
34. Does the proposed solution provide the ability to compute faculty-teaching loads using custom formulas?
35. Does the proposed solution provide the Registrar's Office with an automated process or other tool(s) to report the required information to the National Student Loan Clearinghouse?
36. Does the proposed solution identify and notify on a need-to-know basis "students of concern," especially where faculty or staff may need to be aware?
37. Does the proposed solution separate employee data from student data?
38. Does the proposed solution provide security to mask fields that are not needed, but also allow checks for duplicate information?

39. Does the proposed solution provide options to upload photos of employees and students?

Workforce Development / Continuing Education

40. Does the system support simultaneous registration and payment for continuing education and other offerings where no admission approval is required?
41. Does the system support the ability to recommend other registrations based on what has been selected? (Ex. People who bought these courses were also interested in these offerings, similar to an Amazon experience for Continuing Education or other appropriate offerings).
42. Does the system support the ability to see all registrations within a single schedule including for credit, continuing education, non-credit support, etc. and identify any conflicts?
43. Does the system accommodate scheduling across terms and with open and flexible scheduling to support the various offerings and durations for continuing education and other non-traditional offerings?
44. Does the system provide the ability for managers to track linked courses for both credit and continuing education for faculty workload, class size, and compensation?
45. Does the system support corporate sponsored education?
46. Does the system support third-party payments for students?
47. Does the system provide the ability to include or not include, as needed, non-credit courses on the transcripts?
48. Does the system provide inputs from Chmura Jobs EQ for Analysis?
49. Does the proposed solution collect and retain all demographic and performance information on Adult Education students. This information shall include but not limited to: last name, first name, middle name, social security number, date of birth, employment status, type of public assistance receiving (if applicable), highest grade achieved, attendance, test scores, goals, achievements, median earnings, and postsecondary transitions information?
50. Does the proposed solution provide the ability to query data and generate reports for federal reporting requirements under the Workforce Innovation and Opportunity Act (WIOA)?
51. Does the proposed solution provide the ability to data match with the Department of Labor for employment status in the 2nd and 4th quarter after student enrolls? The matching should also include the median earnings for the period being matched.
52. Does the proposed solution provide the ability to track and show Measure Skills Gain (MSG) based on test scores, and other indicators of progress?
53. Does the proposed solution provide the ability to collect and report on the ACT WorkKeys assessment scores and the earning of a National Career Readiness Certificate (NCRC), Bronze, Silver, Gold, and Platinum?

Financial Aid

54. Does the proposed solution require vendor support to set up rules for auto-packaging and/or establishing communication tracks and documents?
55. Does the proposed solution recognize that a student was awarded an outside scholarship that was received by the Student Accounts Office and deposited onto the student's account?
56. Does the proposed solution notify staff of COD origination and disbursement file errors, and permit reconciliation?
57. Does the proposed solution handle changes in award periods, disbursement dates, and enrollment periods during an academic year?
58. Does the proposed solution have the ability to award students both in Borrower Based Academic Year (BBAY) and Standard Academic Year (SAY) formats?
59. Does the proposed solution support the Year-Round Pell Process?
60. Does the proposed solution support Perkins Loans processing?
61. Does the proposed solution provide satisfactory academic progress tools that can be configured to monitor students' academic progress against financial aid eligibility?
62. Does the proposed solution feature built-in tools to enable students to view what-if scenarios when they are considering withdrawing (e.g. how with withdrawing today, tomorrow, or next week would affect their aid)?
63. Are financial aid scenarios available to the student in self-service?
64. Are financial aid scenarios available to financial aid staff when counseling students?
65. Are students able to receive financial aid disbursements via ACH/direct deposit, paper check, or on a campus card?
66. Does the proposed solution support NSLDS reporting?
67. Does the proposed solution track the institution's default rate, or the trajectory of it? With smaller colleges, changes can occur with as few as three students defaulting.
68. Does the proposed solution provide an interface for financial aid book vouchers?
69. Can the proposed solution work with third-party services to produce the reports for FISAP?

Student Accounts

70. Does the proposed solution have the capability to establish and manage payment plans, including recurring payments? If yes, is this functionality available to students in self-service?
71. Does the proposed solution have a "super screen" that enables administrators (users based on various designated security levels) to view all of the information pertaining to a student's account in one place (e.g. financial aid awards, current amount due, number of registered credits, payment plans, past due balances, any recent comments, etc.)?
72. Does the proposed solution have the capability to provide a student with a true balance statement (i.e., a statement that includes all disbursed and pending financial aid and credited and pending payment plan payments)?

73. Does the proposed solution have the ability to create user-defined criteria and reports that will prevent incorrect disbursement of financial aid to student accounts in cases of enrollment and/or eligibility changes?
74. Does the proposed solution have the capability to bulk manage third-party invoicing and payments?
75. Does the proposed solution have inherent reporting tools for administrators to view current student balances, financial aid that has not posted, outstanding payment plans, and credit balances?
76. Does the proposed solution avoid drops if financial aid is available, but disbursements have been delayed?
77. If a student is dropped for non-payment, does the proposed solution keep a record of that registration information?
78. Does the proposed solution provide flexibility in purging old AR detail?

Student Services

79. Does the proposed solution make it possible for students and their family members to find, register, pay for, and receive an email and/or text confirmation for an event they wish to attend? Would the proposed solution be able to create a calendar event that could be loaded into the student and/or parent's calendar that is available through their email service?
80. Does the proposed solution have a "super screen" that enables all of the student's information to be viewed in one place (e.g. current registered credits, probation or academic status, housing, judicial affairs flags, academic holds, etc.)?
81. Does the proposed solution enable students and prospective students to schedule appointments with their advisor, counselor, and/or health and wellness staff via the portal, mobile device, or another method?
82. Does the proposed solution have the capability to maintain confidential health and wellness files and notes?
83. Does the proposed solution track vaccinations?
84. If a student's advisor changes during the student's lifecycle, can notes about that student be transferred from one advisor to the next within the system?
85. Is the proposed solution able to produce / keep track of emergency contact information for students and parents that may need to be accessed during non-working hours by duty staff that do not regularly use the "system?"
86. Does the proposed solution include a feature that notifies faculty, staff, and students about events?
87. Does the proposed solution have a calendaring feature available to the community for campus events?
88. Does the proposed solution enable students to request housing accommodations via self-service?
89. Does the proposed solution enable students to request roommates and specify living preferences for use in roommate assignments via self-service?
90. Does the proposed solution enable students to accept or reject roommate requests from other students via self-service?

91. Does the proposed solution enable students to view their room and roommate assignments via self-service?
92. Does the proposed solution enable multiple meal plans and the ability for students to be automatically assigned specific meal plans based on user-defined criteria or review and select meal plans via self-service?

Finance

93. Does the proposed finance system support a fund accounting structure?
94. Does the proposed solution support all U.S. and state auditing and reporting requirements?
95. Does the proposed solution provide the capability to process other states' auditing and reporting requirements since the colleges may have employees throughout the United States?
96. Does the proposed solution provide comparative reporting capabilities?
97. Does the proposed solution provide the ability to post transactions to the general ledger in real time, including posting charges, invoices, cash receipts, purchase requisitions, purchase orders, and payments?
98. Does the proposed solution provide the ability to reconcile and verify general ledger accounts across applications, including the student information system (Financial Aid, Pell, and Direct Loans), human resources, and payroll with validation reports and exception reports?
99. Does the proposed solution provide the ability to link all documents that comprise a complete procurement-to-payment transaction and enable users to review the progress of the transaction?
100. Does the proposed solution support rental and lease contracts and requirements such as the notification of upcoming lease expirations?
101. Does the proposed solution manage institutional vehicles/fleets, and process the appropriate charge-backs?
102. Does the proposed solution provide the ability for multiple requisitions to be merged into a single purchase order with multiple account codes for a single line item?
103. Does the proposed solution provide the ability to issue multi-year purchase orders and encumber the funds appropriately across the related years?
104. Does the proposed solution provide the ability to create and maintain solicitation documents such as Request for Proposal, Request for Quotation, Request for Information, and Intent to Negotiate as well as allow vendors to submit electronic responses and manage the overall bid process?
105. Does the proposed solution enable new vendors to complete a vendor application and submit required documents online, including W9?
106. Does the proposed solution require sole source justification, and can that be attached and approved online before approval?
107. Does the proposed system stop procurement processing when there are insufficient funds to cover PO requests until funds are transferred and funding is available in the account?

108. Does the proposed system provide notifications when approvals are pending and requisitions are completed?
109. Does the proposed solution enable seamless integration with receivable processes to collect funds from vendors and recover overpayments?
110. Does the proposed solution support interrelated applications, such as labor distribution from payroll to general ledger, student finance to the general ledger, accounts payable to fixed assets and the general ledger, and accounts receivable to the general ledger?
111. Does the proposed solution support the modified accrual budgeting?
112. Does the proposed solution allow comparison of actuals from previous years to current budget development information?
113. Does the proposed solution include an exception report that will help flag potential budget problems based on the comparisons to former years?
114. Does the proposed solution support multiple chart of accounts structures?
115. Is the functionality in the proposed solution able to map the chart of accounts to the state reporting requirements?
116. Does the proposed solution provide a comprehensive online commerce solution, including an online shopping cart, payment options, and a consumer-oriented experience?
117. Does the proposed solution provide the ability to define and maintain categories and sub-categories to classify journal entries?
118. Does the proposed solution provide the ability to attach supporting documentation to journal entries?
119. Does the proposed solution provide the ability to enable the entry of inter-fund and inter-organization journals across a set of books with automatic generation of balancing entries?
120. Does the proposed solution provide the ability to define and maintain journal approval processes, approvers, thresholds, limits, and workflow?
121. Does the proposed solution provide the ability to display estimated current year expenditures, reserves, receipts, transfers, accruals, adjustments, liquidations, and encumbrances?
122. Does the proposed solution provide the ability to include and exclude accounts or budget items from the rollover process and to specify amounts to roll over?
123. Does the proposed solution provide the ability to enter and approve budget transfers by budget managers and departments?
124. Does the proposed solution provide the ability to make allocations and changes across budget categories?
125. Does the proposed solution provide the ability to mass update allocations and changes across budget categories?
126. Does the proposed solution provide the ability to track project specifics data including activity type, substance type, endeavor type, project contact, project description, contract total amount, contract unbilled amount (tied to invoicing), product line, grant discounts, and contract age?
127. Does the fund creation date override the date a gift was made to the institution? Does effective dating exist in the proposed solution?

Human Resources

128. Does the proposed solution provide the ability to assign salary plans, grades, and steps to jobs and positions?
129. Does the proposed solution provide communication for any role change (on-boarding, termination, transfer) as a part of workflow that would require security, approvals, and budget adjustment?
130. Does the proposed solution provide the ability to establish multiple workflow roles for employees with multiple concurrent jobs and appointments?
131. Does the proposed solution support uploading and displaying employee pictures?
132. Can the proposed system transfer applicant information into an employee record when an offer is made for a student worker? For example, if a student is awarded work-study or institutional funds and they are assigned a working position can the system transfer the "applicant" or "student worker" into an "employee record."
133. Please detail the various management tools available in the proposed solution that would assist the manager in supporting their employee throughout the employee's lifecycle.
134. Does the proposed solution provide the ability to flag essential personnel who must work during suspended operations, such as severe weather closings?
135. Does the proposed solution provide the ability to update records and process hires, transfers, terminations, and retirements with minimal data entry and duplication via manager self-service and online approvals?
136. Does the proposed solution allow Human Resources and Payroll personnel to continue to use the system even when payroll or other processes are being run? Please identify any processes that would require Payroll and/or Human Resources personnel to exit out of the system in the open-ended questions below.
137. Please describe the proposed solution's ability to provide a comprehensive system of staffing management that provides a framework for individual, departmental, divisional, and functional staffing plans including role FTE, compensation expenses?
138. Does the system support workflow/notifications for employee role changes, to support onboarding/off boarding functions?
139. Does the proposed solution offer the ability to manage the employment contracts cycle?
140. Does the proposed solution create a contract template for quick processing and creation of all faculty contracts for each college, creating a term's worth of contracts quickly?
141. Does the proposed solution support the talent management life-cycle?
142. Does the proposed solution track training - - mandatory training, annual training, professional development, videos and more?
143. Can the proposed solution provide views of paid and unpaid leave balances of multiple types online?

Payroll

144. Does the proposed solution allow different address hierarchies when printing checks and direct deposit advices (e.g., mail to school address during the school year and home address during breaks)?

145. Does the proposed solution provide the ability to define multiple banks and bank accounts for ACH transactions?
146. Does the proposed solution provide the ability to set up pay forms for checks, advances, and electronic pay mechanisms?
147. Does the proposed solution provide the ability to establish alternate work schedules?
148. Does the proposed solution provide the ability to define pay processing and error handling options?
149. Does the proposed solution produce vouchers for posting to accounts payable based on withholdings to be paid to a third-party?
150. Is the payroll module fully integrated into the human resources and benefits modules and information for payroll processing, including the integration of any online time entry and approval features and functionality in the proposed solution?
151. When are the annual federal and state tax tables available to the institutions? Please list the dates that those tables were available to institutions for 2017 and 2016. What is the anticipated date of delivery for 2018? Please describe the process to get those tables uploaded into the institution’s instance.
152. Does the proposed solution provide online time entry and approval that is fully integrated into the payroll process, eliminating re-keying?
153. Does it provide reporting and automated notifications for time submission and supervisor approval?
154. Does the proposed solution have biometric recognition capability?
155. Does the proposed solution provide clock-in and clock-out features for shift workers with clock hours used for payroll calculations?
156. Can pay be calculated in arrears?
157. Can the proposed solution manage different benefits to calculate pre-tax deductions, including, annuity, insurance and retirement?
158. Does the proposed solution provide the ability to override system calculations for overtime, vacation payouts, and leave buyouts?
159. Does the proposed solution support suspended operations, stand by, shift differentials, callbacks, overtime, and double-time calculations by employee classification/group/attribute?
160. Does the proposed solution provide the ability to pay employee expense reimbursements with the payroll process?
161. Can the proposed solution perform date-based adjustments without the need for manual calculations?
162. Does the proposed solution enable community employers to approve online timesheets for students?
163. Does the proposed solution provide the ability to perform salary and benefit compensation projections on positions based on the effective date of any action, fund source, grant, job classification, position status, pay differentials and position location?
164. Does the proposed solution facilitate benefit and associated expense calculations related to position attributes, incumbent employee attributes, and vacancy projections?

165. Does the proposed solution have the ability to populate information from position control/budget to the employee record once assigned one or more positions?
166. Does the proposed solution provide the ability to reconcile position control with personnel records from the HR system, including budget versus actual expenditures?
167. Does the proposed solution provide the ability to project budgeted and adjusted salary and benefits from year-to-date actuals or known pending adjustments?
168. Does the proposed solution provide the ability to track volunteer hours, and be able to use those hours for workman's comp purposes, or non-paid hours?
169. Does the proposed solution provide support for the Affordable Care Act (ACA)?
170. Does the proposed solution support the quarterly submission of the 941?
171. Does the proposed solution provide the ability to calculate position counts, full-time equivalents, and employee counts and automatically adjust the counts when position and employee changes occur?
172. Can the proposed solution calculate the lump sum payment due to staff upon retirement or end of employment?
173. Can the proposed solution automate the splitting of benefits across multiple funds?
174. Does the proposed solution provide the ability to allocate and track salary and benefits for adjunct faculty across disciplines?

Information Technology

175. Does the proposed solution lock an individual's record when more than one person is reviewing that student's record? During a process such as payroll runs or financial aid packaging, are records used locked for the whole process?
176. Is the proposed solution's performance negatively impacted when large processes are run during normal working hours, i.e. state-wide payroll, year-end close, etc.?
177. Does the proposed solution have character limits on notes and comments fields throughout the application?
178. Does the proposed solution allow the user to select a preferred method of communication, including text message as an option?
179. Is the proposed solution compliant with the American with Disabilities Act (ADA) and section 508 and/or WCAG standards for students, faculty, and staff?
180. Does the proposed solution support data validation at time of entry regardless of the means of entering the information (administrator, self-service, etc.)?
181. Does the proposed solution have the capability to be translated into foreign languages based on the user's preference? If yes, please list the languages available.
182. Is the proposed solution fully accessible via a web browser?
183. Is the proposed solution device- and browser-agnostic? If not, provide compatibility list.
184. Does the proposed solution provide the ability to accept, record, and store electronic signatures for all proposed applications/modules?
185. Does the proposed solution support real-time experiences (i.e., when a user makes a change the ERP is instantly updated) for all constituents regardless of how they access the information (through the application modules, portal, mobile device, etc.)?

186. Can users access multiple applications simultaneously in individual windows or on a full screen?
187. Does the proposed solution provide the ability to override, modify, stop, and restart reports and batch processes at any time during the process? If yes, please describe this process in detail.
188. Does the proposed solution provide a college-wide appointment and scheduling system that is adjustable and restricted by each service area (e.g., testing centers or tutoring appointments with time slots and parameters)?
189. Does the proposed solution allow users to reset their passwords via self-service?
190. Does the proposed solution provide the ability to manage an integrated events calendar based on criteria set by users at the college, campus, and departmental levels?
191. Does the proposed solution have tools for uploading and downloading data into various tools using formats such as .csv and ODBS?
192. Does the proposed solution allow roles to be set with valid start and end date ranges? For example: a person's job assignment has an end date, can the role for that job be automatically terminated when the end date is reached?
193. Does the proposed solution provide field level security (view/edit) based on security role?
194. Does the proposed solution support security tokens, or two-factor / dual layer authentication?
195. Does the proposed solution require an additional layer of security for sensitive resources?
196. Does the proposed solution provide logs for all administrative actions (de/provisioning, account management, role management, etc.)?
197. Does the proposed solution provide the ability to generate a group membership list based on a specific date or a date range?
198. Does the proposed solution provide reports to identify unused accounts, suspicious activity, service usage patterns (peaks), etc.?
199. Does the solution allow role membership to dynamically be determined based upon user attribute values?
200. Does the proposed solution have the capability to provide delivered reports to support regulatory reporting (e.g., IPEDS, FISAP, financial statements, and accreditation)?
201. Does the proposed solution provide reporting tools to produce needed reports for state reporting, departmental reporting, and institutional effectiveness? This should include, and not limited to, state reporting requirements denoted here: http://www.ache.state.al.us/Content/StudentDB/SDBReports.aspx
202. Does the proposed solution support the required data and reporting for Alabama's Workforce Council P20W student database?
203. Does the proposed solution support the required data and reporting for the Clery Act?
204. Does the proposed solution have query tools that can be used by end users for ad hoc reports?
205. Does the system have technical interoperability of various social media channels that the institutions work with such as Facebook, LinkedIn, Twitter, Snapchat, etc.?

APPENDIX B: Inventory of Software and Services

The following is an inventory of software and services that have been identified for the System and Colleges. The desire is to decommission as many third-party systems as reasonable, and/or consolidate variations where a single third-party is most advantageous.

Administrative Computing - Enterprise Resource Planning (ERP) systems

- CampusKey - Alliant
- Banner – Ellucian
- NetSuite (ATN only)

Learning Management systems

- Blackboard Learn
- Canvas LMS (Open Source)
- Moodle (Open Source)
- Ed to Go (online classes and content delivery
- Health Ed Today (delivery, medical terminology, content delivery)
- Red Rock (teaching, scheduling, tutoring software)
- Emus (recruiting, communication history and items, email, applications hosted on website)

Survey Tools

- SurveyMonkey
- LimeSurvey (Open Source)
- EvaluationKIT (Integrates with Blackboard, Moodle, and Canvas)
- Remark Software - Gravic, Inc.
- SmartEvals - Gap Technologies, Inc.
- Skill Survey (reference checks for HR)
- Qualtrecs
- Smart Evals (course evaluations)
- IPEDS and benchmarking NCCBP (Nat'l benchmark for community colleges)
- Educause survey
- Campus Labs (faculty surveys and student evaluations)
- Adobe Pro (forms, surveys)

Reporting & Data Analysis Tools

- Argos - Evisions, Inc. (Banner institutions)
- Access - Microsoft, Inc.
- SPSS Statistics - IBM, Inc.
- SAP InfoMaker
- Tableau
- NSCH - National Student Clearing House
- (Illum (predictive software) - financial, test scores, 150-200 predictive models

- Compliance Assist
- Camtasia (recording sessions, captioning)
- Microsoft Office – Word, Excel, Access
- Lecture capture - Panapto

Early Alert and Retention

- Starfish EARLY ALERT - Hobsons, Inc.
- GradesFirst - Educational Advisory Board
- Degree Works - Ellucian
- Drop Bar
- Rothguard (early alert)
- SAGE
- TutorTrac

Emergency Alert systems

- CampusCast Alert - High Ground Solutions, Inc.
- Omnilert
- e2Campus - Omnilert, LLC.
- Rave

Bookstores

- Barnes and Noble
- Missouri Bookstore
- Texas Bookstore
- Follett
- CampusKey Bookstore

Point of Sale

- NDS System

Payments and Refunds

- CASHNet (Blackboard) - Manage payments on campus
- Official Payments
- TouchNet Information Systems, Inc.
- BankMobile Refund Management (formerly Higher One)
- Curbstone Corporation
- Payscape
- ED-Express and Ed Connect for Education Department software and communications
- Toypx
- Learning Cart
- Heartland
- NelNet

Registration, Student, and Student ID Cards

- Blackboard Transaction
- CS Gold (Seaboard)
- FlexReg (for Workforce)
- Who's Next (scheduling)
- Full Measure (registration)
- Grade Quick Web (attendance versus grading package)
- Respondus (test producing software and browser lockdown)
- Respondus Monitor (faculty can record student)
- SoftChalk (makes online assignments)
- Zoom Text (for visually impaired students)
- Adobe Captivate (video captioning)
- Register Blast (assessment center - scheduling - continuing education classes)
- Turn It In (plagiarism software)
- ID Works (time stamp for appointments, bar coded for hand scanners)
- Org Sync (library integration, check-in, organizational/event/meetings, sign in sheets)
- Campus Answers (For Title IX Compliance, student training, harassment, etc.)
- Badge Pass - Alabama Card Systems
- Ad Astra
- RoboRegistrar

Prospects

- Canvas Cast (Campus Cast for Emergency Alert?)
- TargetX – CRM

Transfer Credit/Articulation

- STARS (developed by Troy)

Human Resources

- NEO-GOV
- E-verify for residency
- PEEHIP – third-party administrator for employee benefits/deductions
- FormFusion
- Intellicheck
- Workplace Answers
- Xitracs (faculty credentialing)
- SkillSurvey for reference checks
- Verify Credentials for background checks

Student Email

- Google
- Office 365

- Exchange
- Alabama Supercomputer Center

Student Mobile Applications

- RemindMe
- Quizlet
- GroupMe
- Instagram
- SnapChat
- Facebook
- Twitter
- LinkedIn
- Staph
- Looking Glass
- Full Measure Education
- Ellucian's Recruiter and Advise - integrates with Degree Works
- Mobile First - all Banner pages built for Mobile
- Snappy (Clinicals, labs)
- Proctor U
- Push notifications from Canvas to email/phone

APPENDIX C: Vendor ERP Demonstration Agenda

For planning purposes, the Vendor ERP Demonstration Agenda is provided below. Vendors selected to demo will be provided additional details regarding the hosting college's logistics at the time of notification.

ACCS ERP Demonstration Agenda

DAY 1

Time	Session One	Location	Session Two	Location
8:30 AM – 9:45 AM	Company & Solution Overview			
9:45 AM - 10:00 AM	BREAK			
10:00 AM - 11:00 AM	Admissions/Recruitment		Chart of Account/General Ledger/Grants/Endowments	
11:00 AM - 12:00 PM	Academic Programs/Curriculum/Scheduling		Budget Planning/Position Control	
12:00 PM - 1:00 PM	LUNCH			
1:00 PM - 2:00 PM	On-line Registration/Records/Transcripts		Vendor Management/Purchasing/Payables/Fixed Assets	
2:00 PM - 2:15 PM	BREAK			
2:15 PM - 3:30 PM	Degree Audit/ Advising/Student Planning		Human Resources	
3:30 PM - 3:45 PM	BREAK			
3:45 PM - 4:45 PM	Continuing Education/Workforce Development		Payroll	

ACCS ERP Demonstration Agenda

DAY 2

Time	Session One	Location	Session Two	Location
8:30 AM – 9:30 AM	Financial Aid		Technical Specs, Administration, Security, Integration, Workflow, Product Roadmap	
9:30 AM - 9:45 AM	BREAK			
9:45 AM - 10:45 AM	Accounts Receivable; Cashiering		Technical Specs, Administration, Security, Integration, Workflow, Product Roadmap	
10:45 AM - 11:00 AM	BREAK			
11:00 AM - 12:00 PM	Finance and HR Reporting		Housing and Student Services	
12:00 PM - 1:00 PM	LUNCH			
1:00 PM - 2:00 PM	Student Reporting			
2:15 PM - 2:30 PM	BREAK			
2:30 PM- 4:00 PM	Implementation Approach and Services/ Implementing a Shared Services Solution			
4:00 PM - 5:00 PM	Vendor open Q&A with the Steering Committee			
5:00 PM - 5:15 PM	BREAK			
5:15 PM - 6:00PM	Steering Committee Meeting (only)			

APPENDIX D: Institution Information

Below are brief descriptions and data for each college and ATN.

Alabama Technology Network

The mission of the Alabama Technology Network is to "provide industry and business the tools, training, and resources to excel." The Alabama Technology Network recently began its second decade of improving the competitiveness of Alabama's existing industries by providing training to Alabama manufacturers. Formally established in 1995, the state legislature provided funding from the University of Alabama's and Auburn University's budgets to fund the initial centers. That same year, ATN became the National Institute of Standards and Technology's Manufacturing Extension Partnership affiliate which expanded ATN's role to include technical assistance and training to Alabama's manufacturers. In 2004, ATN became part of the Alabama Community College System, the state's system for two-year colleges.

Bevill State Community College

Bevill State Community College is an accredited, learning-centered institution dedicated to student success by providing quality educational and training opportunities that enrich lives intellectually, economically, and culturally.

		Staff Faculty		Fall Enrollment		
			Total	**HC**	**FTE**	
Bevill State Community College	2016-2017	FT	298	3806	1212	
		PT	476			
		Total	774			
	2015-2016	FT	273	3619	1196	
		PT	486			
		Total	759			
	2014-2015	FT	288	3609	1222	
		PT	492			
		Total	780			
	2013-2014	FT	299	3491	1207	
		PT	460			
		Total	759			
	2012-2013	FT	298	3736	1296	
		PT	486			

	Total	784			

Bishop State Community College

The College's mission is to provide high-quality educational opportunities and services that are responsive to individual and community needs for the citizenry of Mobile and Washington counties at an affordable cost. The College utilizes traditional and distance learning to accomplish its mission.

		Staff Faculty		Fall Enrollment		
			Total	**HC**	**FTE**	
Bishop State Community College	2016-2017	FT	212	3029	984	
		PT	160			
		Total	372			
	2015-2016	FT	226	3112	1011	
		PT	137			
		Total	363			
	2014-2015	FT	231	3323	1113	
		PT	137			
		Total	368			
	2013-2014	FT	269	3897	1280	
		PT	150			
		Total	419			
	2012-2013	FT	256	3792	1239	
		PT	152			
		Total	408			

John C. Calhoun Community College

The largest of the two-year institutions comprising, Calhoun is an open-admission, community-based, state-supported, coeducational, comprehensive community college dedicated to providing affordable, high-quality and accessible education to individuals in its four-county service area.

			Staff Faculty	Fall Enrollment		
			Total	HC	FTE	
Calhoun Community College	2016-2017	FT	364	9900	2937	
		PT	535			
		Total	899			
	2015-2016	FT	350	9985	2984	
		PT	575			
		Total	925			
	2014-2015	FT	349	10802	3253	
		PT	625			
		Total	974			
	2013-2014	FT	328	11186	3373	
		PT	658			
		Total	986			
	2012-2013	FT	328	11177	3402	
		PT	667			
		Total	995			

Central Alabama Community College

Central Alabama Community College promotes student success in comprehensive and diverse academic and career learning environments to advance quality of life through economic, community and workforce development.

			Staff Faculty	Fall Enrollment		
			Total	HC	FTE	
Central Alabama Community College	2016-2017	FT	128	1776	603	
		PT	143			
		Total	271			
	2015-2016	FT	118	1787	619	
		PT	181			
		Total	299			
		FT	125	1742	573	

2014-2015	PT	185			
	Total	310			
2013-2014	FT	134	1841	600	
	PT	181			
	Total	315			
2012-2013	FT	129	2020	674	
	PT	165			
	Total	294			

Chattahoochee Valley Community College

Chattahoochee Valley Community College is dedicated to providing accessible and affordable education of excellent quality preparing students for transfer to senior colleges and universities, employment, or career advancement through associate degrees and certificate programs. Developmental courses are offered to assist students in improving learning skills and overcoming educational deficiencies. Student success is fostered by providing a student-centered environment and support services that respect uniqueness and value diversity.

			Staff Faculty	Fall Enrollment		
			Total	HC	FTE	
Chattahoochee Valley Community College	2016-2017	FT	88	1528	524	
		PT	139			
		Total	227			
	2015-2016	FT	91	1665	575	
		PT	152			
		Total	243			
	2014-2015	FT	90	1805	623	
		PT	160			
		Total	250			
	2013-2014	FT	88	1837	641	
		PT	167			
		Total	255			
	2012-2013	FT	103	1732	598	
		PT	174			
		Total	277			

Coastal Alabama Community College

Coastal Alabama Community College provides broad access to quality, affordable educational opportunities through a variety of instructional strategies in diverse learning environments that promote economic growth and enhance the quality of life for a global community. Coastal Alabama was formed through the consolidation of Alabama Southern Community College, Faulkner State Community College and Jefferson Davis Community College.

		Staff Faculty		Fall Enrollment		
			Total	HC	FTE	
Alabama Southern Community College	2016-2017	FT	125	1362	475	
		PT	44			
		Total	169			
	2015-2016	FT	126	1386	492	
		PT	46			
		Total	172			
	2014-2015	FT	125	1398	516	
		PT	58			
		Total	183			
	2013-2014	FT	122	1349	514	
		PT	66			
		Total	188			
	2012-2013	FT	128	1349	514	
		PT	54			
		Total	182			

Faulkner State Community College	Staff Faculty		Fall Enrollment		
		Total	HC	FTE	
2016-2017	FT	190	4784	1675	
	PT	128			
	Total	318			
2015-2016	FT	187	4582	1666	
	PT	120			
	Total	307			
2014-2015	FT	179	4487	1619	
	PT	141			
	Total	320			
2013-2014	FT	184	4363	1605	
	PT	152			
	Total	336			
2012-2013	FT	187	4404	1590	
	PT	152			
	Total	339			

Jefferson Davis Community College	Staff Faculty		Fall Enrollment		
		Total	HC	FTE	
2016-2017	FT	70	1000	363	
	PT	91			
	Total	161			
2015-2016	FT	73	1099	403	
	PT	83			
	Total	156			
2014-2015	FT	70	1086	385	
	PT	80			
	Total	150			
2013-2014	FT	76	1092	397	
	PT	83			
	Total	159			

2012-2013	FT	79	1096	390	
	PT	80			
	Total	159			

J. F. Drake State Community and Technical College

J.F. Drake State Community and Technical College, a student-centered two-year public institution, offers flexible and affordable university-transfer and technical degrees, certificates, adult and continuing education, and customized workforce training to fulfill the diverse needs of the community.

Drake State Community & Technical College

	Staff Faculty		Fall Enrollment		
		Total	HC	FTE	
2016-2017	FT	76	829	279	
	PT	44			
	Total	120			
2015-2016	FT	77	996	306	
	PT	51			
	Total	128			
2014-2015	FT	91	1062	347	
	PT	106			
	Total	197			
2013-2014	FT	86	1383	415	
	PT	103			
	Total	189			
2012-2013	FT	81	1248	374	
	PT	108			
	Total	189			

Enterprise State Community College

The College mission, including Alabama Aviation Center, is to serve students and communities by providing educational opportunities that enhance the quality of life and promote economic development.

			Staff Faculty	Fall Enrollment		
			Total	HC	FTE	
Enterprise State Community College	2016-2017	FT	129	1755	588	
		PT	101			
		Total	230			
	2015-2016	FT	128	1882	643	
		PT	112			
		Total	240			
	2014-2015	FT	128	2011	706	
		PT	134			
		Total	262			
	2013-2014	FT	157	2333	839	
		PT	115			
		Total	272			
	2012-2013	FT	166	2484	932	
		PT	138			
		Total	304			

Gadsden State Community College

Gadsden State Community College is an affordable, accessible, and comprehensive community college that prepares their diverse student population for success through quality education, innovative workforce development, and meaningful community engagement.

			Staff Faculty	Fall Enrollment		
			Total	HC	FTE	
Gadsden State Community College	2016-2017	FT	354	5109	1699	
		PT	370			
		Total	724			
	2015-2016	FT	367	5018	1687	
		PT	423			
		Total	790			
	2014-2015	FT	383	5289	1797	
		PT	444			
		Total	827			

2013-2014	FT	387	5797	1986	
	PT	453			
	Total	840			
2012-2013	FT	402	5882	2005	
	PT	473			
	Total	875			

Ingram State Technical College

Ingram State holds a unique place among two-year colleges in the Alabama Community College System, serving a student population comprised exclusively of incarcerated individuals. ISTC provides technical training in 18 career fields, GED preparation and testing, and job placement assistance to men and women from six correctional facilities.

	Staff Faculty			Fall Enrollment		
			Total	HC	FTE	
Ingram State Technical College	2016-2017	FT	114	449	200	
		PT	7			
		Total	121			
	2015-2016	FT	117	422	185	
		PT	10			
		Total	127			
	2014-2015	FT	116	473	210	
		PT	11			
		Total	127			
	2013-2014	FT	115	514	220	
		PT	16			
		Total	131			
	2012-2013	FT	123	437	178	
		PT	20			
		Total	114			

Jefferson State Community College

The vision of Jefferson State Community College is to be recognized as the most effective community college in the state of Alabama by providing individuals with knowledge and skills needed to function in a technologically demanding society. In a period of significant and rapid change, they intend to put the learner's needs first by being responsive and innovative, as well as being a catalyst for lifelong learning through the use of a variety of delivery systems.

	Staff Faculty			Fall Enrollment		
			Total	HC	FTE	
Jefferson State Community College	2016-2017	FT	342	8943	2432	
		PT	561			
		Total	903			
	2015-2016	FT	334	8826	2417	
		PT	581			
		Total	915			
	2014-2015	FT	334	8518	2415	
		PT	555			
		Total	889			
	2013-2014	FT	321	8551	2413	
		PT	553			
		Total	874			
	2012-2013	FT	330	8887	2509	
		PT	583			
		Total	913			

Lawson State Community College

Lawson State Community College is dedicated to providing affordable and accessible lifelong learning opportunities through varied instructional modes in order to prepare students for employment or career advancement, enable students to transfer to senior colleges and universities, and provide customized training for business and industry.

	Staff Faculty			Fall Enrollment		
			Total	HC	FTE	
Lawson State Community College	2016-2017	FT	247	3128	1098	
		PT	186			
		Total	433			
	2015-2016	FT	243	3173	1115	
		PT	189			

	Total	432			
2014-2015	FT	237	3092	1086	
	PT	198			
	Total	435			
2013-2014	FT	234	3031	1083	
	PT	183			
	Total	417			
2012-2013	FT	251	3420	1195	
	PT	179			
	Total	430			

Marion Military Institute

Since 1842, Marion Military Institute (MMI) has achieved a national reputation for preparing young men and women for successful civilian and military careers. MMI is one of only five Military Junior Colleges in the United States, which offer unique military training programs.

Marion Military Institute	Staff Faculty			Fall Enrollment		
			Total	HC	FTE	
	2016-2017	FT	105	425	240	
		PT	31			
		Total	136			
	2015-2016	FT	105	457	253	
		PT	37			
		Total	142			
	2014-2015	FT	99	439	245	
		PT	26			
		Total	125			
	2013-2014	FT	91	418	229	
		PT	27			
		Total	118			
		FT	87	383	218	

2012-2013	PT	241			
	Total	111			

Northeast Alabama Community College

The mission of the College is to provide accessible quality educational opportunities, promote economic growth, and enhance the quality of life for the people of Alabama.

			Staff Faculty	Fall Enrollment		
			Total	HC	FTE	
Northeast Alabama Community College	2016-2017	FT	124	2616	821	
		PT	245			
		Total	369			
	2015-2016	FT	121	2704	842	
		PT	249			
		Total	370			
	2014-2015	FT	121	2710	870	
		PT	232			
		Total	353			
	2013-2014	FT	123	2835	932	
		PT	233			
		Total	356			
	2012-2013	FT	119	3142	1043	
		PT	241			
		Total	360			

Northwest-Shoals Community College

Northwest-Shoals Community College provides career technical, academic, and lifelong educational opportunities using varied delivery systems; promotes economic growth; and enriches the quality of life for people of the Northwest Alabama region.

			Staff Faculty	Fall Enrollment		
			Total	HC	FTE	
Northwest-Shoals Community College	2016-2017	FT	216	3752	1110	
		PT	285			
		Total	501			
	2015-2016	FT	225	3700	1125	
		PT	269			
		Total	494			
	2014-2015	FT	205	3923	1226	
		PT	308			
		Total	513			
	2013-2014	FT	206	3865	1210	
		PT	285			
		Total	491			
	2012-2013	FT	206	3728	1204	
		PT	289			
		Total	495			

Reid State Technical College

Reid State Technical College is a rural, degree-granting, two-year college that provides quality academic and technical education to student from diverse backgrounds and abilities. The College promotes economic growth by preparing a qualified workforce for business and industry.

			Staff Faculty	Fall Enrollment		
			Total	HC	FTE	
Reid State Technical College	2016-2017	FT	49	489	153	
		PT	41			
		Total	90			
	2015-2016	FT	54	571	178	
		PT	29			
		Total	83			
	2014-2015	FT	55	549	185	
		PT	18			

	Total	73			
2013-2014	FT	66	518	172	
	PT	23			
	Total	89			
2012-2013	FT	64	495	186	
	PT	21			
	Total	85			

Shelton State Community College

Shelton State Community College is a public, open-admission, comprehensive community college whose primary mission is to provide accessible postsecondary education, training, and community educational opportunities. The C. A. Fredd Campus of Shelton State Community College maintains that identity and continues the specific Historically Black Colleges and Universities' mission of promoting educational access and opportunity for all students in a culturally diverse community.

Shelton State Community College	Staff Faculty			Fall Enrollment		
			Total	HC	FTE	
	2016-2017	FT	308	4810	1546	
		PT	265			
		Total	573			
	2015-2016	FT	281	4834	1576	
		PT	265			
		Total	546			
	2014-2015	FT	294	4989	1652	
		PT	270			
		Total	564			
	2013-2014	FT	303	5068	1692	
		PT	264			
		Total	567			
	2012-2013	FT	307	5104	1745	
		PT	313			
		Total	620			

Snead State Community College

Snead State Community College is dedicated to excellence in meeting the educational needs of those they serve through the completion of degree and certificate programs, workforce development, and community engagement.

		Staff Faculty		Fall Enrollment		
			Total	HC	FTE	
Snead State Community College	2016-2017	FT	110	2321	875	
		PT	189			
		Total	299			
	2015-2016	FT	108	2456	962	
		PT	183			
		Total	291			
	2014-2015	FT	114	2258	904	
		PT	170			
		Total	284			
	2013-2014	FT	117	2295	914	
		PT	167			
		Total	284			
	2012-2013	FT	109	2436	931	
		PT	173			
		Total	282			

Southern Union State Community College

Southern Union State Community College provides quality and relevant teaching and learning in academic, technical, and health science programs that are affordable, accessible, equitable, and responsive to the diverse needs of our students, community, business, industry, and government.

		Staff Faculty		Fall Enrollment		
			Total	HC	FTE	
Southern Union	2016-2017	FT	215	4683	1634	
		PT	291			
		Total	506			
		FT	200	4716	1675	

2015-2016	PT	292			
	Total	492			
2014-2015	FT	207	4729	1700	
	PT	281			
	Total	488			
2013-2014	FT	234	4805	1726	
	PT	253			
	Total	487			
2012-2013	FT	236	4979	1803	
	PT	208			
	Total	444			

Trenholm State Community College

The College mission is to provide comprehensive and accessible educational opportunities, including academic transfer and technical programs, designed to promote economic development, enhance workforce development and improve the quality of life for the community.

Trenholm State Community College

Staff Faculty			Fall Enrollment		
		Total	HC	FTE	
2016-2017	FT	128	1662	516	
	PT	90			
	Total	218			
2015-2016	FT	118	1402	479	
	PT	101			
	Total	219			
2014-2015	FT	124	1338	449	
	PT	104			
	Total	228			
2013-2014	FT	134	1351	452	
	PT	94			
	Total	228			
2012-2013	FT	137	1446	494	
	PT	97			
	Total	234			